

## The Effect of Leadership Style and Work Motivation on Employee Performance at PT. Alpha Ems (Enterprise Management Solution) Medan Branch

Dedy Hermanto Panjaitan

Management, STIE LMII Medan, Jl. Kolam No.39 Medan Estate,  
North Sumatra, 2031, Indonesia

E-mail: [dedypanjaitan456@yahoo.com](mailto:dedypanjaitan456@yahoo.com)

---

### ARTICLE INFO

**Article history:**

Received: 10-10-2020

Revised: 15-11-2020

Accepted: 31-01-2021

**Keywords:**

Leadership Style;

Work Motivation;

Employee Performance

### ABSTRACT

This study aims to determine the effect of leadership style and work motivation on employee performance at PT. Alpha EMS (Enterprise Management Solution) Medan. The population used in this study were all employees at PT. Alpha EMS (Enterprise Management Solution) Medan Branch, and the sample used in this study were all employees at PT. Alpha EMS (Enterprise Management Solution) Medan Branch, amounting to 56 people. The data collection technique in this study was a questionnaire. This type of research is a type of associative research. The variables in this study are leadership style ( $X_1$ ), work motivation ( $X_2$ ), and employee performance ( $Y$ ). The analysis technique used in this research is Multiple Linear Analysis, namely:  $Y = 4,243 + 0,472X_1 + 0,359X_2$ . And the hypothesis test used is the F test (simultaneous) of  $F_{count} 10,850 > F_{table} 3,170$  and the  $t_{test}$  (partial) on the leadership style variable is  $3,723 \geq t_{table} 2,004$ , the t-test value on the work motivation variable is  $2,712 \geq t_{table} 2,004$ . The results of this study indicate that the independent variables, namely Leadership Style ( $X_1$ ), and Work Motivation ( $X_2$ ), have a positive and significant effect on Employee Performance at PT. Alpha EMS (Enterprise Management Solution) Medan Branch. The results of this study also indicate that the dominant variables affect the performance of employees at PT. Alpha EMS (Enterprise Management Solution) Medan Branch is a leadership style ( $X_1$ ).

Copyright © 2020 Journal of Management Science (JMAS).  
All rights reserved,

---

## 1. Introduction

In the current era of globalization, the business world is growing rapidly, this requires companies to be able to compete. The company must have advantages and competitiveness, so that it can survive among other companies. The tighter competition causes a company to be more effective and efficient in carrying out its operational activities in order to ensure the survival of the company. This, of course, cannot be separated from the role of human resources in it, which includes leaders and employees.

The ability of a company to develop is highly dependent on the ability of human resources to utilize existing resources in the company in carrying out work tasks, a directed framework, and in organizational development. The success of all work tasks in a company is largely determined by the availability of quality human resources. With the support of quality human resources, it is of course expected to play an active role as a planner, implementer as well as supervisor of all company management activities. Not only improving the quality of human resources, the company is also required to continue to improve its competitiveness by improving the quality of management. Therefore, in order for the company to develop optimally, maintaining a harmonious and sustainable relationship with employees is very important.

Human resources are a central factor in an organization. Whatever the form and purpose, the organization is founded on a vision for the common interest and in carrying out its mission is managed and managed by humans. Labor or employees are the most valuable resources in a company. Without a qualified workforce and employees, it is impossible for organizational goals to be achieved properly. The success of a company is greatly influenced by the performance of its employees.

Employee performance is the work that has been achieved by an employee in an organization to achieve goals based on standardization or size and time adjusted to the type of work and in accordance with established norms and ethics (Supardi, 2013).

Companies can improve the performance of their employees by realizing job satisfaction through leadership styles and work motivation in accordance with employee expectations. Work motivation for employees is no less important, because motivation can direct and encourage employees to do high-performance work in accordance with company expectations. Motivation is a condition in which one's efforts and willpower are directed towards the achievement of certain results or goals. The results in question can be in the form of productivity, attendance or other creative work behavior (Sopiah, 2008: 170).

Motivation that will be given by the company should know in advance what exactly the desires of all employees, so that there is true alignment of the motives between the company and its employees about how to work together to bring the company to maximum performance. So that both parties can work effectively, optimally and integrate all their potentials for future company development.

Leadership style and motivation are important things in a modern era where organizations want democracy in their work implementation and good work motivation. The result that may arise from a bad leadership style and motivation is a decrease in employee performance which will have an impact on decreasing company performance.

