

The Influence of Work Motivation and Leadership Style on Employee Performance

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ABSTRACT

This study aims to determine the effect of work motivation and leadership style on employee performance at PT. Primafood International Kalisuren Poultry Kiosk, Bogor, either partially or simultaneously.

The method used is quantitative with a sample of 85 people. Data analysis used validity test, reliability test, classic assumption test, linear regression analysis, correlation coefficient analysis, coefficient of determination and hypothesis testing.

The results of the analysis show that motivation and leadership style have a significant positive effect on employee performance both partially and simultaneously.

This research makes a new contribution by showing that motivation and leadership style have an important role in improving employee performance where these three variables have a strong relationship and great influence.

Keywords: Work Motivation, Leadership Style, Employee Performance

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INTRODUCTION

Competition between companies in various fields nowadays is getting sharper, lots of human resources are required to continue to be able to develop themselves proactively as human resources in question must become human learners, namely to be individuals who are willing to learn and work hard with enthusiasm, accompanied by high curiosity about something so that their human potential can develop optimally. Under these conditions the integrity of a person is increasingly important to improve the quality of good performance in order to win a competition. Basically performance is an individual thing, because each employee has a different level of ability in carrying out their duties. Every organization expects that its employees can perform well. Information regarding employee performance is obtained through performance appraisal. From the results of the performance-evaluation it can be seen whether an employee can work well or not as seen from the assessment category compared between organizational performance appraisal benchmarks and employee performance. Hence it can be interpreted that the higher the rating is an indication that the employee's performance is able to meet organizational performance expectations. The results of the performance evaluation become feedback for the next planning stage. Based on the pre-research that the authors conducted on employee performance at PT. Primafood International Kalisuren Bogor Poultry Kiosk Branch, it can be seen that employee performance is still not optimal, as shown in the table below:

Table 1 Employee Performance Data

Employee Performance Data		Description	of Achievements
Indicator	Target	Realization	
Working Quantity	100%	52%	Sufficient
Quality of Work	100%	55%	Enough
Execution of Tasks	100%	50%	Moderate
Responsibility Sufficient	100%	54%	Sufficient
Initiative	100%	50%	Moderate

Source: PT. Primafood International Kalisuren Bogor Poultry Kiosk Branch, 2023

Based on the data table 1, it shows that the overall performance of employees is at unsatisfactory criteria. It can be seen that none of the indicators considered capable of providing very good criteria, as evidenced by the target and realization values are only in the medium and sufficient categories.

These conditions need to get the attention of the leadership so that employee performance will be better in the future. The decline in employee performance that occurred at PT. Primafood International Bogor Poultry Kiosk Branch was allegedly due to a number of things that influenced them, including the provision of motivation which was felt to be less motivating for them to work. Basically, PT Primafood International, Kalisuren Poultry Kiosk Branch, Bogor Regency, realizes that providing good work motivation on employee performance will have a direct impact on the survival of the company and can improve employee performance. So that employees can complete their workload properly, especially in providing maximum service to customers. But the provision of motivation that has been carried out so far is still lacking by employees, this can be seen in the table below based on the pre-survey conducted on 40 employees:

Table 2 Motivation Giving Data

Work Motivation Data	Description		Number of Employees
	Agree (Yes)	No	
Fair and competitive salary	20	20	40
Awards/work achievements	15	25	40
Work environment	15	25	40
Incentives	20	20	40
Feeling safe at work	25	15	40

Source: PT.Primafood International Employee Pre-Survey, Poultry Kiosk Branch, 2023

Based on table 2, it can be seen that the five indicators used have not fulfilled the wishes of the employees or this shows that giving motivation is still lacking.

Other factors are also allegedly causing the decline in the performance of employees at PT. Primafood International, Kalisuren Bogor Poultry Branch, namely a leadership style that is not optimal yet creates harmonious integrity and encourages employee passion to achieve maximum goals. This can be seen in the table below based on a pre-survey conducted on 40 employees.

