

The Role of Leadership Style and Motivation in Improving Employee Performance

Leadership Style and
Motivation

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Submitted:
17 MAY 2024

Accepted:
28 AUGUST 2024

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ABSTRACT

This study aims to analyze the role of leadership style and motivation in improving employee performance, using a systematic literature review method. Data collection was conducted through literature analysis, which was then processed using bibliometric techniques with the help of VOSviewer 1.6.20 software. The study found that an appropriate leadership style, such as transformational or participative leadership, can create a supportive work environment where employees feel valued and motivated to contribute their best. Additionally, motivation, both intrinsic and extrinsic, plays a crucial role in driving employees to achieve higher performance. The main conclusion of this study is that the synergy between effective leadership and proper motivation programs can enhance employees' capabilities, productivity, and job satisfaction. Consistent implementation of these two aspects allows organizations or companies to become more adaptive and competitive amid the dynamic changes in the business environment. The study's implications emphasize the importance of developing leadership programs that focus on increasing employee motivation as a strategy to achieve optimal and sustainable organizational performance.

Keywords: Leadership Style, Motivation, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis peran gaya kepemimpinan dan motivasi dalam meningkatkan kinerja karyawan, dengan menggunakan metode tinjauan pustaka sistematis. Proses pengumpulan data dilakukan melalui analisis literatur, yang kemudian diolah menggunakan teknik bibliometrik dengan bantuan software VOSviewer 1.6.20. Penelitian ini menemukan bahwa gaya kepemimpinan yang tepat, seperti kepemimpinan transformasional atau kepemimpinan partisipatif, dapat menciptakan lingkungan kerja yang mendukung, di mana karyawan merasa dihargai dan termotivasi untuk memberikan kontribusi terbaik mereka. Selain itu, motivasi, baik intrinsik maupun ekstrinsik berperan penting dalam mendorong karyawan mencapai kinerja yang lebih tinggi. Kesimpulan utama dari penelitian ini adalah bahwa sinergi antara gaya kepemimpinan yang efektif dan program motivasi yang tepat dapat meningkatkan kemampuan, produktivitas, serta kepuasan kerja karyawan. Implementasi yang konsisten dari kedua aspek ini memungkinkan organisasi atau perusahaan untuk lebih adaptif dan kompetitif di tengah perubahan lingkungan bisnis yang dinamis. Implikasi penelitian ini menekankan pentingnya pengembangan program kepemimpinan yang berfokus pada peningkatan motivasi karyawan sebagai strategi untuk mencapai kinerja organisasi yang optimal dan berkelanjutan.

Kata kunci: Gaya Kepemimpinan, Motivasi, Kinerja Karyawan

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 12 No. 1, 2024
pp. 1959-1968
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v1i1.1750

INTRODUCTION

The success of an organization is highly dependent on the people who work in it. Human resources are the most important resource or the most crucial asset in achieving competitive advantage for every company. The company and employees are two things that are interrelated, if employees succeed in bringing progress to the company, the benefits obtained will be reaped by both parties (Septiadi et al., 2020). In this case, employees obtained from superior human resources are a major asset in an organization that plays an important role as a resource to increase productivity, innovation, and creativity in achieving organizational goals (Efendi & Hardiyanto, 2021). To achieve quality human resources in the sense of working, human resources must be managed and improved continuously (Mursidi & Karsudjono, 2023). The quality of employee performance is a key factor in achieving the goals of the organization or company. Employee performance is the achievement or result desired by the actor (Kusumayanti et al., 2020). They have a very important role, because employees directly contribute to productivity. With high employee performance is highly expected by an organization or company, so that the company can survive and compete globally. In addition, good employee performance is greatly influenced by the leadership style factor in the organization (Andriyanti et al., 2023). With a good leader, employees will improve their performance, so that the company's goals will be achieved (Geralt et al., 2020). One important part of the management process in every organization is leadership. Because efforts to improve employee skills are not only from taking action in an internal way, but leadership style also needs to be considered (Julianingsih & Nisawati, 2023).