Based on the description above the author tries to conduct research at the branch office of PT. Alpha EMS, is one of the cash management companies in Indonesia. Engaged in special services for charging money at the Automatic Teller Machine (ATM). To find out the leadership style adopted by the leader, the motivation by the boss to the subordinates, and to find out the leadership style and motivation for employee performance.

## 2. Research Methods

In this study, the authors used an associative type of research, namely research that aims to determine the relationship between two or more variables. The variables in question are leadership style ( $X_1$ ) and work motivation ( $X_2$ ) on employee performance ( $Y$ ) PT. Alpha EMS (Enterprise Management Solution) Medan Branch.

This research was conducted at PT. Alpha EMS (Enterprise Management Solution) is one of the companies engaged in special services for replenishing money at Automated Teller Machines (ATM), located at Jalan Karya Darma II No. 17, Pangkalan Mansyur, Medan Johor sub-district, Medan City, North Sumatra 20147. Telephone (061) - 7880306.

## 3. Results and discussion

### 3.1. Data Validity Testing Results

The validity test is carried out to measure the validity of the indicators or questionnaires from each variable. Testing is done by comparing  $r_{count}$  and  $r_{table}$  using the SPSS program.

Furthermore, testing the validity of the data using a two-sided test with a significant level of 5%. This validity test was carried out on 56 respondents, then  $r_{table} df = n-2$  with a significant level 5%,  $df = 56 - 2 = 54$ , then  $r_{table} = 0.263$

The level of validity of the indicator or questionnaire can be determined, if  $r_{count} > r_{table} = \text{valid}$  and  $r_{count} < r_{table} = \text{invalid}$ . The results of the validity test of performance can be seen in full in the table below using  $r_{count}$  and  $r_{table}$ , as follows.

**Table 1**  
Results of Testing the Validity of Performance Variables (Y)

Question	$r_{count}$	$r_{table}$	Description
Question 1	0,430	0,263	Valid
Question 2	0,400	0,263	Valid
Question 3	0,612	0,263	Valid
Question 4	0,581	0,263	Valid
Question 5	0,354	0,263	Valid
Question 6	0,367	0,263	Valid

Source: Primary Data Processing Results, 2020

Based on the table above, the results of the validity test show that the value of the variable indicator  $r_{\text{count}}$  is greater than the  $r_{\text{table}}$  value. This means that all items in the Performance variable (Y) are declared valid at the real level ( $\alpha$ ) = 5% and can be used as a valid measuring tool in further analysis.

**Table 2.**  
Results of Testing the Validity of Leadership Style Variables ( $X_1$ )

Question	$r_{\text{count}}$	$r_{\text{table}}$	Description
Question 1	0,369	0,263	Valid
Question 2	0,302	0,263	Valid
Question 3	0,388	0,263	Valid
Question 4	0,328	0,263	Valid
Question 5	0,536	0,263	Valid
Question 6	0,484	0,263	Valid

Source: Primary Data Processing Results, 2020

Based on the table above, the results of the validity test show that the value of the variable indicator  $r_{\text{count}}$  is greater than the  $r_{\text{table}}$  value. This means that all items in the Leadership variable ( $X_1$ ) are declared valid at the real level ( $\alpha$ ) = 5% and can be used as a valid measuring tool in further analysis.

**Table 4.**  
Results of Testing the Validity of Work Motivation Variables ( $X_2$ )

Question	$r_{\text{count}}$	$r_{\text{table}}$	Description
Question 1	0,448	0,263	Valid
Question 2	0,332	0,263	Valid
Question 3	0,505	0,263	Valid
Question 4	0,319	0,263	Valid
Question 5	0,417	0,263	Valid
Question 6	0,305	0,263	Valid

Source: Primary Data Processing Results, 2020

Based on the table above, the results of the validity test show that the value of the variable indicator  $r_{\text{count}}$  is greater than the  $r_{\text{table}}$  value. This means that all items in the work motivation variable ( $X_2$ ) are declared valid at the real level ( $\alpha$ ) = 5% and can be used as a valid measuring tool in further analysis.

