

Investigating the Impact of Work Motivation and Leadership Styles on Employee Performance in the Production Department

Tinjauan Pengaruh Motivasi Kerja dan Gaya Kepemimpinan terhadap Kinerja Karyawan Departemen Produksi

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ABSTRACT

This study aims to investigate the influence of work motivation and leadership style on employee performance in the Production Department of PT Unicharm Indonesia. The research employs a quantitative approach with descriptive and verification methods. The study population consists of all employees within the Production Department of PT Unicharm Indonesia. Data analysis was conducted using SPSS software to test the research hypotheses. The findings indicate that work motivation significantly affects employee performance on a partial basis. Similarly, leadership style also shows a significant partial influence on employee performance. Furthermore, both motivation and leadership style together have a significant simultaneous impact on employee performance. These results underscore the critical role of effective work motivation and leadership style in enhancing employee performance within the organization.

Keywords: Work Motivation, Leadership Style, Employee Performance

ABSTRAK

Studi ini bertujuan untuk mengeksplorasi dampak motivasi kerja dan gaya kepemimpinan terhadap kinerja karyawan di Departemen Produksi PT Unicharm Indonesia. Metode penelitian yang digunakan adalah kuantitatif dengan pendekatan deskriptif dan verifikatif. Populasi yang diteliti adalah seluruh karyawan di Departemen Produksi PT Unicharm Indonesia. Analisis data dilakukan dengan menggunakan perangkat lunak SPSS untuk menguji hipotesis penelitian. Hasil studi ini menunjukkan bahwa motivasi kerja memiliki pengaruh parsial yang signifikan terhadap kinerja karyawan. Begitu pula dengan gaya kepemimpinan, yang juga berpengaruh parsial yang signifikan terhadap kinerja karyawan. Selain itu, secara simultan, motivasi kerja dan gaya kepemimpinan secara signifikan mempengaruhi kinerja karyawan. Temuan ini mendukung pentingnya motivasi kerja dan gaya kepemimpinan yang efektif dalam meningkatkan kinerja karyawan di organisasi tersebut.

Kata Kunci: Motivasi Kerja, Gaya Kepemimpinan, Kinerja Karyawan

1. Introduction

Effective management is crucial for organizational success and development. It involves understanding and implementing practices that optimize resources and operational efficiency (Bolman & Deal, 2017). At the heart of organizational success lies employee performance, which is influenced by various factors such as work motivation, leadership style, and work discipline (Aeni & Kuswanto, 2021; Djamhur & Iqbal, 2017; W., Fitria & Rohana, 2020).

Motivation plays a pivotal role in enhancing employee productivity and job satisfaction (Lita, Catherine & Yingxiang, 2023). High levels of motivation lead to increased commitment and quality

of work, whereas low motivation can hinder organizational goals (Annisa & Supriyanto, 2021; Alam et al., 2021). Similarly, leadership style significantly impacts employee motivation and performance (Bastari et al., 2020; Choiriyah et al., 2021). Effective leadership fosters a positive work environment and encourages employees to achieve their full potential (Dewi & Wibow, 2020; Gopal & Chowdhury, 2014).

However, challenges persist in aligning organizational targets with actual performance outcomes, as evidenced by the experience of PT Unicharm. Despite its production goals, the company has faced difficulties in meeting targets due to issues such as insufficient employee motivation and inadequate leadership guidance (Handoyo et al., 2015; Razak et al., 2018).

This study focuses on the Production Department of PT Unicharm in Karawang, West Java, Indonesia, aiming to explore how leadership style and motivation influence employee performance. By addressing these factors, the research seeks to provide insights that can enhance organizational effectiveness and contribute to the broader understanding of management practices in industrial settings (Prayogi & Lesmana, 2021; Sabastian, 2021; Wuryani et al., 2021).

Recent literature underscores the significance of aligning leadership styles with organizational goals to foster a conducive work environment (Wuryani et al., 2021). Different leadership styles, such as transformational, transactional, and situational, have varying impacts on employee motivation and performance (Bastari et al., 2020; Dewi & Wibow, 2020). Understanding these dynamics is crucial for managers and leaders seeking to improve employee engagement and overall productivity.

Moreover, the role of motivation extends beyond individual performance to organizational culture and job satisfaction (Gopal & Chowdhury, 2014; Annisa & Supriyanto, 2021). Studies have shown that motivated employees are more likely to exhibit higher levels of job satisfaction and commitment, thereby contributing positively to organizational outcomes (Alam et al., 2021; Choiriyah et al., 2021). This research aims to contribute to this body of knowledge by examining the specific context of PT Unicharm and providing practical recommendations for enhancing employee performance through effective leadership and motivational strategies.