Table 3 Leadership Style of PT. Primafood International Kalisuren Bogor Branch

Style Data Leadership		Description		Number of employees
Indicator		Agree (Yes)	No	
Exemplary		25	15	40
Communication		15	25	40
Mastery of Work Procedures		20	20	40
Employee Support		27	13	40
Managerial Knowledge		30	10	40

*Source:**Observation Results, 2023*

Based on the table 3, it shows that each indicator has not been achieved, so that it does not motivate employees to do good things and maximize their inner abilities.

The provision of motivation and the influence of leadership style on employees is intended so that employees can have enthusiasm and passion at work. So that it is hoped that employees will not experience burnout in carrying out their respective jobs, which in turn can have a positive impact on the company concerned. Therefore, the provision of work motivation and the influence of leadership style is expected to increase employee performance, employee morale and passion to the maximum, so that the company will achieve the goals expected.

LITERATURE REVIEW

Motivation

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are a force to encourage individuals to behave in achieving goals. The drive consists of two components, namely: the direction of work behavior (work to achieve goals), and the strength of behavior (as a strong individual effort at work). Motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relationships. Winardi (2002: 1) suggests that "the term motivation (motivation) comes from the Latin word *movere* which means to move (to move)". Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work with all their might to achieve satisfaction, Hasibuan (2007: 95). Ishak and Hendri (2003:12) argue that "motivation as a main thing that drives every motive to work". Motivation often interpreted as a driving factor for a person's behavior. According to Robbins (2008: 222) motivation as a process that explains the intensity, direction and persistence of an individual to achieve goals. Based on this opinion it can be concluded that; (1) Work motivation is an urgent part in an organization that functions as a tool for achieving goals or objectives to be achieved, (2) Work motivation contains two main goals within the individual, namely to fulfill personal needs or desires and organizational goals, and (3) Work motivation given to someone is only effective when someone has confidence or confidence to move forward and succeed in the organization.

Leadership Style

Leadership style is a leader's way of moving and directing his subordinates to take directed actions in supporting the achievement of goals. Leadership style is basically temporary / not fixed so it is sometimes difficult to assess a leader using one of the leadership styles. Factors that influence the leadership style of a leader is the personality of a leader himself (Raras TS, 2008). leadership style is a pattern of interaction between leaders and subordinates (Ansori, 2021; Gustiah & Nawangsari, 2023; Iskanto, 2020; Iskanto et al., 2021; Jaenudin & Fauziana, 2022; Manggala & Nurhayati, 2022; Rifa'i et al., 2022; Srimulatsih, 2022). The pattern of interaction forms 2 orientations of the leader's behavior towards subordinates and the orientation of the relationship between the two.

Types of Leadership Styles according to the theory developed by Robert House as cited by Wirjana and Supardo (2005, p.49), reveals that a leader uses a leadership style that depends on the situation:

- Directive Leadership: The leader gives specific advice to the group and establishes ground rules.
- b.

Supportive Leadership: There is a good relationship between the leader and the group and shows sensitivity to the needs of members. c. Participative Leadership: The leader makes decisions based on consultation with the group, and shares information with the group. d. Achievement Oriented Leadership: The leader confronts members with challenging goals, and encourages high performance, while demonstrating confidence in the group's abilities.

Employee performance

Performance is a function of motivation and ability. To complete tasks and work, a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Employee performance is a very important thing in the company's efforts to achieve its goals. According to Mangkunegara (2009: 67) Human resource performance is a term that comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by a person). Harsuko (2011: 50) defines performance as an element of recording the results of human resource work from time to time so that it is known how far the work of human resources is and what improvements must be made so that the future will be better. To achieve the company's goals and objectives, the organization is structured into smaller work units, with a clear division of labor, work systems and work mechanisms. Based on the opinion above, it can be concluded that: performance is an ability that a person has to complete tasks that have been given from superiors so that they are completed with the ability, willingness, and skills that someone has. While employee performance is the end result of maximum employee work to achieve company goals and objectives for progress and achieving the company's goals.

RESEARCH METHODS

In this study the authors used quantitative research methods. According to Sugiyono (2016: 8). Quantitative research methods can be defined as research methods based on positivist ideology. Sampling procedures are often used randomly to analyse a particular population or sample, data collection is carried out using research tools and data analysis is quantitative or statistical, which aims to test the hypotheses that have been generated. This research was conducted at PT. Primafood International Kalisuren Poultry Kiosk Branch, Kalisuren RT.011/RW.07, Tajur Halang Bogor Regency, West Java. Research variables are different (varied) attributes, characteristics, traits, abilities, and other measures that researchers can apply to study and analyse.