The impact of leaders in an organization has been recognized as one of the significant factors that can make a difference in organizational performance (Amiri et al., 2020). Therefore, it is important to understand how leadership style influences employee performance to be more optimal in doing their jobs. In addition to leadership style, to improve employee performance can be done by raising employee motivation (Suparman et al., 2023). Motivation is the drive that employees have to carry out their duties and responsibilities in order to achieve goals (Triono et al., 2021). When employees feel motivated, they tend to be more committed to their work, more focused and more productive. Stimulating employee motivation must be done to encourage good work achievement (Vahera & Onsardi, 2021). Motivation in management only focuses on human resources in general and specifically on subordinates. The existence of motivation is very important because motivation is a factor that drives, directs and supports human behavior to be willing to work diligently and enthusiastically to achieve optimal results (Hasnawati et al., 2021). However, motivation is determined by human resources themselves, which if the motivation given can be taken and applied properly, it will create a passion to move forward together and be loyal to the company (Maharani et al., 2023). There has been a lot of research on the influence of leadership style and motivation on employee performance, including research conducted by Indrianto et al. (2020), this study concluded that leadership style, motivation, and work stress have a positive and significant effect on employee performance. An organization that has good performance certainly has good human resources in it and this cannot be separated from two key factors, namely leadership style and motivation. This study is in line with research conducted by Suryani et al. (2020), on production employees at PT Tuntex Garment Indonesia, which found that positive motivation and leadership style greatly influenced employee performance.

However, research conducted by Sabila & Firmansyah (2022), regarding the influence of leadership style and motivation during the pandemic on employee performance. where in this study, it is stated that only the motivation variable has a significant influence on employee performance, while the leadership style variable has no effect. This is different from the research conducted by Fuqhoah & Rafli (2021) regarding the influence of leadership on employee performance during the pandemic. In their research, they stated that leadership style has a significant influence on employee performance. Research conducted by Srutiningsih et al. (2023), concluded that the leadership style variable has a positive and significant effect on employee performance and there is a negative and insignificant effect on the motivation variable on employee performance. Based on the description that has been described, this study will conduct a systematic literature review on the role of leadership style and motivation in improving employee performance. This study aims to determine how the role of leadership style and motivation in improving employee performance. This study will adopt a more comprehensive approach in analyzing the existing literature on the relationship between leadership style, motivation, and employee performance.

LITERATURE REVIEW

The definition of a leader according to Hutahaeen (2020) is a person who leads a group of two or more people, either an organization or a family. Meanwhile, leadership is the ability of a leader to lead, control, influence the thoughts, feelings and behavior of others to achieve predetermined goals. There are three theories that explain the emergence of leaders, namely Genetic Theory, stating that leaders cannot be created but are born because of natural talent from birth. Can be influenced by the genes of parents. Leaders can emerge due to certain situations and conditions. Social Theory, is the opposite of Genetic Theory. This theory states that leaders cannot be born just like that, but must be prepared, educated, and formed. Everyone can become a leader through cadre ship and the learning process. Ecological/Synthesis Theory, this theory emerged as a reaction to the two theories. This theory states that a person will be successful as a good leader if they have leadership talent from birth and then this talent is developed through experience and learning that is adjusted to environmental developments. The ideal leadership style is leadership that can adapt to existing situations and conditions (Hutahaeen, 2020). According to Dumadi et al. (2020), there are four types of leadership styles that can be applied by a leader so that his subordinates are willing to work according to his direction, including Transactional leadership, this type of leadership style involves an exchange between leaders and subordinates, where leaders give rewards when subordinates successfully complete tasks according to agreement.

Both parties have different goals, needs, and interests. Transformational Leadership, transformational leadership style has the ability to inspire positive change in members who follow them. This type of leader will be involved in the process, including helping team members to complete their tasks. They tend to have a positive spirit that can influence their members to be more energetic. Leaders also pay close attention to the welfare and progress of each team member. Charismatic Leadership, leaders who have strong charisma can influence their members through the appeal and self-confidence they show. Followers tend to follow charismatic leaders because they are impressed and emotionally believe and want to collaborate with the leader. This charisma comes from the attractive ability possessed by the leader, especially in the belief of each member to follow every instruction given. Visionary Leadership, this type of leadership has the ability to create and articulate a realistic, credible and attractive vision of the future of an organization that is growing and improving (Parashakti & Setiawan, 2019). In an effort to influence individuals, there are several factors that influence leadership style, including Charisma, which is the ability to inspire others by conveying a clear vision and mission, creating a sense of pride in themselves, and gaining respect and trust. Inspiration, communicating high expectations, using symbols to focus efforts, expressing important goals in a simple way. Intellectual stimulation can show intelligence, rationality, careful problem solving. Paying attention to staff individually can show personal attention, treating employees individually, training, and advising.

