# THE EFFECT OF LEADERSHIP STYLE AND MOTIVATION ON WORKER PERFORMANCE CV. PUTRA JAYA IN THE MAIN OIL LINE SEGMENTAL PARTIAL REPLACEMENT PROJECT

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**Abstract**

*Influence of Leadership Style and Motivation on Employee Performance CV. Putra Jaya in the Segmental Partial Replacement Main Oil Line project. This study aims to determine the effect of leadership style and motivation on employee performance on Segmental Partial Replacement Main Oil Line Project. The sample in this study is the employees CV. Putra Jaya who are in the Segmental Partial Replacement Main Oil Line project. This research use quantitative method. Data collection techniques used were questionnaires. Data analysis techniques used in this study is multiple linear regression. Leadership Styke and Motivation simultaneously affect the performance of employees. Leadership style partially significant effect on employee performance, Motivation partially also have a significant effect on employee performance. Furthermore, the variable that has the most significant influence is the Leadership Style*

*Keywords: Leadership Style, Motivation, Performance*

## INTRODUCTION

Leaders and organizational leadership in the era of globalization face demands that are increasingly complex and full of uncertainty. This condition demands the capabilities and skills of leaders in managing changes in the organization's strategic environment which have an impact on the existence of the organization through effective leadership. Leaders of the future era are required to have broad perception and insight in dealing with the real conditions faced by organizations; the increasing level of need to motivate employees; have the ability to control emotions; have new skills in analyzing organizational cultural assumptions, as well as identifying functional and dysfunctional assumptions in the context of business organizations; have the willingness and ability to involve all employees, attract their participation to empower their roles and functions within the business organization as well as the willingness and ability to share power, delegate authority and provide control more effectively and efficiently. In an organization or company, leadership is an important factor. Leadership is considered very important for two reasons: first, the fact that changing leaders often changes the performance of a unit, agency or organization. Second, the research results show that one of the internal factors that influences organizational success is leadership, including the leadership process at every level of the organization, the competence and actions of the leader concerned.

In the opinion of Swastha and Sukotjo (2002), the definition or understanding of a company is a production organization that uses and coordinates economic resources to satisfy needs in a profitable way. Meanwhile, according to Simamora (2003:45) performance is a

measure of an organization's success in achieving its mission. And the limitations related to the concept of public organization performance are at least closely related to efficiency, effectiveness, fairness and responsiveness. This means that performance is an action that can be seen, observed and is possible to achieve the expected things (goals). Performance can also be said to be a combination of ability, effort and opportunity which can be assessed from the results of work obtained during a certain period of time.

Meanwhile, the definition of leadership according to Dubrin (2005:3), states that leadership is an effort to influence many people through communication to achieve goals, a way of influencing people with instructions or orders, actions that cause other people to act or respond and cause positive change, an important dynamic force. which motivates and coordinates the organization in order to achieve goals, the ability to create a sense of confidence and support among subordinates so that organizational goals can be achieved. In other words, leadership is a very important factor in influencing and providing direction to employees, especially now that the system has become completely open, so the leadership figure strengthens the employees. On the other hand, leadership that can foster employee work motivation is leadership that can foster a high sense of self-confidence in carrying out all of their duties at work.

Armstrong (2003) in Sudarmanto (2009:133) states that leadership is the process of inspiring all employees to work as well as possible to achieve the expected results. Leadership is a way of inviting employees to act correctly, achieving commitment and motivating them to achieve common goals. Another factor that influences work results apart from leadership is the need for motivation. Motivation itself means that there is a will that causes a person to carry out an action to achieve a certain goal. Motivation comes from the word motive which means "encouragement" or stimulation or "driving force" that exists within a person. According to Weiner quoted by Elliot et al. (2000), motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities. According to Uno (2007:23), motivation can be interpreted as internal and external encouragement within a person which is indicated by the existence of; passion and interest; drives and needs; hopes and aspirations; appreciation and respect.