According to Sugiyono (2016:117). The population is a general area that includes items or people with special features and characteristics that have been determined by the researcher so that the conclusions are understood and obtained. While the population in this study is PT. Primafood International Kalisuren Poultry Kiosk Branch, totaling 85 people consisting of 1 Operational Manager, 1 Assistant Manager, 10 Team Leaders, 12 Store Leaders and 61 Sales Assistants. The sample is part of the number and characteristics possessed by the population. In this study the sampling technique used was Non-Probability Sampling, according to Sugiyono (2017: 84) is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected as a sample. In research using a saturated sample where the entire population is used as a sample.

RESULTS AND DISCUSSION

Test Instrument Data

Testing data instruments is needed to find out that the variables studied have a function as a means of proof including

1. validity tests and reliability tests.

a. Validity test

The validity test is intended to test whether the statements on each question item on the questionnaire are valid or not. To process the validity test, the researcher used SPSS Version 26 software with the following criteria:

- a. If the value of $r_{\text{count}} > r_{\text{table}}$, then the instrument is declared valid.
- b. If the value of $r_{\text{count}} < r_{\text{table}}$, then the instrument is declared invalid.

Based on the data in the table 4, the work motivation assessment variable (X1) obtained the value of $r_{\text{count}} > r_{\text{table}}$ (0.213), thus all questionnaire items were declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

The results of the validity test of the employee performance appraisal variable are as follows:

Table 4 Validity Test Results Based on Work Motivation Assessment Variables (X1)

No	Questionnaire	Count	Table	Decision
1	The salary that employees receive is in accordance with workload done	0.422	0.213	Valid
2	Salary received every month can guarantee employee needs	0.628	0.213	Valid
3	Every employee who has work performance those who are high will have the opportunity to develop a career	0.571	0.213	Valid
4	Employees have the opportunity to attend education and training to support achievement	0.548	0.213	Valid
5	Work space available feels comfortable	0.726	0.213	Valid
6	Communication between employees goes well	0.555	0.213	Valid
7	Incentives are given according to achievement employee work	0.622	0.213	Valid
8	There is a promotion given position company to employees	0.586	0.213	Valid
9	There is a work accident guarantee	0.644	0.213	Valid
10	10 Security in the work system is fulfilled	0.575	0.213	Valid

Source: Processed data, 2023

Table 5 Validity Test Results Based on Leadership Style Variables (X2)

Source: Precessed data, 2023

No.	Questionnaire	Count	Table	Decision
1	Leaders are able to be good role models for subordinate employees	0.624	0.213	Valid
2	Leaders can model exemplary behavior according to company SOP	0.681	0.213	Valid
3	Formed good communication between leaders and employees	0.702	0.213	Valid
4	Communication from the leader is easy to understand employee	0.696	0.213	Valid
5	10 Managerial knowledge has been carried out effectively			
5	Leaders master work procedures	0.693	0.213	Valid
6	Leaders implement work procedures with good	0.740	0.213	Valid
7	Employee support for leaders already goes well	0.661	0.213	Valid
8	Leaders support for employees goes well	0.687	0.213	Valid
9	Leaders already apply knowledge managerial in reality	0.723	0.213	Valid
10	Managerial knowledge has been carried out effectively effective in the field	0.583	0.213	Valid

Based on the data in the table 5. the leadership style variable (X2) obtained the value of r count $> r$ table (0.213), thus all questionnaire items are declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

Table 6 Validity Test Results Based on Employee Performance Variables (Y)

No.	Questionnaire	count	table	Decision
1	I can meet performance standards has been set	0.725	0.213	Valid
2	I understand and master the main tasks as an employee	0.792	0.213	Valid
3	The work that I produce is in accordance with the specified target	0.684	0.213	Valid
4	The work achievements that I produce are appropriate with the company's expectations	0.643	0.213	Valid
5	I work according to standard company procedures	0.717	0.213	Valid
6	I work professionally according to tasks given	0.695	0.213	Valid
7	If there is a problem at work, I try to finish it to the end	0.737	0.213	Valid
8	Maintain company inventory properly	0.764	0.213	Valid
9	Doing work without waiting order	0.742	0.213	Valid
10	Always take the initiative to solve problems at work without being ordered by a superior/leader	0.660	0.213	Valid