### 3.2. Multiple Linear Regression

Multiple linear regression analysis is used to determine the effect of the variable leadership style, work motivation on the performance of employees of PT. Alpha EMS (Enterprise Management Solution) Medan Branch. After analyzing with the help of the SPSS version 21 program, the following outputs were obtained:

**Table 5.**  
Multiple Liner Regression Test Results  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4,243	4,370		,971	,336
1	,472	,127	,431	3,723	,000
Leadership Style	,359	,132	,314	2,712	,009
Work motivation					

a. Dependent Variable: Performance  
Source: SPSS Output Results 21, 2016

The results of multiple linear regression tests using the SPSS version 21 program, the influence of leadership style and work motivation on the performance of employees of PT. Alpha EMS (Enterprise Management Solution) Medan Branch can be described by the multiple regression equation as follows:  
 $Y = 4.243 + 0.472X_1 + 0.359X_2$

Based on the regression equation above, a constant value of 4.243 states that if the value of leadership and work motivation is 0, then the employee's work value is 4.243. The value of the leadership style regression coefficient is 0.472, which is positive, which states that every one unit increase in the leadership score will increase the performance score by 0.472. The value of the motivation regression coefficient is 0.359, which is positive, which states that every one unit increase in the motivation score will increase the performance score by 0.359.

### 3.3. Hypothesis Testing

#### a. Simultaneous Hypothesis Testing (Test F)

Furthermore, to test  $F_{count}$  and  $F_{table}$  in the Anova table, it can be seen the influence between the dependent and independent variables simultaneously. After analyzing with SPSS Version 21, the following outputs were obtained:

**Table 6**  
Simultaneous Testing Results (Test F)  
ANOVA<sup>a</sup>

Model	Sum Of Squares	Df	Mean Square	F	Sig.
1	73,619	2	36,809	10,850	,000 <sup>b</sup>
Regression	179,810	53	3,393		
Residual	253,429	55			
Total					

a. Dependent Variable: Performance  
b. Predictors: (Constant), Work Motivation, Leadership Style  
Source: SPSS Output Results 21, 2016

Based on the Anova table above, it shows if  $F_{count} \leq F_{table}$  then  $H_a$  is accepted or significant. Can also use probability values. If the value of significance  $F < \alpha$  (alpha), then the research hypothesis can be accepted. By using statistical count with table statistics, it can be seen that the value of  $F_{count}$  for the variable Leadership Style and Work Motivation on employee performance is 10.850. Meanwhile,  $F_{table}$  is determined by the real level ( $\alpha$ ) = 5% and degrees of freedom, ( $dkb$ ) =  $n - m - 1$  is 3,170.

Based on the results of the hypothesis F test with a significant level of ( $\alpha$ ) = 5%, ( $dkb$ ) =  $n - m - 1 = 56 - 2 - 53$ , then  $F_{count} 10,850 > F_{table} 3,170$  and significant  $F 0,000b \leq \alpha 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted, it can be concluded that the leadership style and work motivation together have a positive and significant effect on the performance of the employees of PT. Alpha EMS (Enterprise Management Solution) Medan Branch.

#### b. Partial Hypothesis Testing (T Test)

Furthermore, to test the hypothesis with the t-test examiner in order to see the relationship between the dependent and independent variables partially, in this case, the leadership variable ( $X_1$ ) and work motivation ( $X_2$ ) on the employee performance variable (Y).

**Table 7**  
Partial Test Results (t-test)  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,243	4,370			
1	,472	,127	,431	,971	,336
Leadership Style	,359	,132	,314	3,723	,000
Work motivation				2,712	,009

a. Dependent Variable: Performance

Source: SPSS Output Results 21, 2016

The t-table value with the real level ( $\alpha$ ) = 5% and  $df (n-2) = 56-2 = 54$  is 2.004.

The significant value t of the Leadership Style variable on employee performance is 0,000 by using the t-table with the real level  $df = 56-2 = 54$  then the  $t_{count}$  is  $3,723 \geq t_{table} 2,004$  and the significant Leadership Style is  $0,000 < 0,05$  means that  $H_0$  is rejected and  $H_a$  is accepted. It means that partially there is an influence of leadership style on employee performance at PT. Alpha EMS (Enterprise Management Solution) Medan Branch.

The significant value of t variable Work Motivation on employee performance is 0.009 using  $t_{table}$  with the real level  $df = 56-2 = 54$ , then  $t_{count} 2.712 \geq t_{table} 2.004$  and significant Work Motivation 0.009  $< 0,05$  means that  $H_0$  is rejected and  $H_a$  is accepted. It means that partially there is an influence of work motivation on employee performance at PT. Alpha EMS (Enterprise Management Solution) Medan Branch.