Based on the results of observations made by researchers with several CV workers. Putra Jaya in the Segmental Partial Replacement Main Oil Line project, that there is a significant relationship between the effectiveness of worker performance and the leader's skill in leading and motivating his workers. However, there are still things that need to be improved and corrected, especially in communication patterns which are sometimes unclear, causing project workers to misinterpret what they are instructed to do. The impact of these problems results in a gap between workers and leaders which can reduce work results. Then if you look at the motivation of each CV worker. Putra Jaya in the Segmental Partial Replacement Main Oil Line project is slightly low, due to a poor leadership style so that employees feel they do not have enough motivation to work better and the atmosphere is less comfortable in their work. They feel worried about orders from supervisors who sometimes suddenly give orders that are unclear and have an impact on workers' performance results in the field that are less than optimal. (Results of interviews with CV. Putra Jaya field workers on the Segmental Partial Replacement Main Oil Line project).

Lack of motivation and the role of leadership in creating harmonious communication and providing guidance to employees will cause low levels of employee performance.
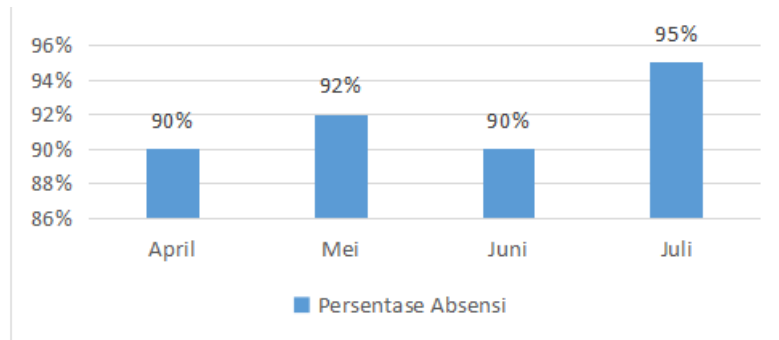


Figure 1 TBM Attendance Graph

Based on Figure , the level of TBM presence of CV workers. Putra Jaya in the Segmental Partial Replacement Main Oil Line project over a period of four months was very volatile even though it tended to rise. Employee attendance never reached 100% but was highest only in July, reaching 95%. As a result of the relatively low level of attendance at the Toolbox meeting, the performance of CV workers. Putra Jaya in the Segmental Partial Replacement Main Oil Line project is also less effective. The level of attendance of workers on the Segmental Partial Replacement Main Oil Line project was quite low due to a lack of motivation from the leadership and their leadership style was not good so that workers' awareness of the importance of implementing the Toolbox meeting was very low

Apart from the level of TBM presence, other factors that can be seen during the implementation of work which are directly related to the effectiveness of leadership patterns and motivation are the achievement of work targets and safety observation findings.
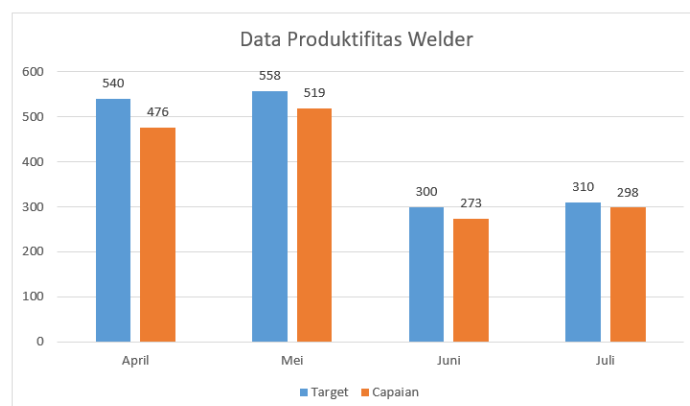