Source: Processed data, 2023

Based on the data in the table 6, the employee performance variable (Y) is obtained by the value of r count $> r$ table (0.213), thus all questionnaire items are declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

b. Reliability Test

Reliability testing is intended to test whether a questionnaire is reliable or reliable or not. The criteria or conditions for deciding whether a statement is reliable or not are as follows:

- a. If the Cronbach Alpha value is > 0.600 , then the instrument is reliable.
- b. If the Cronbach Alpha value is < 0.600 , then the instrument is not reliable.

Based on the test results in the table 7, it shows that the variables evaluating work motivation (X1), leadership style (X2) and employee performance (Y) are declared reliable, this is evidenced by each variable having a Cronbach Alpha value greater than 0.600.

2. Classical Assumption Test

a. Normality test

1) Statistical Normality Test

Table 8 Normality Test Results with the Kolmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		85
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,54481090
Most Extreme Differences	Absolute	0,091
	Positive	0,091
	Negative	-0,072
Test Statistic		0,091
Asymp. Sig. (2-tailed)		,080 ^c

Source: Processed data, 2023

Based on the test results in the table 8, a significance value of $0.200 > 0.050$ was obtained. Thus, the assumption of the distribution of equations in this test is normal.

b. Multicollinearity Test

Table 9 Multicollinearity Test Results with Collinearity Statistics-

Variable	Collinearity Statistics	
	Tolerance	VIF
Work Motivation (X1)	0.601	1.655
Leadership Style (X2)	0.601	1.655

Source: Processed data, 2023

Based on the results of the multicollinearity test in the table 9, the tolerance value for the work motivation assessment variable is 0.601 and the leadership style is 0.601 and the Variance Inflation Factor (VIF) value for the work motivation assessment variable is 1.655 and the leadership style variable is 1.655. Hence this regression model states that there is no multicollinearity disorder.

c. Heteroscedasticity Test

Table 10 Heteroscedasticity Test Results with the Glejser Test

Table 10: Hierarchical Regression Test Results with the Granger Test								
Model		Coefficients ^a						
		Standardized Coefficients		T	Sig.	Collinearity Statistics		
						Tolerance	VIF	
		Beta						
1	(Constant)	6,659	2,344		2,840	0,006		
	Work Motivation	0,002	0,065	0,005	0,034	0,973	0,601	1,665
	Leadership Style	- 0,105	0,054	-0,266	-1,937	0,056	0,601	1,665

Dependent Variable: Abs_Res

Source: Processed data, 2023

Based on the test results in the table 10, the Glejser test model on the assessment variable work motivation (X1) obtained a significance value of 0.973 and leadership style (X2) obtained a significance value of 0.056 where both significance values (Sig.) > 0.05 . Hence the regression model on this data does not have heteroscedasticity disturbances, so this regression model is suitable for use as research data.

3. Linear Regression Analysis

a. Simple Linear Regression Analysis

Table 11 Results of Simple Linear Regression Testing Variable Assessment of Work Motivation (X1) on Employee Performance (Y)

Model		Coefficients ^a			T	Sig.
		Std. Coef		Beta		
1	(Constant)	16,127	4,725		3,413	0,001
	Work motivation	0,651	0,104	0,567	6,270	0,000

Dependent Variable: Employee performance

Source: Processed data, 2023

This regression test is intended to determine how much influence the variables X1 and X2 have on variable Y. The following are the results of the regression processing with SPSS Version 26 which can be seen in the following table 11. Based on the results of the regression calculations in the table above, we can obtain the regression equation $Y = 16.127 + 0.651 X1$.