#### c. The coefficient of determination

This determinant coefficient test is used to determine how much the contribution of the independent variables, namely Leadership Style and Work Motivation simultaneously on employee performance at PT. Alpha EMS (Enterprise Management Solution) Medan Branch, as follows:

**Table 8**  
Determination Test Results ( $R^2$ )  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,539 <sup>a</sup>	,290	,264	1,842

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Motivation, Leadership Style

Source: SPSS Output Results 21, 2016

Based on the results of the determination coefficient test in the table above, the value of correlation (R) is 0.539 which means that the relationship between the level of association of the independent variables, namely Leadership Style and Work Motivation, with the dependent variable of employee performance is moderate.

The R Square ( $R^2$ ) figure of 0.290 means that the leadership style and work motivation variables are only able to explain changes in employee performance variables by 29.0% while the remaining 71.0% is explained by other variables not included in the study.

## 4. Conclusion

Based on the results of data analysis carried out by the author, the conclusions in this study are as follows:

- Based on Multiple Linear Regression Analysis  $Y = 4.243 + 0.472X_1 + 0.359X_2$  a constant value of 4.243 states that if you ignore leadership style and work motivation, the employee performance score is 4.243. The regression coefficient  $X_1$  of 0.472 is positive, stating that each additional one unit of leadership style score ( $X_1$ ) will increase the employee performance score by 0.472 by maintaining the work motivation score ( $X_2$ ). The regression coefficient  $X_2$  of 0.359 is positive, which states that each additional unit of

- work motivation score ( $X_2$ ) will increase the employee performance score by 0.539 by maintaining the leadership style score ( $X_1$ ).
- b. Based on the results of the F test (simultaneously) that the value of  $F_{\text{count}}$  obtained is 10.850 greater than  $F_{\text{table}}$  3.170, this is also reinforced by a significant level value of 0.000b or the significance obtained is less than  $\alpha = 0.05$ , meaning that  $H_0$  is rejected. received. So it can be concluded that the leadership style and work motivation affect the employees of PT. Alpha EMS (Enterprise Management Solution) Medan Branch. Based on the results of the t test (partially) for the Leadership Style variable of  $t_{\text{count}}$  3,723  $\geq$   $t_{\text{table}}$  2,004 and a significant leadership style of 0,000  $<$  0.05 means that  $H_0$  is rejected and  $H_a$  is accepted. It means that partially there is an influence of leadership style on performance. Then for the work motivation variable, the value of  $t_{\text{count}}$  2.712  $\geq$   $t_{\text{table}}$  2.004 and significant work motivation 0.009  $<$  0.05 means that  $H_0$  is rejected and  $H_a$  is accepted. It means that partially there is an influence of work motivation on the performance of employees of PT. Alpha EMS (Enterprise Management Solution) Medan Branch.
  - c. The coefficient of determination ( $R^2$ ) of 0.290 means that the variables of leadership style and work motivation are only able to explain changes in the performance variable by 29.0%, while the rest is explained by other variables not included in this study.