Figure 2 Welder Work Productivity

Source: QA/QC 2023

Based on Figure 1.2, it can be seen that the collective work targets of welders have not been achieved. As a result of work targets not being achieved, work completion is delayed and of course this has an impact on other factors, one of which is cost. If improvements are not made immediately, this will affect the CV portfolio. Putra Jaya because a company's ability to complete work on time is one of the important points in the project tender process. A leader's ability to find a way out of this condition is very crucial, effective leadership patterns and skills are needed so that conditions like this do not drag on.
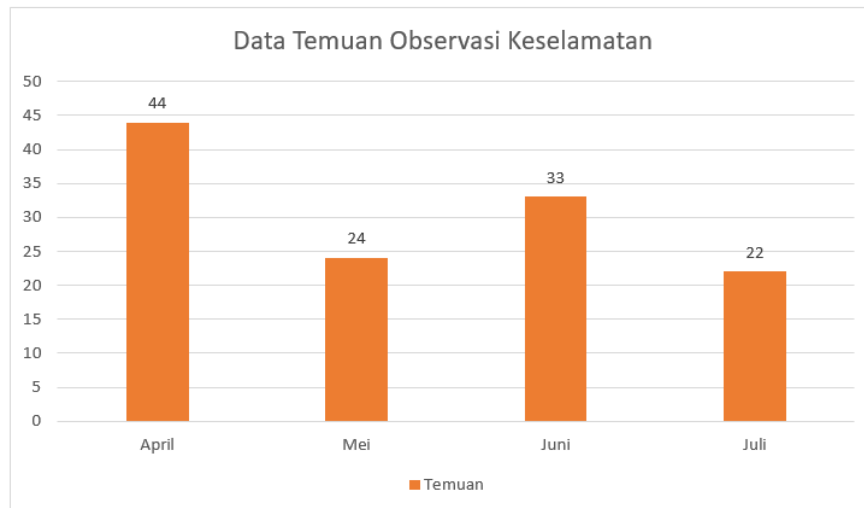


Figure 3 Data on Safety Observation Findings

Source: HSSE 2023

Based on Figure 3, it can be seen that the results of safety observations every month always contain findings, this shows that there are still workers who commit violations of work safety aspects. If you look closely, the fluctuation in the number of findings is similar to the fluctuation in the level of TBM attendance (Figure 1.1), this shows that there is a correlation between the level of TBM presence and the implementation of safety aspects in the field. The low level of TBM attendance could be one of the reasons for the increase in work safety observation findings, especially unsafe actions, because the lower the level of TBM presence, the higher the number of workers who do not receive socialization regarding work safety aspects. Therefore, it is very important to find a way out of the above conditions because it will have a negative impact on the sustainability of the company and the safety of the workers themselves. The emergence of the conditions above can be caused by a poor leadership style and motivation.

**METHODS**

The research method in this research is a quantitative method using multiple regression analysis. Instrument testing uses validity tests and reliability tests. Data analysis to prove the hypothesis uses the t test and f test and the coefficient of determination test which previously carried out assumption tests (normality, heteroscedasticity and multicollinearity tests). The analysis process uses SPSS. Data collected using a questionnaire that has been tested for validity and reliability. The sample in this study was all CV workers. Putra Jaya Segmental Partial Replacement Main Oil Line Project. In this study the author took samples using probability sampling with a simple random sampling technique approach, where according to Sugiyono (2010:74) sampling of population members was carried out randomly without paying attention to the strata in the population. So the sample for this research uses all CV workers. Putra Jaya from the research population, which was 40 respondens.
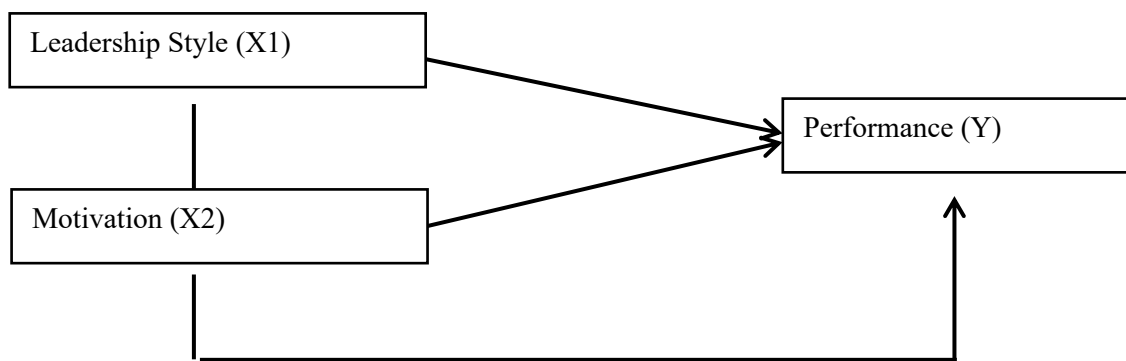
Model research that submitted is as follows:



Figure 4 Research Model

Based on the framework above, the following hypothesis can be made in this research

H1 : There is an effect of leadership style on performance
H2 : There is an effect of motivation on performance
H3 : There is an effect of leadership style and motivation on performance