Table 12 Simple Linear Regression Test Results Leadership Style Variable (X2) on Employee Performance (Y)

Model		Coefficients ^a			t	Sig.
		Standardized Coefficients		Beta		
1	(Constant)	16,386	3,480		4,709	0,000
	Style leadership	0,654	0,077	0,680	8,448	0,000

Dependent Variable Employee performance

Source: Processed data, 2023

Based on the results of the regression calculations in the table 12, we can obtain the regression equation $Y = 16.386 + 0.654 X2$.

b. Multiple linear regression

Table 13 Results of Multiple Regression Testing Variables Assessment of Work Motivation (X1) and Leadership Style (X2) on Employee Performance (Y)

Model		Coefficients ^a			T	Sig.
		Standardized Coefficients		Beta		
1	(Constant)	10,694	4,233		2,526	0,013
	Work motivation	0,263	0,116	0,229	2,254	0,027
	Style leadership	0,515	0,098	0,536	5,282	0,000

a. Dependent Variable: Employee performance

Source: Processed data, 2023

Based on the results of the regression calculation analysis in the table 13, it can be obtained the regression equation $Y = 10.694 + 0.263X_1 + 0.515X_2$. From the equation above, it can be concluded as follows: A constant value of 10.694 means that if the work motivation (X_1) and leadership style (X_2) assessment variables are not considered, then employee performance (Y) will only be worth 10.694 points. The work motivation assessment value (X_1) is 0.263, meaning that if the constant is constant and there is no change in the leadership style variable (X_2), then every 1 unit change in the employee performance appraisal variable (X_1) will result in a change in employee performance (Y) of 0.263 points. The leadership style value (X_2) is 0.515 which means that if the constant is constant and there is no change in the work motivation assessment variable (X_1), then every 1 unit change in the leadership style variable (X_2) will result in a change in employee performance (Y) of 0.515 points.

4. Correlation Coefficient Analysis (r)

Analysis of the correlation coefficient is intended to determine the level of strength of the relationship between the independent variables on the dependent variable. The results of data processing as follows:

**Table 14 Correlation Coefficient Test Results Partially
Assessment of Work Motivation (X1) on Employee Performance (Y)**

Correlations			
		Work motivation	Employee performance
Work motivation	Pearson Correlation	1	.567**
	Sig. (2-tailed)		0,000
	N	85	85
Employee performance	Pearson Correlation	.567**	1
	Sig. (2-tailed)	0,000	
	N	85	85

Source: Processed data, 2023

Based on the test results in the table 14, a correlation coefficient value of 0.567 is obtained where the value is in the interval 0.600-0.799 meaning that the two variables have a strong level of relationship.

**Table 15 Correlation Coefficient Test Results Partially
Leadership Style (X2)
on Employee Performance (Y)**

Correlations			
		Leadership Style	Employee performance
Leadership Style	Pearson Correlation	1	.680**
	Sig. (2-tailed)		0,000
	N	85	85
Employee performance	Pearson Correlation	.680**	1
	Sig. (2-tailed)	0,000	
	N	85	85

Source: Processed data, 2023

Based on the test results in the table 15, a correlation coefficient value of 0.680 is obtained where the value is in the interval 0.600-0.799 meaning that the two variables have a strong level of relationship.

Table 16 Correlation Coefficient Test Results Simultaneously

Assessment of Work Motivation (X1) and Leadership Style (X2) on Employee Performance (Y)**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703a	0,494	0,481	2,576

Predictors: (Constant), Leadership Style, Work motivation

Source: Processed data, 2023

Based on the test results in the table 16, a correlation coefficient value of 0.703 is obtained where the value is in the interval 0.600-0.799 meaning that the assessment variables of work motivation and leadership style have a strong relationship to employee performance.

5. Analysis of the Coefficient of Determination

Table 17 Test Results for the Coefficient of Determination Partially Assessment of Work Motivation (X1) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.567a	0,321	0,313	2,964

Predictors: (Constant), Work motivation

Source: Processed data, 2023

Based on the test results in the table 17, a determination coefficient value of 0.321 is obtained, it can be concluded that the employee performance appraisal variable affects the employee performance variable by 32.1% while the remaining is $(100-32.1\%) = 67.9\%$

Table 18 Partial Determination Coefficient Test Results of Leadership Style (X2) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.680a	0,462	0,456	2,638

Predictors: (Constant), Leadership Style

Source: Processed data, 2023

Based on the test results in the table 18, a determination coefficient value of 0.462 is obtained. It can be concluded that the work motivation variable affects employee performance variables by 46.2% while the remaining $(100-46.2\%) = 53.8\%$ is influenced by other factors.