2. Literature Review

Relationship between Motivation and Performance

Motivation is a multifaceted concept that refers to the internal and external factors driving individuals to pursue goals and achieve desired outcomes (Deci & Ryan, 2000). In organizational settings, employee motivation plays a pivotal role in influencing their willingness to exert effort towards achieving organizational objectives. High levels of motivation are often associated with increased job satisfaction, commitment, and productivity (Lita, Catherine & Yingxiang, 2023; Annisa & Supriyanto, 2021). For instance, motivated employees are more likely to exhibit proactive behavior, take initiative, and persist in the face of challenges (Alam et al., 2021; Choiriyah et al., 2021).

Studies consistently highlight the significant impact of motivation on employee performance. Aeni and Kuswanto (2021) found that motivated employees tend to demonstrate higher levels of engagement and task completion efficiency. Similarly, Djamhur and Iqbal (2017) observed that intrinsic motivational factors, such as recognition and achievement, positively influence employee performance metrics. Therefore, understanding and effectively managing motivation within the workforce are critical for organizations striving to enhance operational efficiency and achieve sustainable growth.

Hypothesis 1: *There is a positive relationship between work motivation on employee performance in the context of the Production Department at PT Unicharm Indonesia.*

Relationship between Leadership and Performance

Leadership style significantly shapes organizational culture, employee motivation, and overall performance outcomes (Bass & Avolio, 1994). Effective leadership fosters a supportive work environment where employees feel empowered and motivated to contribute to organizational goals (Gopal & Chowdhury, 2014; Wuryani et al., 2021). Different leadership styles, such as transformational, transactional, and situational, yield varying impacts on employee motivation and performance.

Transformational leadership, characterized by inspirational motivation and intellectual stimulation, has been associated with higher levels of employee engagement and commitment (Bastari et al., 2020). Transactional leadership focuses on exchange-based relationships, where rewards and punishments are used to motivate performance (Dewi & Wibow, 2020). Situational leadership adapts its approach based on the specific circumstances and needs of employees, promoting flexibility and responsiveness in leadership behavior (Bass & Avolio, 1994).

Empirical research underscores the importance of aligning leadership styles with organizational goals to optimize employee performance. For instance, Dewi and Wibow (2020) found that transformational leadership positively influences employee motivation and job satisfaction, resulting in enhanced performance outcomes. Similarly, Bastari et al. (2020) demonstrated that transactional leadership, when appropriately applied, can improve task performance and efficiency.

Hypothesis 2: *There is a positive relationship between leadership style on employee performance in the Production Department at PT Unicharm Indonesia.*

3. Methods

The research design began with a preliminary study focusing on employee performance within the Production Department of PT Unicharm Indonesia. Subsequently, the researcher identified the entire population of the department, totaling 65 employees, and chose to include all employees in the study due to the manageable size of the population (less than 100). The data collected were then analyzed using multiple linear regression analysis to examine the relationships between variables. The study was conducted over a period of approximately 7 months, from January 2023 to July 2023, exclusively at the Production Department of PT Unicharm Indonesia.

4. Results and Discussion

Validity Test

Based on the results of testing the validity of all variables, where all questionnaires yielded rcount values greater than rtable, it can be concluded that the questionnaires for these variables are valid and suitable for further research.

Reliability Test

The reliability testing results indicate that all variables in this study achieved values exceeding 0.6, demonstrating their reliability.

Normality Test

The normality test, assessed through Monte Carlo Sig. (2-tailed), yielded a value of 0.128, indicating that the data in this study exhibit normal distribution characteristics.

Heteroscedasticity Test

Results from the heteroscedasticity test showed that all independent variables had values above 0.05, suggesting the absence of heteroscedasticity symptoms in this study.

Multicollinearity Test

Tolerance values exceeded 0.10, and VIF values remained below 10.00, indicating no multicollinearity issues among the independent variables in the regression model.

Descriptive Analysis of Variables

Descriptive analyses provided insights into the distributions and characteristics of work motivation, leadership style, and employee performance variables.

Multiple Linear Regression Analysis

Based on the results of multiple linear regression:

1. The coefficient value for employee performance (Y) was 18.905 when work motivation (X1) and leadership style (X2) were both zero.
2. Work motivation (X1) had a coefficient value of 0.256, indicating that a one-unit increase in work motivation led to a 0.256 unit increase in employee performance, assuming leadership style (X2) remained constant.
3. Leadership style (X2) showed a coefficient value of 0.430, suggesting that a one-unit increase in leadership style corresponded to a 0.430 unit increase in employee performance, assuming work motivation (X1) was constant.

Test t (Partial)

Partial t-tests confirmed significant effects:

- For work motivation (X1), the sig value was 0.017 (<0.05) and t value was 2.447 ($> t$ table 1.998), indicating its significant impact on employee performance.
- For leadership style (X2), the sig value was 0.00 (<0.05) and t value was 4.165 ($> t$ table 1.998), affirming its significant influence on employee performance.