**RESULTS AND DISCUSSION**
**Validity test**

Validity testing is carried out with the aim of finding out whether or not a questionnaire that has been distributed to respondents is valid. The validity test in this study used the *Pearson Correlation method* by correlating each *item score* with the total *item* score. The total *item* score is the sum of all statement/question *items* in a variable. There are two ways to determine whether an *item* is valid or not: If the significance value is <0.05 then *the item* is valid, if the significance value is >0.05 then *the item* is invalid ; If the calculated r value ≥ r table then the *item* is valid, if the calculated r < r table then *the item* is declared invalid.(Gunawan, 2020)

Validity of the Leadership Style Variable

This variable consists of 22 statement *items* . The test results can be seen in table 1 below:

Table 1

Leadership Style Validity Test Results (X1)

| | Corrected item-Total Correlation | Construct | Keterangan |
|---|---|---|---|
| $X_1.1$ | .560 | 0.3 | Valid |
| $X_1.2$ | .649 | 0.3 | Valid |
| $X_1.3$ | .604 | 0.3 | Valid |
| $X_1.4$ | .324 | 0.3 | Valid |
| $X_1.5$ | .496 | 0.3 | Valid |
| $X_1.6$ | .624 | 0.3 | Valid |
| $X_1.7$ | .725 | 0.3 | Valid |
| $X_1.8$ | .696 | 0.3 | Valid |
| $X_1.9$ | .545 | 0.3 | Valid |
| $X_1.10$ | .453 | 0.3 | Valid |
| $X_1.11$ | .830 | 0.3 | Valid |
| $X_1.12$ | .709 | 0.3 | Valid |
| $X_1.13$ | .802 | 0.3 | Valid |
| $X_1.14$ | .634 | 0.3 | Valid |
| $X_1.15$ | .738 | 0.3 | Valid |
| $X_1.16$ | .496 | 0.3 | Valid |
| $X_1.17$ | .624 | 0.3 | Valid |
| $X_1.18$ | .725 | 0.3 | Valid |
| $X_1.19$ | .696 | 0.3 | Valid |
| $X_1.20$ | .545 | 0.3 | Valid |
| $X_1.21$ | .453 | 0.3 | Valid |
| $X_1.22$ | .617 | 0.3 | Valid |

Source: Data Processing Results (2023)

It can be seen from the results of the table above that all statement *items* are valid. This conclusion results from a comparison of the calculated r of each *item* with the r table which shows that there is a greater value in the calculated r results of all *items*. It can be seen that there is no calculated r that is lower than the value of r table, namely 0.361, meaning that r calculated ≥ r table so that it can be considered that all *items* in the leadership style variable are valid.

**Motivation Variable Validity Test (X2)**

This variable consists of 5 statement *items* . The test results can be seen in table 2 below:

Table 2

Motivation Variable Validity Test Results

| | Corrected Item-Total Correlation | Construct | Keterangan |
|---|---|---|---|
| $X_2.1$ | .538 | 0.3 | Valid |
| $X_2.2$ | .533 | 0.3 | Valid |
| $X_2.3$ | .788 | 0.3 | Valid |
| $X._24$ | .592 | 0.3 | Valid |
| $X_2.5$ | .774 | 0.3 | Valid |

Source : Data Processing Results (2023)

It can be seen from the results of the table above that all statement *items* are valid. This conclusion results from a comparison of the calculated r of each *item* with the r table which shows that there is a greater value in the calculated r results of all *items*. It can be seen that there is no calculated r that is lower than the value of r table, namely 0.361, meaning that r calculated ≥ r table so that it can be assumed that all *items* in the motivation variable are valid.

**Performance Variable Validity Test (Y)**

This variable consists of 13 statement *items* . The test results can be seen in table 2 below:

Table 3
Performance Variable Validity Test Results

| | Corrected Item-Total Correlation | Construct | Keterangan |
|---|---|---|---|
| Y1 | .713 | 0.3 | Valid |
| Y2 | .656 | 0.3 | Valid |
| Y3 | .368 | 0.3 | Valid |
| Y4 | .512 | 0.3 | Valid |
| Y5 | .728 | 0.3 | Valid |
| Y6 | .784 | 0.3 | Valid |
| Y7 | .356 | 0.3 | Valid |
| Y8 | .776 | 0.3 | Valid |
| Y9 | .762 | 0.3 | Valid |
| Y10 | .512 | 0.3 | Valid |
| Y11 | .543 | 0.3 | Valid |
| Y12 | .721 | 0.3 | Valid |
| Y13 | .705 | 0.3 | Valid |

Source : Data Processing Results (2023)

It can be seen from the results of the table above that all statement *items* are valid. This conclusion results from a comparison of the calculated r of each *item* with the r table which

shows that there is a greater value in the calculated r results of all *items*. It can be seen that there is no calculated r that is lower than the value of r table, namely 0.361, meaning that r calculated ≥ r table so that it can be assumed that all *items* in the performance variable are valid.