Table 19 Results of Testing the Coefficient of Determination Simultaneously Assessment of Work Motivation (X1) and Leadership Style (X2) on Employee Performance (Y)

Model Summary

	R Square	Adjusted Square	Std. Error of the Estimate
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Model	R			
1	.703 ^a	0,494	0,481	2,576

Predictors: (Constant), Work motivation, Leadership Style
Source: Processed data, 2023

Based on the test results in the table 19, a determination coefficient value of 0.494 is obtained. It can be concluded that the work motivation and leadership style assessment variables affect employee performance variables by 49.4% while the remaining $(100-49.4\%) = 50.6\%$ are influenced by other factors that were not conducted in research.

6. Hypothesis Test

1. Partial Hypothesis Testing (t test)

Testing the hypothesis of work motivation (X1) and leadership style (X2) assessment variables on employee performance (Y) was carried out by the t test (partial test). In this study, a significance criterion of 5% (0.05) was used by comparing the calculated t value with the t table, with the following criteria:

- If the value of t count < t table: means that H0 is accepted and H1 is rejected
- If the value of t count > t table: means H0 is rejected and H1 is accepted

Hypothesis testing can also be done by comparing the significance value with 0.05, with the following conditions:

- If the significance value is > 0.05, it means that H0 is accepted and H1 is rejected
- If the significance value is < 0.05, it means that H0 is rejected and H1 is accepted

1) The Effect of Assessment of Work Motivation (X1) on Employee Performance (Y)

Determine the formulation of the hypothesis is:

H1: $\rho_1 \neq 0$ There is a significant influence on employee performance

The results of data processing using the SPSS Version 26 program, with the following results.

Table 20 Hypothesis test results (t test) Work motivation assessment variable (X1) on employee performance (Y)

Coefficients ^a						
Model				Stand. Coefficients Beta	T	Sig.
1	(Constant)	16,127	4,725		3,413	0,001
	Work motivation	0,651	0,104	0,567	6,270	0,000

Dependent Variable: employee performance

Source: Processed data, 2023

Based on the test results in the table 20, the t count > t table or $(6.270 > 2.133)$ is obtained. This is also reinforced by the p value < Sig. 0.050 or $(0.000 < 0.050)$. Thus, H0 is rejected and H1 is accepted, this indicates that there is a significant influence between employee performance appraisal on employee performance.

2) The Effect of Leadership Style (X2) on Employee Performance (Y).

Determine the formulation of the hypothesis is:

H2: $\rho_2 \neq 0$ There is a significant influence of leadership style on employee performance

The results of data processing using the SPSS Version 26 program, with the following results.

Table 21 Leadership Style t Test Results (X2) on Employee Performance (Y)

Coefficients ^a				Stand. Coef.	T	Sig.
Model						
				Beta		
1	(Constant)	16,386	3,480		4,709	0,000
	Leadership Style	0,654	0,077	0,680	8,448	0,000

Dependent Variable: employee performance

Source: Processed data, 2023

Based on the test results in the table 21, the value of $t_{count} > t_{table}$ or $(8.448 > 2.133)$ is obtained. This is also reinforced by the p value $< Sig.0.050$ or $(0.000 < 0.050)$. Thus, H_0 is rejected and H_2 is accepted, this shows that there is a significant influence between work motivation on employee performance.

2. Simultaneous Hypothesis Testing (Test F)

Table 22 Hypothesis Results (F Test) Simultaneously Assessment of Work Motivation (X1) and Leadership Style (X2) on Employee Performance (Y)

ANOVA ^a					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	530,434	2	265,217	39,978
	Residual	543,989	82	6,634	
	Total	1074,424	84		

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), work motivation Leadership Style

Source: Processed data, 2023

To test the influence of work motivation and leadership style assessment variables simultaneously on employee performance, the F statistical test is carried out with a significance of 5%. In this study, a significance criterion of 5% (0.05) was used, namely comparing the calculated F value with Ftable with the following conditions:

a. If the calculated F value $< F_{table}$: means H_0 is accepted and H_3 is rejected

b. If the calculated F value $> F_{table}$: it means that H_0 is rejected and H_3 is accepted

Hypothesis testing can also be done by comparing the significance value with 0.05, with the following conditions:

a. If the significance value is > 0.05 , it means that H_0 is accepted and H_1 is rejected

b. If the significance value is < 0.05 , it means that H_0 is rejected and H_1 is accepted

The formulation of the hypothesis is as follows:

$H_3: \rho_{1,2} \neq 0$ There is a significant effect simultaneously on the assessment of work motivation and leadership style on employee performance.

