

The Influence of Leadership Style, Motivation, and Training on Employee Performance

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Abstract

Employee performance is a work that can be achieved by a person or group of people in an organization to achieve organizational goals. Leadership style is a way used by a leader in influencing, directing, and controlling the behavior of others to achieve a goal. Motivation is a desire that arises from within employees that creates enthusiasm to work optimally in order to achieve a goal. Job training is all activities that aim to improve and develop work competencies. The purpose of this study was to determine the magnitude of the influence of leadership style, motivation, and job training on employee performance. The object of research at PT Unicraft Nagura Indonesia with a sample of 55 respondents. The method used in this study using multiple linear regression with the help of SPSS software. The results of this study explain that the leadership style variable has a significant effect on employee performance. Motivation variable has no significant effect on employee performance. The training variable has a significant effect on employee performance.

Keywords: Quality of the committee, Quality of provider, Systems and procedures, Ethics, Environment, Risk assessment, Fraud.

1. Introduction

In the current era of globalization, there is a lot of intense competition based on business with the strengths and advantages of each company. PT. Unicraft Nagura Indonesia is a company that plays an important role in the manufacturing sector by providing superior products, innovative services and ethical business behavior. A company certainly needs employees as its workforce in order to improve the company to achieve the desired target considering that employees are important assets for the company, many things need to be considered related to improving their performance, improving the performance of an employee can be through leadership style, motivation, or training.

According to Mintarsih et al (2019), leadership style is a way for leaders to influence their subordinates, to want to work together and work productively to achieve organizational goals. Healthy communication between leaders and employees can also facilitate the performance of each employee. good leadership style, motivation and training will affect effective work engagement. Involvement is one of the behaviors in which employees have an enthusiastic attitude and are willing to actively participate in a company or organization.

The role of a leader in influencing his subordinates is very important for the progress of the company. The existence of a leader in the company is needed to bring the company to the goals that have been set. Leaders usually apply certain leadership styles to influence the performance of their subordinates (Khairizah et al, 2016).

One of the factors that influence employee performance is work motivation. Motivation is a state within a person that encourages the individual's desire to carry out certain activities in order to achieve goals. And every company always wants the performance of each employee to increase to achieve this, the company must provide good motivation to its employees.

Things that need to be considered to maximize performance internally, we need to know the work motivation of employees so that productivity can be increased. Motivation is a factor that encourages a person to carry out certain activities, therefore motivation is often interpreted as a factor driving a person's behavior (Sarah, 2016). One of the common ways that companies do to improve performance is through job training. Training will provide opportunities for employees to develop skills and abilities in work so that what is known and mastered can help employees understand what should be done and why it should be done, providing opportunities to increase knowledge and skills. Training means the process of helping employees to master specific skills or to correct deficiencies in carrying out work (Pujiyasyimi et al, 2017).

PT. Unicraft Nagura Indonesia, within a certain period of time, Leaders in each company unit always carry out rolling positions, where each leader has a different leadership style. Where each leadership style has a positive or negative impact on employee performance. The aspect of employee motivation is also an important aspect in employee performance where in the current era of globalization, of course, the needs of each employee will increase along with the times at PT. Unicraft Nagura Indonesia. Motivation and technical training are still lacking due to the lack of concern from superiors to their subordinates, as a result, employees do not have a sense of morale, plus there is no reward, except for those who have certain positions.

2. Literature Review

Performance

Employee performance is often interpreted as the achievement of tasks, where employees at work must be in accordance with the organization's work program to show the level of organizational performance in achieving the organization's vision, mission, and goals (Sari et al, 2016). Performance is a function of the ability of workers to accept work goals. As an effort to improve the performance of employees to get good results for the company. The success or failure of a company is determined by many things, one of which is the leadership that runs within the organization (Rotinsulu, 2015). So, it can be concluded that performance is the result of work both in quality and quantity that has been achieved by employees, in carrying out their duties in accordance with the responsibilities given by the organization, the work results are adjusted to what is expected by the organization, through criteria or standards applicable in the organization. The success or failure of the performance achieved by the organization is influenced by the performance of employees individually or in groups. Assuming the better the employee performance, the better the organizational performance.