**Reliability Test Results**

Reliability testing is carried out to measure whether a questionnaire is reliable or not. A questionnaire is said to be reliable if a person's answers to the statements submitted remain stable and consistent if the questionnaire is filled in again (Gunawan, 2020). The results of the reliability test can be seen in the table below

Table 4

Reliability Test Results

| Variable | *Cronbach's Alpha* | Required *Cronbach's Alpha* | Information |
|---|---|---|---|
| *Leadership Style* | 0,924 | 0.60 | Reliable |
| *Motivation* | 0,665 | 0.60 | Reliable |
| *Performance* | 0,874 | 0,60 | Reliable |

Source: Data Processing Results (2023 )

A variable will be said to be reliable if the *Cronbach's Alpha value* is > 0.60. In the results of the analysis above, it can be seen that the *Cronbach's Alpha value* of the *all* variables can be declared reliable.

**Assumsion Test Results and Hypothesis Testing**

Normality Results

The normality test is used to determine whether the data studied has a normal distribution or not. The normality test in this study used *the One Sample Kolmogorov-Smirnov test.* With a significance value of 5% or 0.05, if the value of the significance test results is more than 0.05 then the data is normally distributed. However, if the significance test result is less than 0.05 then the data is not normally distributed. The following are the results of the normality test below:

Table 5

Normality Test Results

| Kolmogorov Smirnov | Sig | Information |
|---|---|---|
| Asymp. Sig. (2-tailed) | ,200 | Normally distributed |

Source: Data Processing Results (2023)

The data results in the table above show that in the *Kolmogorov-Smirnov column* the significance value of Asymp can be seen . *Sig. (2-tailed)* is greater than 0.05, namely 0.200. So it can be concluded that the research data is normally distributed

**Multicollinearity Test**

The multicollinearity test was carried out to determine whether the regression model found any correlation between the *independent variables* . A good regression model should have no correlation between *independent variables.* However, if correlation occurs then there is a multicollinearity problem. How to determine whether multicollinearity exists or not can be seen from the *variance inflation factor* (VIF) value and tolerance value . With the criteria for a *tolerance value* above 0.1 and a VIF below 10, it can be stated that there is no multicollinearity. Test results can be seen in table 6:

**Table 6**
**Multicollinearity Test Results**

| Independent variables | Tolerance | VIF | Results |
|---|---|---|---|
| *Leadership Style* | ,416 | 2,401 | There is no Multicollinearity |
| *Motivation* | ,395 | 2,534 | There is no Multicollinearity |

Source: Data Processing Results (2023)

The test results in the table above show that the correlation value between the *independent variables* has the same VIF *output value, namely <10 and the output tolerance value* for each variable also shows a number > 0.1, so it can be concluded that there is no multicollinearity between the *independent variables* . researched.
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**Heteroscedasticity Test**

The heteroscedasticity test is carried out to determine whether in the regression model there is an inequality *of variance* from one residual to another observation. Heteroscedasticity shows the spread of independent variables. Random distribution indicates a good regression

model, so it is called homoscedasticity or heteroscedasticity does not occur. The results of the heteroscedasticity test in the regression model of this research can be seen in Figure 1 below:

