

The Impact of Leadership Style and Work Motivation on Employee Performance at Kanyoho Car Workshop

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Abstract. *This study aims to examine the impact of leadership style and work motivation on employee performance at Kanyoho Car Workshop in Banda Aceh. The population of this research includes 9 respondents, comprising 1 owner and 8 employees of Kanyoho Car Workshop. The sample size is 8 individuals, excluding the owner. The data analysis model employed is multiple linear regression, with independent variables consisting of leadership style and motivation, and the dependent variable being employee performance. Data collection techniques involve documentation and questionnaires, incorporating a set of statements and written questions provided to respondents for completion based on their actual circumstances. The research findings reveal a robust and positive correlation between leadership style and motivation with the performance of Kanyoho Car Workshop employees. Other variables, such as work discipline, compensation, job stress, and others, collectively contribute to 37.2% of the observed variance. Recommendations include the necessity for enhancing leadership style among employees, as it significantly influences employee performance. Moreover, recognition and rewards are crucial to fostering motivation in the workplace.*

Keywords: leadership style, work motivation, employee performance

1. Introduction

An organization not only seeks competent and skilled human resources but those who work diligently and are willing to achieve optimal work results (Guterres, 2016). This is because the success of an organization is determined by human factors or employees in achieving its goals, where human resources play a central role in an organization. To organize them, effective leadership is needed to motivate employees to achieve maximum performance.

Effective and efficient leadership will be realized when it is carried out based on established functions and objectives. A leader must strive to be part of the group or organization he/she leads (Mattayang, 2019). In realizing the internal goals and functions of leadership, leadership activities will take place, and these activities will be categorized to clearly demonstrate leadership with its respective patterns. A leader, as an entrusted being, possesses different characteristics that can determine its own course.

Currently, an organization or company is required to create good employee performance to achieve predetermined goals and targets. Achieving these targets and goals is not easy, not only in private companies but also in government agencies or organizations. This means that companies must be able to analyze factors that can affect employee performance.

Work enthusiasm is a mental condition that affects efforts to work more diligently. Working is based on self-confidence, strong self-motivation, coupled with a constant joy in performing tasks to complete them faster and better (Asnawi, 1999).

Providing motivation is one of the objectives so that motivated employees can work

according to the work standards and responsibilities given, thus achieving the company's goals effectively. In motivating an employee, a leader faces two factors that affect people in their work: willingness and ability. If an employee has the willingness but lacks the ability, they will not be able to work well; conversely, if an employee has the ability but lacks the willingness to work, the resulting work output will not be optimal.

Kanyoho Car Workshop, located in the city of Banda Aceh at Jl. Belibis No.5, Ateuk Pahlawan, Baiturrahman District, Banda Aceh, has been operating since 2000. Kanyoho Car Workshop is the brainchild of Mr. Ijal Fahmi, SE., M.M, assisted by 8 employees/workers. Kanyoho Car Workshop is an example that implements leadership style and motivation to boost the performance of its workers/employees. The pre-survey results indicate the enthusiasm of employees in their work, and the firm leadership style applied by the owner has led to the emergence of motivation in the workplace. Based on this background, the researchers are interested in further exploring The Influence of Leadership Style and Work Motivation on Employee Performance at Kanyoho Car Workshop in Banda Aceh.

2. Method

This research falls under the category of associative research as its objective is to examine and understand the influence of leadership style and work motivation on employee performance at Kanyoho Car Workshop. The data collection technique employed includes documentation and a questionnaire consisting of a set of statements and written questions provided to respondents to be filled out according to the actual situation. This study is of the explanatory type, which is conducted to obtain data from a specific location. However, it involves treatments in data collection, such as distributing questionnaires, tests, interviews, and the like. The explanatory research aims to explore the impact of leadership style and motivation on the performance of Kanyoho Car Workshop.

The population in this study consists of the employees of Kanyoho Car Workshop, totaling 9 respondents, comprising 1 owner and 8 employees. The entire population of employees is considered the sample for this study since the population size is less than 100, specifically comprising 8 individuals.

The data analysis model used in this research is multiple linear regression. The variables in this model are divided into independent variables, consisting of leadership style and work motivation, and the dependent variable, which is employee performance.

a. Leadership Style

Leadership Style is an aspect utilized in the behavioral approach to leadership. Leadership itself is the ability possessed by an individual to influence others to work towards achieving goals and objectives. According to the path-goal theory by Evans-House, there are four leadership styles: directive leadership, supportive leadership, achievement-oriented leadership, and participative leadership.

