

The Influence of Leadership Style and Motivation on Employee Performance

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Abstract

In today's era of globalization, company competition is growing rapidly to find new ideas to achieve company goals. This research was conducted at Dairy Queen Surabaya with the aim of knowing (1) the influence of leadership style on employee performance, (2) the effect of motivation on employee performance, and (3) the effect of leadership style and motivation together on employee performance. This study is a quantitative study with a sample of 30 respondents and a questionnaire was used to collect data related to the variables in this study. Using the validity test and reliability test using SPSS 18.0 for Windows. Furthermore, classical assumption test includes multicollinearity test and heteroscedasticity test. While testing the hypothesis in this study using multiple regression analysis and the coefficient of determination and hypotheses. Data analysis using multiple linear regression analysis technique and the results of this study are leadership style, motivation partially and simultaneously significant effect on employee performance.

Keywords: Leadership Style, Motivation, Work Performance

1. Introduction

Therefore, employees must be able to provide good performance in order to provide satisfaction from customers who buy food or drinks (Mangkunegara 2014;9). Defines performance (work achievement) as follows, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara (2008:67). The leadership style applied by several Fnb leaders is very diverse and in accordance with the character of the leader. Some have a good effect on their employees and some have a less than optimal effect on their employees. In this study, one of the most popular Fnb businesses among young people/Millennials, even on social media, is Dairy Queen or often referred to as DQ, which is an international franchise network that sells ready-to-eat and soft serve foods such as ice cream and hotdogs. Dairy Queen is found in more than 10 countries such as the Bahamas, Bahrain, Brunei, Cambodia, Canada, Egypt, including Indonesia.

Dairy Queen in Indonesia, one of which is in the city of Surabaya, has several shops. Among them at Tunjungan Plaza Mall, Pakuwon Mall, and East Cost Center each outlet has 10 employees, consisting of: leader, cashier, operations, and ice maker there is only one leader\ supervisor Dairy Queen Surabaya, and Tunjungan Plaza outlet has a central icon from Dairy Queen Surabaya, which has a very strategic mall position and is often visited by young people/millennials in the city of Surabaya. Dairy Queen has 30 employees in the city of Surabaya.

From the explanation described in the background above, this research focuses on the Food and Beverage business. At the Dairy Queen company in the city of Surabaya. Researchers are interested in examining the influence of leadership style and employee performance motivation. So that this research is entitled "INFLUENCE OF LEADERSHIP STYLE AND MOTIVATION ON EMPLOYEE PERFORMANCE AT DAIRY QUEEN SURABAYA"

2. Literature Review

2.1. Leadership Style

According to (Northouse, 2013) leadership is a process in which an individual influences a group of individuals to achieve a common goal. Meanwhile, leadership is closely related to the pattern of behavior involved in by the leader when dealing with employees. (Hartanto, 2016) suggests that leadership is the ability to influence other parties through communication both directly and indirectly with the intention of moving

people to understandingly, According to (Rivai, 2008), style means attitude, movement, behavior, good attitude, good-value gestures, strength, ability to do good.

Indicator Leaders who can apply a good leadership style can improve the performance of their employees. This is in accordance with the research proposed by (Arimbawa & Dewi, 2013)

- a. A climate of mutual trust
- b. Respect for members' ideas
- c. Taking into account the feelings of subordinates
- d. Attention to work comfort for subordinates

2.2. Motivation

Motivation is defined as drive. Encouragement is a movement of a person's soul and behavior to act. While the motive can be said to be a driving force, which means something that can move people to take action or behavior, and in that action there is a specific goal. According to (Siagian, 2004) that motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities, in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving goals and various activities. predetermined organizational goals. Indicator Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities, in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve goals. According to Rizka (2015), indicators of work motivation an employee according to Rizka (2015) consists of:

- a. Quality of Work
- b. Task execution
- c. Initiative
- d. Work relationship
- e. Sacrifice

2.3. Employee Performance

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara & Prabu, 2005). Indicators of Employee Performance. Indicators According to Setiawan (2014:1477) to measure performance, the following indicators can be used:

- a. Task Completion Accuracy
- b. Suitability of Working Hours
- c. Attendance Rate
- d. Cooperation Between Employees

2.4. Framework

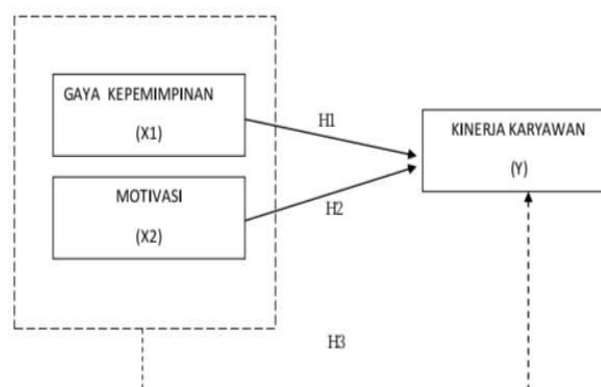


Figure 1. Framework

3. Methodology

The approach used in this research is a quantitative approach, the process starts from theory, then by using logic and derived research hypotheses accompanied by measurement and operational concepts, so that they can be concluded as research findings. According to (Sugiyono, 2009) The research method is basically a scientific way to obtain data with certain purposes and uses. Based on this, there are four keywords that need to be considered, namely: scientific method, data, purpose and use.