**Figure 5**
**Heteroscedasticity Test Results**
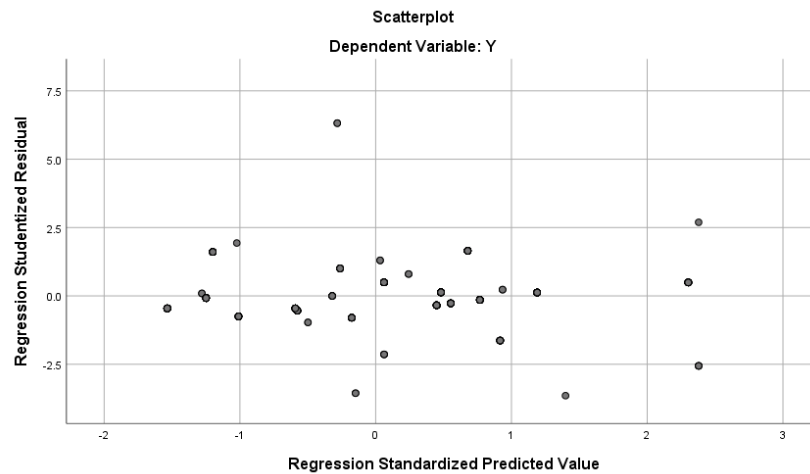


Source: Data Processing Results (2023)

*Scatter Plot* graph above shows that the points on the diagram do not form a clear pattern. The points are spread randomly and spread well above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity problem in the regression model

**Hypothesis testing**

The t test is used to show how far one *independent variable* partially influences the variation in the *dependent variable.* The following results of the t test that has been carried out can be seen in table 4.8 below:

**Table 7** Partial Test Results (t Test)

| Independent variable | t $_{count}$ | Sig | Hypothesis |
|---|---|---|---|
| *Leadership Style* | 8.109 | ,000 | Accepted |
| *Motivation* | 11,822 | ,000 | Accepted |

Source: Data processing (2023)

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# DISCUSSION

**The Influence of Leadership Style on Employee Performance.**

The results found are based on data from partial hypothesis calculations, namely proving that the Leadership Style and Motivation variables have a positive effect on employee performance at CV. Putra Jaya. Which means that the second hypothesis is accepted.The conditions in the field in this research explain that with a democratic leadership style, namely openness to suggestions, criticism and opinions from subordinates, leaders are able to produce decisions that can improve the quality of the employee's work. One of the decisions taken by the leadership is to provide freedom in working for employees, where this freedom in working is able to encourage employees to increase the quantity of products/services produced which has an impact on customer satisfaction. In other words, employee performance will increase in line with improvements in the leadership style at CV. Putra Jaya And it can be seen that the motivation provided includes physiological or physical needs which can provide bonuses, cash, awards from leaders, then motivation related to security which includes social security, health benefits, health insurance and motivation related to social, appreciation and self-actualization can be encourage CV employees. Putra Jaya to improve its performance. So it can be stated that leadership style and motivation can independently influence employee performance at CV. Putra Jaya. According to Dewi Sandy Trang (2013), leadership style has a significant positive effect on performance, while according to Ragil Permansari (2013), his research shows that partially motivation has a significant positive effect on performance, this means that the higher the motivation in a company, the higher the company's performance.

**The Influence of motivation  on Employee Performance.**

In general, companies want to be able to produce good and smooth performance for the sake of the company's development. Of course, the smoothness and development of the company's performance must be well maintained, apart from that, the company needs resources that can help realize good performance for the company, such as employees, capital and materials in the company. One of the important resources for a company is its human resources or employees, because employees are the heart of the company's performance and development. Employees who are able to produce good performance means that these employees are able to bring the company to further development. Without employees, company activities will not be carried out smoothly.

Motivation can be interpreted as an encouragement within a person to carry out an activity or task as well as possible in order to achieve a commendable achievement. Motivation at work is something that must be instilled in every employee, because this will involve the employee's moral responsibility for his duties and obligations. Apart from that, motivation at work can be increased if there are working conditions that can stimulate employees to remain well motivated. Therefore, it can be indicated that work motivation influences performance, because work motivation is an attitude or action that employees must carry out in complying with all applicable norms within the company, both written and unwritten, in order to achieve company goals optimally.

## CONCLUSION

From the results of research and discussions carried out by researchers regarding the influence of Leadership Style and Motivation on CV Employee Performance. Putra Jaya on the Segmental Partial Replacement Main Oil Line project. Leadership Style and Motivation simultaneously influence employee performance. Thus the first hypothesis in this research has been proven and can be accepted. Leadership Style, partially has the most significant effect on employee performance, Motivation also partially has an effect on employee performance. From the overall results, the second hypothesis in this research can be proven and accepted. Meanwhile, in this research, the Leadership Style and Motivation variables that have the most significant influence are Leadership Style. Thus, the third hypothesis in this research has been proven and can be accepted.

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