According to Saputro (2020), an individual's leadership style can be observed and evaluated based on several indicators, including: decision-making ability, motivational skills, communication skills, ability to control subordinates, responsibility, and emotional control ability.

These indicators serve as criteria for assessing and judging an individual's leadership style. They provide valuable insights into the leader's competencies, behavior, and approach in influencing and guiding a team or organization.

b. Work Motivation

Motivation is an activity that results in, directs, and sustains human behavior. It is a crucial subject for managers because, by definition, managers must work with and through other people. According to Saqir in Bahri (2017), there are three main indicators of motivation. The motivation indicators used in this research are: the need to develop creativity, working effectively and efficiently, participation and collaboration, the need for high responsibility, and contributing to competitiveness in performance.

These indicators serve as key aspects to understand and measure motivation. In the context of the research, they provide a framework for assessing the factors that drive and sustain individuals' behaviors within the organizational setting.

c. Employee Performance

Performance (job performance) is an outcome achieved by an individual in carrying out tasks assigned to them based on skills, experience, dedication, and time. The indicators that an employee should possess in their work include effectiveness and efficiency, a sense of responsibility, discipline, and initiative. The performance indicators in this research refer to Mangkunegara (2021), as follows: Attitude skills, Ability in work, Speed in performance, Facilities and infrastructure, and Collaboration skills.

These indicators serve as criteria for assessing and measuring the performance of employees in the context of the study. They provide a comprehensive framework for evaluating the effectiveness and efficiency of an individual's work, along with other essential aspects such as collaboration and work-related skills.

3. Results and Discussions

The results of the instrument validity test in this study, conducted with 8 respondents, are as follows:

Table 1. Results of Research Instrument Validity Test Leadership Style (X1)

No.	Leadership Style (X1) Indicator	Correlation Coefficient (r)	Significant	Status
1.	Decision-Making	0,701 > 0,3	0,002 < 0,05	Valid
2.	Motivation	0,873 > 0,3	0,000 < 0,05	Valid
3.	Communication	0,802 > 0,3	0,000 < 0,05	Valid
4.	Controlling Subordinates	0,936 > 0,3	0,000 < 0,05	Valid
5.	Responsibility	0,856 > 0,3	0,000 < 0,05	Valid

Table 2. Results of Research Instrument Validity Test for Work Motivation (X2)

No.	Work Motivation (X2) Indicator	Correlation Coefficient (r)	Significant	Status
1.	Developing Creativity	0,732 > 0,3	0,001 < 0,05	Valid
2.	Effective and Efficient	0,996 > 0,3	0,000 < 0,05	Valid
3.	Collaborating	0,996 > 0,3	0,000 < 0,05	Valid
4.	High Responsibility	0,691 > 0,3	0,002 < 0,05	Valid
5.	Competitiveness in Work	0,899 > 0,3	0,000 < 0,05	Valid

Source: Processed Results, 2023

Table 3. Results of Research Instrument Validity Test for Employee Performance (Y)

No.	Employee Performance (Y) Indicator	Correlation Coefficient (r)	Significant	Status
1.	Attitude Skills	0,661 > 0,3	0,004 < 0,05	Valid
2.	Ability in Work	0,880 > 0,3	0,003 < 0,05	Valid
3.	Speed in Performance	0,809 > 0,3	0,000 < 0,05	Valid
4.	Facilities and Infrastructure	0,714 > 0,3	0,001 < 0,05	Valid
5.	Collaboration Skills	0,933 > 0,3	0,000 < 0,05	Valid

Source: Processed Results, 2023

Based on the calculations in the table above, it is evident that all questionnaire items have correlation coefficients (r-values) greater than 0.3, indicating that all the items mentioned are valid. Additionally, the significance level for the answers to the above questions is less than 0.05. Therefore, it can be concluded that each questionnaire item or statement used is appropriate and reliable for collecting data in this research.

The results of the research instrument's reliability test in Table 4. From the results of the reliability test of the research instrument above, it is evident that the three variables, namely Leadership Style (X1), Work Motivation (X2), and Employee Performance at Kanyoho Car Workshop (Y), are reliable as the Cronbach's alpha values exceed 0.6. Thus, it can be concluded that the questionnaire, as a measurement tool in this study, is reliable, and all the questions related to these variables can be used to gather the required data for the research.

