The Influence of Leadership Style and Motivation on Employee Performance in Drinking Water Distributor Company

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ABSTRACT

Employee performance is an effort to systematically and continuously manage employees' ability to perform in a company. Therefore, employees can meet the desired level of performance in a company by giving their best to achieve company goals. The success of an organization is influenced by employee performance. This is because every company seeks to improve employee performance in order to achieve organizational goals that have been set. Performance can be accepted as a result of a process or work, this is because all employees are required to have the ability, that is, the ability to carry out the duties charged or entrusted to him. Each task or job has an activity that processes inputs and converts them into value-added outputs as products or deliverables. The purpose of this research is to analyze the effect of leadership styles and motivation on the performance of PT. Sidoraya Star. The number of samples used was 50 employees with a proportional random sampling method. Data collection was carried out using an interview approach, where the research instrument used was a questionnaire. The collected data were then analyzed using multiple linear regression analysis techniques. The results of the study indicated that leadership style had a significant positive effect on employee performance. Motivation has a positive effect on the performance of employees. The implication of this research is that the better the leadership style of company leaders, the employee's performance will increase, and the higher the employee's work motivation, the employee's performance will increase.

Keywords: Employee Performance, Leadership Style, Motivation.

I. INTRODUCTION

In running a business or business to achieve a goal we cannot be separated from resources (Cooke et al., 2020). Having good resources will determine the success of a company (Roni, 2023). Employee performance is an important thing in assessing company performance. Arya (2019) stated that performance is a determination of operational activities set by a company with the vision, mission, and guiding objectives that have been planned by the company.

Performance is work done by individuals or groups in one organization that is equal to the power and commitment to fulfill something that the organization wants by morals and ethics. The characteristics of high performers are as follows: have very realistic goals; can use concrete feedback in every activity that has been done; dare to take and face the risks taken; have a large work program and can try alone to realize these goals; and have a high moral obligation (Irfan et al., 2019).

Employee performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. As we all know that employee performance greatly affects the level of success in a company.

Good employee performance will follow good results in the company's business development. Conversely, poor employee performance will also have a negative impact on the company's success. The emergence of good and bad employee performance can be influenced by the leadership style that exists in the company and the existence of work motivation (Octaviannand et al., 2017). This is supported by the results of research from Dalimunthe (2019), namely that there is a positive and significant influence between the variables of leadership style and work motivation on employee performance.

To advance a company requires the belief that all hard work and efforts must be supported by various groups and many parties. For this reason, the role of employees in a company is needed to achieve company goals. In addition, the role of the leader is also very much needed. Not only playing an active role in encouraging employees to channel creative ideas but also acting positively for the progress of the company. Nafiah et al. (2018) stated that leadership style is a pattern of movement in which the leader invites his employees to achieve a company goal.

In a company, of course, there is a leadership style that is inseparable from advantages and disadvantages, back again to a leader in applying it in a company (Subagyo et al., 2019).
Leadership style is an example of behavior that is intended to encourage people to want to develop their performance so that the performance and goals of the organization achieve maximum results. And motivate employees to produce high productivity (Roz, 2019). Research conducted by Sulaiman (2019) has also succeeded in proving that leadership style and motivation affect employee performance. Meanwhile, research conducted by Tamarindang (2017) proved that there is no influence between leadership style and motivation on employee performance.

Work motivation for employees is no less important because motivation can direct and encourage employees to do work with high performance that meets company expectations (Mousa & Othman, 2020). Work motivation is a driving force for someone to carry out an activity to get the best results. Employees who have high work motivation usually have high performance as well (Stahl et al., 2020). For this reason, employee motivation needs to be increased so that employees can produce the best performance. In addition, if there is an employee with a position that is less enthusiastic about work, it is necessary to give an attitude of attention toward leaders to motivate these employees (Collins, 2021).

PT. Bintang Sidoraya is a leading mineral water distributor company in Bali. From the results of observations to PT. Bintang Sidoraya found a decrease in employee performance at PT. Bintang Sidoraya where this can be seen from the level of employee absenteeism which has increased. The absence or lateness of employees at work can cause decreased performance. This can be explained, that if the employee is absent or late at work, the tasks assigned to him will be neglected or not completed as expected. This will cause a person to be ineffective and inefficient at work and further reduce performance. In the long term, this can have a negative impact on the performance of the company.