4. Result and Discussion

4.1. Result

4.1.1. Research Instrument Test

1. Validity Test

Meanwhile, according to Ghozali (2005) a questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. An indicator is declared valid if r has a significant level of less than 5%. From each question item on the three leadership style variables (X1), motivation (X2), employee performance (Y) produces a Pearson correlation value above the r table value of 0.361

2. Reliability Test

Reliability test is to measure the reliability of an instrument, in this study used Cronbach's Alpha coefficient. According to Nunnaly in Ghozali (2002:33) the instrument is said to be reliable if the alpha value is 0.6. This shows that these measurements can provide consistent results, if repeated measurements are made on the same subject.

Based on table 4.9 above, the reliability test of the research variables above shows that the entire Cronbach alpha value is .762 and more than 0.05. In both dependent and independent variables stated reliable can be accepted.

3. Classic Assumption Test

Prior to testing the hypothesis, a classical assumption test was conducted which underlies the use of multiple linear regression analysis. Several assumptions must be met so that the conclusions from the testers' results are unusual, including:

a. Normality Test

Table 1. Results of Data Normality Test and P-Plot Normality Test

One-Sample Kolmogorov-Smirnov Test Unstandardized Residual	
N	30
Asymp. Sig. (2-tailed)	,936

P-Plot Normality Test Results

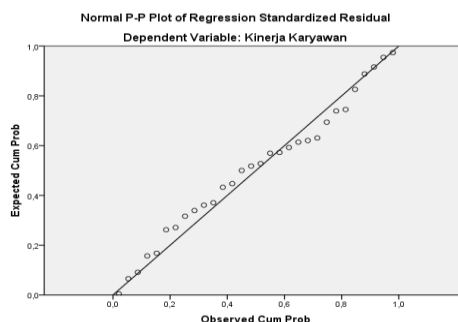


Figure 2. Source: Data processed by SPSS, 2021

The table above shows the results of the normal distribution test using the Kolmogorov Smimov method to strengthen the normal plot graph test, the significance value is > 0.05, so the regression model is normally distributed. It can also be seen that the p-plot normality graph above shows that all existing data normally distributed, because all the data spread to form a straight diagonal line, the data meet the normal assumption or follow the normality line.

b. Multicollinearity Test

This multicollinearity test was used to find out whether the regression model found any corrections between independent variables. Gujarati and Portr (2010) say that a good regression model will not cause a correlation between the independent variables. To find out the existence of multicollinearity, it is seen from the tolerance value and its opponent or variance inflation factor (VIF). If the VIF is less than 10 and the tolerance value is more than 0.1, then the regression is free from multicollinearity.

Table 2 Multicollinearity Test Results
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership style	,801	1,249
Motivation	,801	1,249

a. Dependent Variable: Kinerja Karyawan
Source: Data processed by SPSS, 2021

Based on table 2 above, it can be seen that the regression model does not experience multicollinearity disorders. This can be seen in the tolerance value of each independent variable which is greater than 0.1. The results of the VIF calculation also show that the VIF value of each independent variable is less than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

c. Heteroscedasticity Test and Glesjer Test

Aims to test whether in the regression model there is an inequality of variance and the residual from one observation to another is fixed. Then it is called Homoscedasticity and if it is different it is called Heteroscedasticity. Heteroscedasticity testing can be done by using the observation of the scatter plot pattern generated through a software called SPSS. And if the scatter plot pattern forms a certain pattern, then the regression model has heteroscedasticity symptoms. The emergence of symptoms of heteroscedasticity indicates that the regression model is not efficient in large or small samples. If there is no clear pattern and the points spread above and below zero on the Y axis, it can be said to be free of heteroscedasticity.

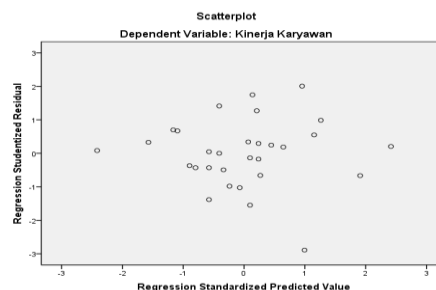


Figure 3. Source: Data processed by SPSS, 2021

Table 3 Results of Heteroscedasticity Test and Glesjer
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	t Sig.
1 (Constant)	7,744	3,815		2,030 ,052
Leadership style	-,074	,060	-,247	-1,235,227
Motivation	-,092	,100	-,183	-,917 ,367

a. Dependent Variable: Abs_Res

Based on table above, the graph above is said to be heteroscedastic if the image is spread out and does not overlap from the number line 0 on X and Y, then there is no heteroscedasticity. The Glejser test above says that to strengthen the Heteroscedasticity Test where the results of the variables of Leadership Style (X1), Work Motivation (X2), and Employee Performance (Y) the constants of these variables are more than 0.05.