Table 4. Results of the Reliability Test for the Research Instrument

Variables	Alpha Cronbach (a)	Description
Leadership Style (X1)	0,720 > 0,6	Reliable
Work Motivation (X2)	0,765 > 0,6	Reliable
Employee Performance (Y)	0,804 > 0,6	Reliable

Source: Processed Results, 2023

Multiple Linear Regression Analysis

Here are the results of the statistical calculations for multiple linear regression data obtained with the assistance of the SPSS (*Statistical Package for the Social Sciences*) program for Windows.

Table 5. Results of Multiple Linear Regression Test

Variables	B	Beta	T	Sig
Constants	6,030		3,278	0,003
Leadership Style (X1)	0,368	0,524	4,463	0,000
Motivation (X2)	0,335	0,566	4,817	0,000
Other Influences of R	= 0,793 = 0,372			
R Square (R2)	= 0,628			
Adjusted R Square	= 0,601			
The F-Statistic	= 22,829			
Significance of F	= 0,000			
Significance Level= 5% (0,05)				

Source: Processed Results, 2023

Based on the table above, the multiple linear regression equation obtained is:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 6,030 + 0,368X_1 + 0,335X_2$$

Where:

X_1 = Leadership Style Variable

X_2 = Work Motivation Variable

Y = Employee Performance Variable

From the multiple linear regression equation above, it can be expressed as follows:
 $\alpha = 6,030$

The constant value (α) indicates that if there is no increase in the Leadership Style and Motivation variables, the performance value of Kanyoho Car Workshop is 6.030.

$b_1 = 0.368$

The coefficient value for the Leadership Style variable (X_1) of 0.368 indicates that if the Leadership Style variable increases by one unit, assuming the Motivation variable (X_2) remains constant, it will increase the performance of Kanyoho Car Workshop employees by 0.368 units. Conversely, if the Leadership Style variable decreases by one unit, it will result in a decrease in the performance of Kanyoho Car Workshop employees by 0.368.

$b_2 = 0.335$

The coefficient value for the Work Motivation variable (X_2) of 0.335 indicates that if the Motivation variable increases by one unit, assuming the Leadership Style variable (X_1) remains constant, it will increase the performance of Kanyoho Car Workshop employees by 0.335 units. Conversely, if the Work Motivation variable decreases by one unit, it will result in a decrease in the performance of Kanyoho Car Workshop employees by 0.335.

Analysis of Correlation Coefficient (R)

To establish a relationship between two or more variables, correlation is calculated to examine their association. Correlation is a numerical value indicating the direction and strength of the relationship between two or more variables. The direction is expressed as either a positive or negative relationship, while the strength of the relationship is indicated by the magnitude of the correlation coefficient.

The criteria for interpreting the value of the correlation coefficient are as follows (Sugiyono, 2017):

- If $R = 0.00$ to 0.199 , the relationship between X and Y is very low
- If $R = 0.20$ to 0.399 , the relationship between X and Y is low
- If $R = 0.40$ to 0.599 , the relationship between X and Y is moderately strong
- If $R = 0.60$ to 0.799 , the relationship between X and Y is strong
- If $R = 0.80$ to 1.000 , the relationship between X and Y is very strong

Table 6. Results of Correlation Coefficient (R)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,793	0,628	0,601	0,926

a. Predictors: (Constant), WORK MOTIVATION, LEADERSHIP STYLE

b. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Processed Results, 2023

Based on the table above, it can be observed that the correlation coefficient value indicated by R is 0.793, which means that the correlation (relationship) between Leadership Style (X1) and Work Motivation (X2) collectively has a strong association with Employee Performance (Y) at Kanyoho Car Workshop.

Table 7. Results of Analysis of Determination Coefficient (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,793	0,628	0,601	0,926

a. Predictors: (Constant), WORK MOTIVATION, LEADERSHIP STYLE

b. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Processed Results, 2023

Based on the table above, the R Square, also known as the coefficient of determination (R^2), is 0.628. This indicates that the two independent variables, Leadership Style (X1) and Work Motivation (X2), collectively influence the dependent variable, Employee Performance (Y), by 62.8%. The remaining 37.2% is influenced by other variables such as work discipline, compensation, job stress, and so forth, which are not included in this study.