Various efforts have been made by the company to improve employee performance including creating a conducive work environment and imposing sanctions on employees who are absent or absent from work for no reason. However, this has not fully increased employee performance, this proves that the level of employee discipline is still low, responsibility for work is not good, and so on. Employees are always required to provide optimal performance for a company. Employees are a resource that determines the success of a company in achieving its goals, while employee performance is the work achieved by someone in carrying out the tasks assigned to them. Employee performance includes the quality and quantity of output as well as reliability at work. Communication between leaders and employees can be said to still not encourage employees to be given direction by leaders, so employees have not achieved high performance. Then the leadership style in the company that has been implemented is still not good. Because leaders make all decisions themselves without involving employees or subordinates (Subagyo et al., 2019).

To clarify and know the performance of employees, the authors conducted a pre-survey of 25 employees of PT. Bintang Sidoraya Denpasar Bali in all divisions randomly. In this pre-survey process, employees were asked several questions regarding employee performance, leadership style in the company, and each employee's motivation. The average employee does not perform well. This can be seen from the results of the pre-survey which showed a high number of employees who procrastinate from 25 respondents, 18 people answered that they often procrastinate in completing work. The results of this pre-survey explain that employees have low motivation, as well as a lack of direction from company leaders because they think employees can work without direction. And the leaders closely supervise the work. Leaders also often ignore employee suggestions because all decisions are fully from the leader, and employees carry out all the leader's orders. One of the factors that influence employee performance is the motivational factor that shapes employee attitudes in work situations. Employees can achieve maximum performance if they have high achievement motives, to have high-performance motives employees must be able to grow from within themselves. The research objective of this research is to explain the effect of leadership style and motivation on employee performance.

II. LITERATURE REVIEW AND HYPOTHESIS

A. Leadership Style

Leadership style is a pattern or style of leadership in the form of instruction, consultation, participation, and delegation that focuses on employee maturity in giving assignments. The concept of situational leadership style is measured in terms of leadership style level variables with indicators including task behavior, relationship behavior, and follower maturity (Hakim et al., 2021).

B. Motivation

Motivation is the encouragement of employees for certain goals. Motivation is the provision of a driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and be integrated. The motivational indicators used include: affiliation motivation, power motivation, and achievement motivation (Reizer et al., 2019).

C. Employee performance

Employee performance is a result achieved by someone in carrying out the task. The indicators used include: Work Speed, Service, Value, Openness, Initiative, and Organizational Planning (Maley et al., 2021).

D. Research Hypothesis

Leadership is the key to success for a company. The leadership style of a manager in a company becomes a successor to the performance of the employees he leads. Social exchange theory states that if employees understand that the company where they work meets their needs, they will also improve performance and demonstrate the behavioral values and attitudes that the company wants (Arifin, 2017). According to Alzoraike (2018), leadership style has a positive effect on employee performance.

III: Leadership style influences employee performance.

Motivation is a condition that encourages people to carry out their duties according to their functions in the organization. Intrinsic motivation will encourage employees to excel.
Intrinsic motivation will encourage employees to carry out their duties properly so that these employees can achieve high performance which is recognized as work performance by the agency where they work. Employees who are intrinsically motivated will like their work and try to always do their job well so that they are always able to maintain or even improve their performance. The stronger an employee's motivation, the stronger the employee's desire to do his job well, so his behavior is increasingly driven to be directed toward performance standards and company goals. Ghaffari et al. (2020) show that motivation is a trigger for increasing company performance. This means that the company's performance will increase due to motivation from within the company.

**H2: Motivation has a positive effect on employee performance.**

### III. METHODS

The approach used in this study is quantitative in the form of associative. The sample in this study was 50 employees. Data collection methods used interviews and questionnaires. The data measurement method used in this study uses a Likert scale. The data analysis technique used in this study is multiple linear regression analysis.

### IV. RESULTS AND DISCUSSION

#### A. Description of Research Variables

The leadership style variable is denoted by X1. The measurement of this variable uses 16 statements. Distribution of respondents' answers to leadership style with the highest average value of 3.94 in the statement "Leaders try to find alternative solutions when disharmony occurs between employees" and the lowest average value of 3.33 in statements numbers 1, 5, 15, and 16. The total average score for the leadership style variable is 3.55 which is included in the good criteria, meaning that the leadership style of the leaders of PT. Bintang Sidoraya, Bali is quite good.