Motivation comes from the Latin word *movere* which means encouragement or giving of driving force that creates a person's work spirit so that they are willing to work together, work efficiently, and be fully involved in all their efforts to achieve satisfaction (Hasnawati et al., 2021). According to Mathis & Jackson (2006), motivation is a desire within a person that causes that person to act. Motivation as a psychological process within a person that will affect several things, here are some theories of motivation according to experts is Abraham H. Maslow's Theory (Needs Theory), The motivation theory developed by Maslow essentially argues that humans have five levels of needs. First, physiological needs such as hunger, thirst, and rest. Second, the need for security, not only in the physical sense, but also mental psychological and intellectual. Third, the need for affection. Fourth, the need for self-esteem which is generally reflected in various status symbols. Finally, the need for self-actualization, is a process where a person is given the opportunity to develop their potential so that it can become a real ability. McClelland's Theory (Need for Achievement Theory), according to McClelland, high achievers have three general characteristics, namely preferring tasks with a moderate level of difficulty, preferring situations where their success depends on their own efforts, and wanting feedback on their successes and failures than low achievers. Herzberg's Theory (Two Factor Theory), Herzberg's Theory is known as the Two Factor Model of motivation, namely motivational factors and maintenance factors.

According to this theory, motivational factors are things that encourage achievement that are intrinsic in nature, which means they originate from within a person. While what is meant by hygiene or maintenance factors are extrinsic factors which mean they originate from outside the self that also determine a person's behavior in a person's life. Based on this, it can be concluded

that motivation is an encouragement, desire and level of willingness of a person to make an effort in order to achieve the best performance. In an organization, providing encouragement as a form of work motivation to subordinates is very important to do. According to Parashakti & Setiawan (2019) there are several indicators used to measure motivation in an organization such as, salary, bonus, being accepted in a group, work safety and security facilities, the need for a sense of belonging, the need for self-esteem, recognition of achievement, and skills and abilities. Performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given (Sunanda, 2020). Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job (Budiyanto & Mochklas, 2020). As for the benchmarks in assessing performance according to experts, there are 4 dimensions that can be used as benchmarks in assessing performance at the individual level, namely Quality, which includes the level of accuracy, damage, and errors, quantity, including the number of workers produced, use of time at work, which includes the level of attendance, lateness, effective working time and cooperation with others at work (Erri et al., 2021).

METHODS

This research method uses a literature study approach with a systematic literature review research type (Systematic Literature Review) with the aim of presenting an in-depth understanding of the relationship between leadership style, motivation and employee performance. This method is a literature review method used to identify, assess and interpret all findings on a research topic (Kitchenham et al., 2010). The type of data used is secondary data with data retrieval sources originating from Google Scholar searches using Publish or Perish software. In an effort to deepen the search for references, the data analysis technique uses bibliometric analysis techniques with the help of VOSviewer 1.6.20 software which is used to map and visualize the relationship between the topics of leadership style, motivation, and employee performance with other topics (Haidarravy et al., 2023). However, not all previous studies can be used as references in this research literature review. There are certain criteria that must be met, namely previous research is a scientific article, previous research comes from a scientific journal, previous research was published in 2019-2024, previous research with a minimum of 25 scientific articles with the help of the Google Scholar and Mendeley Desktop databases, previous research with the keywords Leadership Style, Motivation, and Employee Performance. Based on these criteria, the first step is planning by formulating research questions or Research Questions (RQ). So based on the research background that has been described in the introduction, the research questions (RQ) are as follows: RQ 1 What is the role of leadership style in improving employee performance in an organization or company?. RQ 2 What is the role of motivation in improving employee performance in an organization or company?

RESULTS

The figure is a visualization of a word network or term map created using VOSviewer. This map shows the relationship between keywords that often appear together in literature or publications. Different colors indicate groups of words that are closely related.

of the company. Transformational leadership style is an ideal leadership style for millennial generation employees (Siregar et al., 2023).

