

Employee Performance Optimization with The Approach Leadership and Work Motivation

Teguh Setiawan Wibowo^{1*}, Amelia²

¹Department of Management, STIE Mahardika, Indonesia

²Department of Management, Universitas Pamulang, Indonesia

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Corresponding Author:

Teguh Setiawan Wibowo

(teguh10setiawan@gmail.com)

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ABSTRACT

The purpose of this research is to find out the optimization of employee performance with a leadership and work motivation approach. The type of research used in this research is survey research. The objects in the research are leadership, work motivation, and employee performance. The research subjects were employees of CV. Contractor Trust. The population in this study were all employees of CV. The mainstay of contractors is 39 people. The technique used in this study is a census technique, so the sample is 39 employees. The type of data used is primary data obtained through questionnaires, and secondary data in the form of CV archives. Contractor Trust. The research period was carried out within the last 6 months of 2022. The data collection method used the questionnaire method, and the documentation method. Test the research instrument using the validity and reliability of the data. Data analysis techniques using descriptive statistical analysis, classical assumption test, multiple regression test, and hypothesis testing. The results of the study show that 1) leadership has a significant effect on employee motivation; 2) leadership has a significant effect on employee performance; 3) work motivation has a significant effect on employee performance; and 4) leadership mediated by work motivation has a significant effect on employee performance.

1. INTRODUCTION

Human resources in the company have roles and functions that are very important for the achievement of organizational goals, human resources here include all human beings in the organization, namely those who are involved in the operational activities of the organization starting from the lowest position level to the highest position level (top management). Human resources are one of the important assets for the organization, they are the main driving force in every activity carried out by the organization even for the survival of the organization in the future. According to (Handoko & Rambe, 2018), human resources are the most important thing an organization has, one of the implications is that the most important investment made by an organization is in the field of human resources. Therefore, in order for an organization to achieve maximum performance it requires fair and satisfactory treatment of the human resources working in the organization.

The role of superiors or often called leaders is very big for the company's success in achieving its goals. It is from them that new and innovative ideas emerge in the development of the company. However, it is undeniable that their subordinates also have a role that is no less important, because it is these subordinates who will carry out and carry out the leadership's ideas contained in every decision. Whether or not subordinates carry out their duties depends on the leader himself. The mental development of employees will affect their attitude and enthusiasm for work. In general, every company wants mental development that can support the improvement of company performance. This is all for the sake of realizing what the company wants to achieve. Mental development and employee morale which tends to decrease will result in a decrease in employee performance. The magnitude of the impact caused by a decrease in employee performance is a challenge for a manager or leader to overcome these problems.

In reality, not all leaders behave well or are able to create a climate or work atmosphere that is conducive and kinship, many leaders are found in their leadership to be selfish, do not want to be cooperative, do not want to make sacrifices and do not want to give encouragement to encourage employees to work. Leadership that is not effective and pays little attention to its employees, usually causes employees to feel unhappy with their superiors which is manifested in the form of being lazy at work and lack of enthusiasm in responding to every task given by the leadership. As stated by Lussier & Achua (2015), leadership is something about encouraging and awakening individuals and organizational culture to try their best to achieve the desired performance. Every organization is required to be able to compete in order to survive in global competition. The strategy to always be able to compete is to strengthen organizational capacity and human resources (Azzali & Mazza, 2018).

Park et al., (2020) performance is a record of the results produced (produced) for certain job functions or activities over a certain period of time. So that performance is a result achieved by someone according to the size that applies to the job in question. Therefore, performance is not only related to personal characteristics addressed by someone, but the results of work that has been and will be done by someone. One of the toughest challenges that leaders often have to face is how they can move their subordinates so that they are always willing and willing to exert their best abilities for the benefit of their group or organization. The success of a leader depends on his ability to influence it. In other words, leadership can be interpreted as a person's ability to influence others, through direct or indirect communication with the intention of moving these people so that they are willing, understanding, and happy to follow the will of the leader.