Results of Hypothesis Testing

The results of the hypothesis testing can be stated as follows:

Partial t-Test Results

From the calculations using the SPSS program, the obtained t-values for each independent variable are as follows:

Table 8. Results of T-Test

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	6,030	1,839		3,278
	Leadership Style	0,368	0,082	0,524	4,463
	Work Motivation	0,335	0,070	0,566	4,817

a. Dependent Variable: Employee Performance (Y)

Source: Processed Results, 2023

The conclusions from the table above are as follows:

1. The t-value for Leadership Style is 4.463 with a significance level of 0.000. Utilizing the t-table with degrees of freedom (df) calculated as $n-k-1 = 30-2-1 = 27$ at a significance level (α) of 0.05 for a two-tailed test, the critical t-value (t-table) is 2.05183 (refer to the t-table in the appendix). Since the calculated t-value (4.463) exceeds the critical t-value (2.05183) and the significance level (0.000) is less than 0.05, it can be concluded that the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_o) is rejected. This implies that Leadership Style (X1) has a significant influence on Employee Performance (Y) at Kanyoho Car Workshop.
2. The t-value for Work Motivation is 4.817 with a significance level of 0.000. Using the

t-table with degrees of freedom (df) calculated as $n-k-1 = 30-2-1 = 27$ at a significance level (α) of 0.05 for a two-tailed test, the critical t-value (t-table) is 2.05183. Since the calculated t-value (4.817) exceeds the critical t-value (2.05183) and the significance level (0.000) is less than 0.05, it can be concluded that the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_o) is rejected. This means that Work Motivation (X_2) has a significant influence on Employee Performance (Y) at Kanyoho Car Workshop.

Results of the Simultaneous F-Test

This test is conducted to examine the significance level of the combined influence of all independent variables, namely Leadership Style (X_1) and Work Motivation (X_2), simultaneously on the dependent variable, Employee Performance (Y), at Kanyoho Car Workshop.

Table 9. Results of F-Test

ANOVA					
	Model	Sum of Squares	Df	Mean Square	F
1	Regression	39,379	2	19,690	22,829
	Residual	23,287	27	0,862	0,000b
	Total	62,667	29		

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), MOTIVATION, LEADERSHIP STYLE

Source: Processed Results, 2023

From the calculations based on Table 5 above, the computed F-value is 22.829 with a significance level of 0.000. The critical F-value (F-table) can be obtained with the formula $df_1 = (\text{number of variables} - 1) = 3-1 = 2$ and $df_2 = n-k-1 = 30-2-1 = 27$, with $\alpha = 0.05$, resulting in 3.35 (refer to the f-table in the appendix). Since the computed F-value (22.829) is greater than the critical F-value (3.35) and the significance level (0.000) is less than 0.05, it can be concluded that the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_o) is rejected. This means that the variables Leadership Style (X_1) and Motivation (X_2) have a significant influence on Employee Performance (Y) at Kanyoho Car Workshop." This is in accordance with the opinion of Sulistyawati & Sufriadi (2020) stating that perceived organizational support on employee engagement and the impact of employee job satisfaction.

4. Conclusions

Based on the research findings on the Influence of Leadership Style and Motivation on Employee Performance at Kanyoho Car Workshop, the following conclusions can be drawn:

1. According to the partial t-test, there is a significant influence between Leadership Style and Employee Performance at Kanyoho Car Workshop. This is evidenced by the calculated t-value being greater than the critical t-value ($4.463 > 2.05183$), and the significance level is $0.000 < 0.05$.
2. Motivation shows a significant influence on Employee Performance at Kanyoho Car Workshop, as indicated by the calculated t-value being greater than the critical t-value ($4.817 > 2.05183$), and the significance level is $0.000 < 0.05$.
3. Based on the simultaneous F-test:

- a. This is supported by the calculated F-value being greater than the critical F-value ($22.829 > 3.35$)
- b. Correlation analysis shows an R value of 0.793, indicating a strong relationship between Leadership Style and Motivation on Employee Performance at Kanyoho Car Workshop
- c. Determination coefficient analysis (r^2) reveals an r^2 value of 0.628 (62.8%). This means that the influence of Leadership Style (X1) and Motivation (X2) on Employee Performance at Kanyoho Car Workshop is 62.8%, while the remaining 37.2% is influenced by other variables such as work discipline, compensation, job stress, and other factors not included in this study.

Based on these findings, several recommendations can be proposed:

1. The management of Kanyoho Car Workshop should pay more attention to and develop effective leadership styles to enhance employee performance.
2. Efforts to improve employee work motivation need to be strengthened, such as through training programs, incentives, or recognition for job performance.
3. It is recommended to involve other factors such as work discipline, compensation, and job stress in further research to obtain a more comprehensive picture of the factors influencing employee performance at Kanyoho Car Workshop.

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