According to Dewi et al. (2023), in their research concluded that transformational leaders are seen as effective leadership models, and are an ideal and suitable leadership style for generation Z. Transformational leaders set ethical standards for their operations, gain the trust and respect of their employees, inspire pride, and present a vision that engages and inspires their employees. However, Joo et al. (2024) emphasized that certain leadership styles can depend on each individual, resulting in different employee reactions. When a supervisor's leadership style is in line with the work style and personality of his/her followers, better performance will be achieved. Therefore, it is important to explore which leadership style is most suitable for each subordinate. According to Lang et al. (2021), it also concluded that success in improving employee performance depends on the leader's ability to adapt their leadership style according to the context and needs of the employees. Because employees will show subjective preferences for leadership style and some employees prioritize growth, challenging tasks, and performance. While others emphasize their obligations and responsibilities. Based on this, the results of the analysis that has been carried out using VOSviewer also show that there is a relationship between leadership style and employee performance. So, it can be said that leadership style plays an important role in improving employee performance in an organization or company. Given that in an organization, leaders and subordinates must establish a good relationship as previously explained.

RQ 2 What is the role of motivation in improving employee performance in an organization/company? According to Septiadi et al. (2020), motivation plays an important role in improving employee performance. Motivation can improve employee performance by increasing their motivation and job satisfaction. This is in line with research conducted by Goni et al. (2021) (Suparman et al., 2023) which concluded that motivation has a positive and significant influence on employee performance. According to Triono et al. (2021) motivation is the driving force in an individual that drives him to take action caused by tension caused by unfulfilled needs. If employees feel that their work motivation is high enough, then their performance can be improved. According to Vahera & Onsardi (2021) effective motivation will encourage employees and be able to make the employees concerned feel satisfied with the work they do. Prastyo & Santoso (2021) also stated that high motivation can trigger employees to achieve better results in their work. The importance of motivation is what causes, channels and supports human behavior so that they are willing to work hard and are enthusiastic in achieving optimal results. Prabowo (2019), revealed ways that can be done to improve performance through this motivation, including recognition of work results, providing interesting work and providing opportunities to advance. According to Saputro & Muttaqin (2023), motivation has a strong contribution and correlation to employee performance. Suparman et al. (2023), said that awards in building motivation in improving employee performance in a company can be in the form of rewards such as promotions, annual bonuses, and salary increases.

Employees who have rewards that match their achievements tend to be more productive and loyal. Lang et al. (2021), also stated that employees who have organizational commitment, namely ongoing commitment, will be more productive and satisfied at work. According to Humidi (2020), motivation theories such as Maslow's theory of needs show that employees who feel driven by their needs, such as the need for recognition, growth, or achievement, tend to work harder and more efficiently in achieving their goals. Thus, the right motivation can be a driver for employees to improve their performance (Saputro & Muttaqin, 2023). Motivation also plays a crucial role in driving employees to achieve better results (Ningsih et al., 2022). According to Hidayat et al. (2024), motivation can come from various factors, including individual needs, material incentives, and recognition of achievement. When employees feel encouraged and appreciated, they tend to work harder and more dedicatedly to achieve organizational goals (Andriyanti et al., 2023). Therefore, creating an appropriate incentive system and building a culture of recognition in an organization can significantly increase employee motivation and performance (Pally & Septyarini, 2022). Based on this description, it can be interpreted that motivation plays an important role in improving employee performance. The results of data mapping using VOSviewer also show that there is a relationship between motivation and employee performance. With high motivation in employees, employee performance will also increase and achieving organizational goals optimally will be easier.

CONCLUSION

Based on the results of the discussion, it can be concluded that leadership style and motivation play a crucial role in improving employee performance. An effective leadership style provides clear guidance and direction for employees, enabling them to work more productively and purposefully. On the other hand, appropriate motivation can enhance employee performance by increasing job satisfaction, work awareness, self-development, and fostering a positive work culture. Rewards or recognition given to employees also serve as a significant motivational factor. Data mapping using VOSviewer shows that leadership style and motivation have a strong relationship with employee performance. A good leadership style combined with high motivation has been proven to positively impact employee productivity and work quality. Therefore, it is essential for organizations to focus on effective leadership strategies and relevant motivation programs in order to boost employee performance. With consistent implementation, organizations will be better equipped to remain competitive and adaptable in the face of challenges and changes in a dynamic business environment. This study emphasizes the importance of human resource management centered on leadership and motivation as key factors for organizational success.

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