F Test (Simultaneous)

The F-test revealed a significant simultaneous effect, with a sig value of 0.00 (<0.05) and an F value of 18.673 (> 3.145), indicating that both work motivation (X1) and leadership style (X2) together significantly affect employee performance (Y).

Coefficient of Determination

The coefficient of determination (R^2) was 0.376, indicating that 37.6% of the variance in employee performance (Y) can be explained by work motivation and leadership style, while the remaining 62.4% is attributed to other factors not examined in this study.

Discussion

The findings from this study provide valuable insights into the relationship between work motivation, leadership style, and employee performance within the context of PT Unicharm Indonesia. The validity and reliability tests confirmed the robustness of the research instruments, ensuring the credibility of the study's outcomes (Lita, Catherine & Yingxiang, 2023; Dewi & Wibow, 2020). The normality test indicated that the data were normally distributed, supporting the suitability of parametric tests applied in this research. Additionally, the absence of heteroscedasticity and multicollinearity issues ensured the accuracy of the regression model results (Choiriyah et al., 2021; Wuryani et al., 2021).

The multiple linear regression analysis revealed significant relationships between the variables. Firstly, both work motivation and leadership style exhibited positive coefficients, indicating that higher levels of these factors corresponded to increased employee performance (Alam et al., 2021; Bastari et al., 2020). Specifically, work motivation showed a moderate but significant impact on employee performance, aligning with previous research highlighting the motivational drivers behind enhanced workplace outcomes (Aeni & Kuswanto, 2021; Djamhur & Iqbal, 2017). Leadership style also emerged as a critical determinant, with findings suggesting that effective leadership practices can substantially influence employee performance levels (Dewi & Wibow, 2020; Gopal & Chowdhury, 2014).

The partial t-tests further substantiated these findings, indicating that both work motivation and leadership style individually exerted significant effects on employee performance. This aligns with theoretical frameworks positing that motivated employees who are led effectively are likely to achieve higher performance outcomes (Bastari et al., 2020; Dewi & Wibow, 2020). Moreover, the F-test underscored the joint influence of work motivation and leadership style on employee performance, highlighting the collective impact of these variables within organizational settings (Alam et al., 2021; Prayogi & Lesmana, 2021).

The coefficient of determination (R^2) of 0.376 indicated that 37.6% of the variance in employee performance could be explained by the combined effects of work motivation and leadership style. This finding suggests that while these factors are significant, other unexplored variables such as organizational culture, job satisfaction, and work environment may also play crucial roles in shaping employee performance outcomes (Dewi & Wibow, 2020; Razak, Sarpan & Ramlan, 2018).

In conclusion, this study contributes to the existing body of knowledge by empirically demonstrating the importance of work motivation and leadership style in enhancing employee performance within PT Unicharm Indonesia. The findings reinforce theoretical propositions and align with previous research, emphasizing the need for organizations to prioritize motivational strategies and effective leadership practices to foster an environment conducive to high employee performance (Lita, Catherine & Yingxiang, 2023; Annisa & Supriyanto, 2021). Future research could delve deeper into exploring additional variables and contexts to further enrich our understanding of the dynamics influencing employee performance in diverse organizational settings.

5. Conclusions

Based on the findings of this study, several conclusions can be drawn regarding work motivation, leadership style, and employee performance within the Production Department of PT Unicharm Indonesia. Firstly, the study reveals that both work motivation and leadership style are perceived positively among employees, with scores indicating good levels in both areas. This suggests that employees are adequately motivated and perceive effective leadership practices within their department, which likely contributes to their satisfactory performance levels. Moreover, the statistical analyses confirm that both work motivation and leadership style significantly influence employee performance. Work motivation shows a notable impact, as indicated by a significant t-value ($t_{\text{count}} = 2.447$, $\text{sig} = 0.017 < 0.05$), emphasizing the importance of fostering motivational strategies to enhance employee productivity. Similarly, leadership style demonstrates a significant effect on employee performance, supported by a strong t-value ($t_{\text{count}} = 4.165$, $\text{sig} = 0.000 < 0.05$), highlighting the role of effective leadership in guiding and inspiring employees toward achieving organizational goals.

Future research could further enrich our understanding of motivational and leadership dynamics in organizational settings. Firstly, longitudinal studies could explore how sustained motivational strategies and evolving leadership practices influence employee performance over extended periods. Additionally, comparative studies across different industries or organizational sizes could elucidate contextual factors that moderate the relationship between motivation, leadership, and performance outcomes. Furthermore, examining the mediating mechanisms of organizational culture, job satisfaction, and work environment could provide insights into how these factors interact with motivational and leadership strategies to impact employee performance. Such research endeavors would contribute to developing tailored interventions and strategies aimed at optimizing organizational performance through enhanced employee motivation and effective leadership practices.

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