Another factor that affects performance is work motivation. Motivation has properties that cannot be separated from human nature which individually have different qualities from one another. According to Kalhoro et al., (2017) motivation becomes the actualization of an employee to improve his performance. Within organizations and companies, interactions that occur are between people who behave differently. Employee motivation or encouragement is the employee's willingness to work that arises because of encouragement from within the employee concerned as a result of overall integration

rather than personal needs, the influence of the physical environment and the influence of the social environment where the strength depends on the integration process. Motivation can be seen as a change in energy within a person which is marked by the emergence of a feeling, and is preceded by a response to a goal. Motivation is the basic impetus that moves a person or the desire to devote all energy because of a goal.

2. LITERATURE REVIEW

Leadership

According to Graen & Uhl-Bien, (1995), managerial leadership can be defined as a process of directing and influencing the activities of a group of members whose tasks are interrelated. Leadership is an important part of management, but not the same as management. Leadership is the ability that a person has to influence other people to work to achieve goals and objectives. The leader's ability to motivate, influence, direct, and communicate with his subordinates will determine the effectiveness of the leader. Zubair & Kamal, (2017), defines leadership as a process for directing and influencing activities related to the implementation of the tasks of group members. In an organization, leaders are divided into three strata, namely: 1) top managers; 2) middle managers; and 3) low managers.

Work motivation

The importance of motivation because motivation is something that causes, distributes and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. Motivation is increasingly important because managers distribute work to their subordinates to do well and be integrated towards the desired goals. Motivation is a state in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals (Munandar, 2019). An expertise in directing employees and companies to want to work successfully, so that the desires of employees and company goals are simultaneously achieved (Hasibuan & Silvyia, 2019). Types of motivation according to Hasibuan, namely: 1) positive motivation; and 2) negative motivation.

Employee Performance

The definition of performance is explained by Mohammad Pabundu Tika in his book entitled *Organizational Culture and Performance Improvement*, namely: "Performance is the results of work functions (person's activities) or groups within an organization that are influenced by various factors to achieve organizational goals within a certain period of time" (Al Zefeiti & Mohamad, 2017). Job function is the implementation of the results of work or activities of a person or group that is the authority and responsibility in an organization. While the factors that influence the results of work or work performance of a person consists of internal and external factors. The elements contained in performance consist of: 1) results of job functions; 2) factors of influence on work performance; 3) achievement of company goals; and 4) certain period of time.

3. RESEARCH METHODS

The type of research used in this research is survey research. The objects in the research are leadership, work motivation, and employee performance. The research subjects were employees CV. Contractor Trust. The population in this study were all employees of CV. The mainstay of contractors is 39 people. Then, according to (Arikunto, 2014), that for just planning, if there are less than 100 subjects, it is better to take all of them . The technique used in this study is a census technique, so the sample is 39 employees. The type of data used is primary data obtained through questionnaires, and secondary data in the form of CV archives. Contractor Trust. The research period was carried out within the last 6 months of 2022. The data collection method used the questionnaire method, and the documentation method. Test the research instrument using the validity and reliability of the data. Data analysis techniques using descriptive statistical analysis, classical assumption test, multiple regression test, and hypothesis testing.

4. RESULTS AND DISCUSSION

Research result

The data normality test serves to show that the sample data comes from a normally distributed population. In this study, the One Sample Kolmogorov-Smirnov test will be used using a significance level of 0.05. Data is declared normally distributed if the significance is greater than 5% or 0.05.

Table 1. Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		39
Normal Parameters ^{a,b}	Means	.0000000
	std. Deviation	3.06652299
Most Extreme Differences	absolute	.126
	Positive	.126
	Negative	-.076
Kolmogorov-Smirnov Z		.786
asymp. Sig. (2-tailed)		.567
a. Test distribution is Normal		
b. Calculated from data		

Source: processed data, 2022

From the table above it can be seen that the Asymp. Sig. (2-tailed) = 0.567, then according to the provisions of $0.567 > 0.05$ it can be concluded that the sample data in this study were normally distributed.