d. Hypothesis Testing

1. Multiple Linear Regression Test

Multiple linear regression analysis from this study is used to determine whether or not the relationship between leadership style variables (X1), work discipline (X2) is like an independent variable on employee performance (Y), a kind of dependent variable. Multiple linear regression equations are enabled from the results of data processing with SPSS programs such as the following:

$$Y = 34,410 + 0,137X1 + 0,097X2 + e$$

- The constant value is 34,410, this shows that if the leadership style (X1), work motivation (X2) is equal to zero, then the employee performance is 34,410.
- The value of leadership style (X1) is 0.137. This shows that the leadership style (X1) increases by one unit, it will increase employee performance (Y) by 0.137 with the assumption that the work motivation variable (X2) is constant.
- The value of the coefficient of work motivation (X2) is 0.097. This shows that the employee's work competence increases by one unit, it will increase employee performance (Y) by 0.097 units assuming the magnitude of the leadership style variable (X1).

2. Determination Test

R square determination test can be obtained by the R square coefficient value of 0.469. This means that the variables of Leadership Style (X1), Work Motivation (X2), and Employee Performance (Y). This means that the dependent variable of Employee Performance (Y) can be explained by the independent variable Leadership Style (X1) and Work Motivation (X2) of 0.469 while the remaining 53, 1% is explained by other variables not included in the model.

3. F-test

The F test aims to be able to determine the effect of the independent variable leadership style (X1), motivation (X2) on the dependent variable is employee performance (Y) the criteria for accepting and rejecting the hypothesis used are as follows:

- If the significant value is > 0.05 , then H_0 is accepted and H_a is rejected or the independent variable from the linear regression model is unable to explain the dependent variable.
- If the significant value is < 0.05 , then H_0 is rejected and H_a is accepted or the independent variable from the linear regression model is able to explain the dependent variable.

Table 4. ANOVAb

Model	Sum of Squares	Df	Mean Square	F	Sig.
1Regression	9,539	2	4,769	7,237	0,002a
Residual	127,828	27	4,734		
Total	137,367	29			

a. Predictors: (Constant), Motivation, Leadership style

b. Dependent Variable: Employee performance

Source: Data processed by SPSS, 2021

Based on table 4 above, in the F (simultaneous) test above, it can be said that the results of the F test simultaneously with the calculated F of 7.237 with a significant level of 0.002. simultaneous or simultaneously have a significant effect on employee performance (Y).

4. T-test

The criteria for acceptance and rejection of the partial hypothesis with the t-test are:

- If the significant value is > 0.05 , then H_0 is accepted and H_a is rejected or the independent variable is unable to explain the dependent variable or there is no significant effect on the variable being tested.
- If the significant value is < 0.05 , then H_0 is rejected or the independent variable is able to explain the dependent variable or is usually said to be able to influence the two variables being tested.

Table 5. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	T Sig.
1 (Constant)	34,410	6,158		5,587,000
Gaya Kepemimpinan	,137	,096	,294	4,419,007
Motivasi	,097	,162	,124	3,897,029

Source: Data processed by SPSS, 2021

4.2. Discussion

4.2.1. Leadership Style on Employee Performance

The results of hypothesis testing can prove that leadership style affects employee performance, this can be proven by the results of SPSS 18.0 data processing which states that the leadership style variable (X1) is obtained t count = 4.419 > 0.05 so the results of the Leadership Style variable (X1) has a significant effect on the Employee Performance variable (Y) and the resulting singnification level is 0.007 < 0.050, which means that HO is rejected. Ha is accepted, thus the first hypothesis is accepted.

4.2.2. Motivation on Employee Performance

The results of hypothesis testing can prove that leadership style affects employee performance, this can be proven by the results of SPSS 18.0 data processing which states that the motivation variable (X2) is obtained t count = 3.897 > 0.05 so the results of the Leadership Style variable (X1) have an effect significantly on the Employee Performance variable (Y) and the resulting singnification level is 0.029 < 0.050, which means that HO is rejected. Ha is accepted, thus the first hypothesis is accepted.

5. Conclusion

Based on the results of research and data analysis obtained on "The Effect of Leadership Style and Motivation on Employee Performance" at Dairy Queen Surabaya, the following conclusions can be drawn:

1. Leadership style partially significant effect on employee performance Dairy Queen Surabaya
2. Motivation has a significant effect partially on the performance of Dairy Queen Surabaya employees
3. Leadership style and motivation simultaneously have a significant effect on the performance of Dairy Queen Surabaya employees

6. Suggest

Based on the research results found in this study, several suggestions are proposed as follows: There is a positive and significant influence on leadership style variables about giving rewards to employees who have achieved sales targets. The author suggests that companies check the sales results of each employee from the lowest to the highest in every successful employee briefing, the product that reaches the target will be announced to all employees from which will be delivered at the time of the briefing, which employees will receive rewards such as Best Employee Of The Month and will be calculated at the end to become Best Employee Of The Year.

For further researchers, it is better to add other variables that can affect employee performance such as Work Discipline, Compensation, or Work Facilities so that they can be used as comparisons in researchers.

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