## 5. Reference

- [1] A. E. Eide, E. A. Saether, and A. Aspelund, "An investigation of leaders' motivation, intellectual leadership, and sustainability strategy in relation to Norwegian manufacturers' performance," *Journal of Cleaner Production*, vol. 254, p. 120053, May 2020.
- [2] Anwar Prabu Mangkunegara. (2013). *Company Human Resource Management*. Bandung: PT. Rosdakarya youth.
- [3] Arikunto, Suharsimi 2006. *Research Procedure A Practice approach*. Jakarta: Rineka Cipta.
- [4] Bangun, Wilson, 2012, *Human Resource Management*, Jakarta: Erlangga.
- [5] D. E. Ufua, O. P. Salau, O. Ikpefan, J. I. Dirisu, and E. E. Okoh, "Addressing operational complexities through re-inventing leadership style: A systemic leadership intervention," *Heliyon*, vol. 6, no. 7, p. e04270, Jul. 2020.
- [6] Darma, S. 2005. *Performance Management*, Yogyakarta: Student Library.
- [7] Dessle, G. 1997. *Company Management*, Jakarta: Third Edition, Erlangga.
- [8] F. Syed, S. Naseer, J. Nawaz, and S. Z. A. Shah, "When the victim becomes vicious: Combined effects of pseudo Transformational Leadership and Epistemic Motivation on Contempt and deviant behaviors," *European Management Journal*, Jul. 2020.
- [9] H. K. Gameda and J. Lee, "Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study," *Heliyon*, vol. 6, no. 4, p. e03699, Apr. 2020
- [10] H. Wei, A. King, Y. Jiang, K. A. Sewell, and D. M. Lake, "The Impact of Nurse Leadership Styles on Nurse Burnout:," *Nurse Leader*, vol. 18, no. 5, pp. 439–450, Oct. 2020.
- [11] Handoko, H. (2008). *Personnel Management and Human Resources*. Yogyakarta: BPFE.
- [12] Harbani Pasalog. (2013). *Public Administration Research Methods*. Bandung: Publisher
- [13] Hasibuan, M. S. P. (2009). *Human Resource Management*. Jakarta: Earth Script.
- [14] Irham Fahmi. (2016). *Human Resource Management Theory and Application*. Bandung: Alfabeta Publisher.
- [15] J. K. Sandstrom and D. E. Reynolds, "Leading a successful hotel: A look at the general manager's ability to utilize multiple leadership styles," *International Journal of Hospitality Management*, vol. 89, p. 102399, Aug. 2020.
- [16] L. I. Syafii, A. Thoyib, U. Nimran, and Djumahir, "The Role of Corporate Culture and Employee Motivation as a Mediating Variable of Leadership Style Related with the Employee Performance (Studies in Perum Perhutani)," *Procedia - Social and Behavioral Sciences*, vol. 211, pp. 1142–1147, Nov. 2015.
- [17] M. Shafi, Zoya, Z. Lei, X. Song, and M. N. I. Sarker, "The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation," *Asia Pacific Management Review*, vol. 25, no. 3, pp. 166–176, Sep. 2020.
- [18] M. Tahir, R. Amiruddin, S. Palutturi, F. Rivai, and L. M. Saleh, "The relationship between organizing and leadership style and the quality improvement of primary healthcare services," *Enfermería Clínica*, vol. 30, pp. 39–43, Jun. 2020.
- [19] Mangkunegara, 2009. *Human Resource Management Company PT. Rosdakarya youth*. Bandung.
- [20] Miftah Thoha. *Leadership In management: A behavioral approach*. Jakarta: PT Raja Grafindo. P. 3. 1995.
- [21] Novita Rizqi Rohmawati. (2013). *The Effect of Leadership Style and Motivation on Employee Performance (Case Study at Bank Rakyat Indonesia Surakarta branch)*. Online Thesis Title: eprints.ums.ac.id/21654/25/NASKAH PUBLIKASI.pdf
- [13] S. Bush, D. Michalek, and L. Francis, "Perceived Leadership Styles, Outcomes of Leadership, and Self-Efficacy Among Nurse Leaders:," *Nurse Leader*, Aug. 2020.
- [14] T. Por Pan, J. Trakulmututa, and N. Youravong, "Self-perception of leadership style of dentists: heads of dental departments in community hospitals, Southern Thailand," *International Dental Journal*, vol. 70, no. 3, pp. 193–200, Jun. 2020.
- [15] Tampi, B.J. (2014). *The Effect of Leadership Style and Motivation on Employee Performance at PT. Bank Negara Indonesia, Tbk (Regional Sales Manado)*. *Journal "Acta Diurna"* Vol. 3 No.4: 1-20.

- [16] Tampubolon, B. D. (2007). Analysis of Leadership Style Factors and Work Ethic Factors on Employee Performance in Organizations That Have Implemented SNI 19- 9001-2001. *Journal of Standardization*. No. 9.
- [17] W. Li, T. A. Bhutto, W. Xuhui, Q. Maitlo, A. U. Zafar, and N. Ahmed Bhutto, "Unlocking employees' green creativity: The effects of green transformational leadership, green intrinsic, and extrinsic motivation," *Journal of Cleaner Production*, vol. 255, p. 120229, May 2020.
- [19] Y. Kanat-Maymon, M. Elimelech, and G. Roth, "Work motivations as antecedents and outcomes of leadership: Integrating self-determination theory and the full range leadership theory," *European Management Journal*, vol. 38, no. 4, pp. 555–564, Aug. 2020.