Based on the test results in the table 22, the calculated F value $> F_{table}$ or $(39.978 > 2.146)$, this is also reinforced by the p value $< Sig.0.050$ or $(0.000 < 0.050)$. Thus, H_0 is rejected and H_3 is accepted, this indicates that there is a simultaneous significant effect between the assessment of work motivation and leadership style on employee performance.

DISCUSSION

Based on the analysis results show that simultaneously work motivation and leadership style have a positive effect on employee performance at PT Primafood International Kalisuren Bogor, this is indicated by the regression $Y = 0.263X_1 + 0.515X_2$, the correlation coefficient is 0.703 meaning that the three variables have a strong the determination or contribution of the effect is 49.4% while the rest is influenced by other factors, and the hypothesis test is obtained by calculating $F > F_{table}$ or $(39.978 > 2.146)$ with (sig) 0.000. Because the significant value (sig) is much smaller than 0.05, the regression model can be said that motivation and leadership style simultaneously have a significant effect on employee performance at PT Primafood International Kalisuren Bogor.

While the results of the t test (partial) between motivation and employee performance, show a regression of 0.651, a correlation coefficient of 0.567 meaning that the two variables have a strong level of relationship, the contribution of the influence is 32.1% while the rest is influenced by other factors, and the hypothesis test obtained a value $t_{count} > t_{table}$ or $(6.270 > 2.133)$ with (Sig) 0.000

The results of the (partial) t test between leadership style and employee performance show a regression of 0.654, a correlation coefficient of 0.680, meaning that the two variables have a strong level of relationship, the contribution of the influence is 46.2% while the rest is influenced by other factors and the hypothesis test is obtained by $t_{count} > t_{table}$ or $(8.448 > 2.133)$ with a value (sig) 0.000.

Based on the partial test results, it can be seen that the variable that has the most influence on employee performance at PT Primafood International Kalisuren Bogor is leadership style with a t-count of 8.448 and a contribution of 46.2% greater than the t-count of motivation which obtains a value of 6,270 and its influence contribution is only 46.2%.

Leadership style indeed greatly influences employee performance and according to Path Goal theory assumes that the application of a leadership style that is appropriate to the employee's character, work, and existing conditions can make a major contribution to improving employee performance. This supports previous research conducted by Djambur, Rendyka Dio Siswanto (2017) entitled the influence of leadership style and motivation on employee performance at PT. Freeport Indonesia, found that leadership style has a positive and significant effect partially or simultaneously on employee performance. So that this leadership style variable is considered in accordance with previous research.

CONCLUSION

Based on the description in the previous chapters, and from the results of the analysis and discussion regarding the effect of evaluating work motivation and leadership style on employee performance, as follows. Work motivation and leadership style have a positive influence on employee performance at PT Primafood International Kalisuren Bogor. This is evidenced by $F_{count} > F_{table}$ or $(39.978 > 2.146)$ with (sig) 0.000 and the contribution of the effect is 49.4% while the remaining 50.6% is influenced by other variables not examined in this study.

SUGGESTIONS

Based on the results of the research that has been done, the suggestions that can be given by researchers are as follows. First, PT. Primafood International Kiosk Poultry Branch Kalisuren Bogor must Re-evaluate pay related given to match the load tasks performed by employees, in order employees get paid in accordance with the existing power issued by employees to work according to their respective duties. Because salary is wrong one important thing that drives employees to be more motivated at work. Second, Companies should pay more attention back to the aspect of communication, because good communication can Useful for minimizing the occurrence of miss communication between leaders and employees in the company. Third, Re-evaluate regarding performance non-compliant employees company expectations, because of performance employees are very influential on company success.

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