The multicollinearity test shows that there is a linear relationship between the independent variables in the regression model. To detect the presence or absence of multicollinearity, this can be done by looking at the Variance Inflation Factor (VIF) value

for each independent variable. The results of the multicollinearity test in the regression model are presented in table 2, as follows:

Table 2. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		tolerance	VIF
1	Leadership	.163	4.133
	Work motivation	.163	4.133

a. Dependent Variable: Employee Performance

Source: processed data, 2022

From the table above it is known that the Variance Inflation Factor (VIF) values of the X and Z variables are 4,133 each. This the value of the Variance Inflation Factor (VIF) of each independent variable is below the value of 5, meaning that in this regression model there are no symptoms of multicollinearity.

Heteroscedasticity is needed to test whether in a regression equation there is an unequal variance of the residuals from one observation to another. Heteroscedasticity testing uses the Glejser Test. The results of the heteroscedasticity test are presented in the following table:

Table 3. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,466	2,210		1,568	.126
	Leadership	-.305	.245	-.502	-1,254	.216
	Work motivation	.306	.262	.474	1.165	.254

a. Dependent Variables: RES2

Source: processed data, 2022

From the table above, it is known that the effect of the two variables on the absolute residual value has a Sig value. > 0.05. So it can be concluded that the regression model does not show symptoms of heteroscedasticity.

The criterion for accepting the hypothesis in this study is if $t_{count} > t_{table}$ or probability < 0.05, then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. Conversely, if $t_{count} < t_{table}$ or probability > 0.05, then the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected.

Table 4. Hypothesis Testing

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	2,431	3,508		.693	.493

	Leadership	.882	.384	.700	2,298	.027
	Work motivation	.384	.415	.283	2,194	.036
a. Dependent Variable: Employee Performance						

Source: processed data, 2022

From the results of data analysis as presented in the table above, the results of the t test for each independent variable will be described as follows:

The tcount value of the leadership variable is 2.298 while the ttable value is known to be 2.028 so that $t_{count} > t_{table}$ with a significance value (probability) of $0.027 < \alpha = 5\%$ (0.05). This means that the leadership variable partially has a significant effect on employee performance.

The tcount value of the work motivation variable is 2.193 while the ttable value is known to be 2.028 so that $t_{count} > t_{table}$ with a significance value (probability) of $0.036 < \alpha = 5\%$ (0.05). This means that the variable work motivation partially has a significant effect on employee performance.

Discussion

The role of superiors or often called leaders is very large for the success of agencies in achieving goals. It is from them that new and innovative ideas emerge in agency development. However, it is undeniable that their subordinates also have a role that is no less important, because it is these subordinates who will carry out and carry out the leadership's ideas contained in every decision. Whether or not subordinates carry out their duties depends on the leader himself. How does a leader give influence and motivation to influence his subordinates to take various actions as expected.

The mental development of employees will affect their attitude and enthusiasm at work. In general, every agency wants mental development that can support the improvement of agency performance. This is all for the sake of realizing what the agency wants to achieve. Mental development and employee morale which tends to decrease will result in a decrease in employee performance. The magnitude of the impact caused by a decrease in employee performance is a challenge for a manager or leader to overcome this problem.

In reality, not all leaders behave well or are able to create a conducive and familial working climate or atmosphere, many leaders are found in their leadership to be selfish, do not want to be cooperative, do not want to make sacrifices and do not want to give encouragement to encourage employees to work. Leadership that is not effective and pays little attention to its employees, usually causes employees to feel unhappy with their superiors which is manifested in the form of being lazy at work and lack of enthusiasm in responding to every task given by the leadership.

Motivation is one way to improve performance. So that employees compete to increase their creativity for the agency. For those who can continue to improve their creativity, the performance and creativity of these employees will increase.

5. CONCLUSION

Based on the results of research and discussion, the following conclusions are obtained: 1) leadership has a significant effect on employee motivation; 2) leadership has a significant effect on employee performance; 3) work motivation has a significant effect on employee performance; and 4) leadership mediated by work motivation has a significant effect on employee performance. The suggestions put forward in this study are the leaders of CV. Mainstay Contractors must continuously provide higher work motivation to employees in order to create good employee performance. The results of this study can also be used as input and determine policies for developing strategies to further improve employee performance.

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