The variable of motivation is denoted by X2. The measurement of this variable uses 10 statements. Distribution of respondents' answers to motivation with the highest average score of 3.91 in the statement "Companies/organizations carry out career development for their employees" and the lowest average score of 3.55 in the statement "Harmonious relations exist between employees at work". The total average value for the motivational variable is 3.71 which is included in the high, meaning that the employees of PT. Bintang Sidoraya, Bali has high motivation.

The employee performance variable is denoted by Y. The measurement of this variable uses 11 statements. The distribution of respondents' answers to employee performance with the highest average value of 3.88 in the statement "The work produced is by the targets set by the company" and the lowest average value of 3.39 in the statement "never procrastinate in finishing the job.". The total average value for the employee performance variable of 3.63 is included in the good criteria, meaning that employees of PT. Bintang Sidoraya, Bali has a good performance and is by the targets set by the company.

#### B. Multiple Linear Regression Analysis

Sig. F is 0.000 which is smaller than the significant value of 0.05 (0.000 <0.05). These results indicate that leadership style and motivation influence simultaneously (together) employee performance. The R square value is 0.742, meaning that the influence of leadership style and motivation on employee performance is 74.2 percent, while the remaining 25.8 percent is influenced by other factors outside the model.

#### C. The Influence of Leadership Style on Employee Performance

The sig.t value is 0.000 (0.000 <0.05) and the β1 value is 0.283 indicating a positive direction. This shows that leadership style has a positive and significant effect on employee performance. This means that the better the leadership style of company leaders, the more employee performance will increase. The leadership style of a manager in a company becomes a successor to the performance of the employees he leads. In this study, it can be explained that the leadership style of the leaders of PT. Bintang Sidoraya, Bali is classified as well followed by good employee performance. This is evidenced by the respondents' answers on the leadership style variable which stated that the leadership tried to find alternative solutions when disharmony occurred between employees and the respondents' answers on the employee performance variable stated that the work produced was the targets set by the company. These results support Alzoraki (2018) who states that leadership style has a positive effect on employee performance.

#### D. The Influence of Motivation on Employee Performance

The sig.t value is 0.007 (0.007 <0.05) and the β1 value is 0.383 indicating a positive direction. This figure indicates that motivation has a positive and significant effect on employee performance. This means that the higher the employee's work motivation, the employee's performance will increase. Intrinsic motivation will encourage employees to carry out their duties properly so that these employees can achieve high performance which is recognized as work performance by the agency where they work. In this study, it can be explained that the employees of PT. Bintang Sidoraya, Bali has high motivation and is followed by good employee performance. This is evidenced by the respondent's answers to the work motivation variable which states that companies/organizations carry out career development for their employees to motivate employees to improve their performance and respondents' answers to the employee performance variable, namely employees can complete work on time according to targets set by the company.
The results of this study are in line with Ghaffari et al. (2020) which show that motivation is a trigger for increasing company performance. This means that the company's performance will increase due to motivation from within the company.

V. CONCLUSION, RECOMMENDATION AND FUTURE RESEARCH

Leadership style has a positive and significant effect on employee performance. This means that the better the leadership style of company leaders, the more employee performance will increase. Motivation has a positive and significant effect on employee performance. This means that the higher the employee's work motivation, the employee's performance will increase.

To improve the performance of employees, companies should pay attention to the leadership style adopted by leaders/managers so that they are liked by employees. Things that can be done such as providing opportunities for all employees to participate in talent selection according to their potential, having high initiative in providing ideas to improve work results, praising employees for their good work, and reprimanding employees who make mistakes personally or not in front of another coworker. Furthermore, companies can increase employee motivation by rewarding or appreciating employees who can complete working well and employees who can provide interesting ideas, hold outbound to improve harmonious relations between employees in the workplace, and provide career development opportunities in a fair and just manner. evenly distributed to all employees.

This research has been proposed and carried out by scientific procedures. However, there are still limitations in this study, only discussing the behavior of employees of PT. Bintang Sidoraya, Bali so that the results of this study cannot be generalized to other corporate environments. Other variables can affect employee performance beyond the model described in this study. For future researchers, it is necessary to consider examining variables, factors, and other indicators beyond leadership style and work motivation to improve employee performance. Such as career development variables, compensation, work environment, and others.

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