Leadership Style

Leadership style is a pattern of behavior designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. According to Jayanti et al (2019), leadership is the process of influencing or setting an example to followers through the communication process in an effort to achieve organizational goals. In a leadership there is a leadership style that is expected to advance the company and prosper employees. A leader in an organization or company must be able to create harmonious integration with his subordinates, including fostering cooperation, directing and encouraging the work of subordinates so as to create positive motivation that will improve employee

performance. Where a leader is one part of management in playing an important role in influencing and providing attitudes and behavior of individuals and groups, thus forming the leadership style that leaders apply Guntoro (2015)

Motivation

In organizational life, giving encouragement as a form of work motivation to subordinates is important to improve employee performance. According to Sembiring (2020) explains that work motivation is a condition that has an effect on generating, directing and maintaining behavior related to the work environment. Without work motivation, even though someone has the will to work, the expected performance will also not be achieved. Both are the main elements for the creation of the expected performance. Tania (2017) explains that motivation is a process of willingness to make high-level efforts to achieve organizational goals conditioned by the ability of these efforts to satisfy the needs of a number of individuals. Although in general motivation refers to the efforts made to achieve each goal, here we refer to organizational goals because our focus is work-related behavior (Robbins, 2007). It can be concluded that work motivation is an encouragement or enthusiasm that arises in a person or employee to do something or work, because of external stimuli, both from superiors and the basis for meeting needs satisfaction and fulfilling responsibility for tasks assigned to him. given and carried out within the organization.

Training

Training is a shared responsibility between employees and the organization. Hartono (2016) explains that employees are obliged to design and participate in training to develop their abilities so that a better career is wide open in the future. According to Feliyana et al (2019), training is useful for overcoming individual weaknesses that must receive attention from the company, and these weaknesses must be corrected, and must require further direction from the superiors or provide training for the employee concerned, so that the employee can do the work. their duties properly, or in other words can improve the work performance of the individual concerned. Training as a planned effort from the organization to improve the knowledge, skills, and abilities of employees (Pranata, et al, 2018). A training program must be planned and structured appropriately to suit the needs of employees and the company, this is in order to realize the company's goals along with the goals of individual employees. In general, training in companies has several components that can affect the success of a training implementation.

Hypothesis Development

The relationship of leadership style to employee performance

As we know that leadership style is a pattern of behavior that leaders prefer in the process of directing and influencing employees. Each leader has his own leadership style, the leader can carry out his work well if the leader can adapt to the work situation he faces. Meanwhile, according to Lubis (2019), if employees lack achievement, it is difficult for corporate organizations to obtain good results. This requires the leader to use the authority to change the attitudes and behavior of employees so that they are willing to work hard and want to achieve optimal results. To influence the desired attitudes and behavior of employees, leaders must improve employee performance so that they can encourage employees to work well. The company's success is basically supported by effective leadership, where with his leadership he can influence his subordinates to raise their work motivation to participate in common goals. A leader is a person who applies principles and techniques that ensure motivation, discipline, and productivity when working with people, tasks, and situations to achieve company goals.

Understanding and knowing the things that can arouse motivation in a person is the key to managing others. The leader's job is to identify and motivate well, which in turn will improve employee performance. This situation is a challenge for a leader to be able to create an organizational climate that can improve employee performance. Based on the description of the research, the following hypothesis is put forward:

H1: leadership style affects employee performance

The relationship of motivation to employee performance

Sagian (2017) explains that work motivation is an encouragement for someone to do work. If the employee has a strong drive from within or from outside himself, then the employee will be motivated to do something well. The more motivated someone to do a job, the performance will increase, and vice versa, the more unmotivated someone to do the job, the performance will decrease. Based on the description of the research, the following hypothesis is put forward:

H2: motivation affects employee performance

Relationship of training to employee performance

In an effort to achieve company goals, effective performance is needed. One way to improve employee performance is to provide training. According to Sinambela (2016), training is used to improve employee performance which leads to increased business results. According to Kasmir (2016) training is a facility provided by the company to learn jobs related to the knowledge, skills, and behavior of employees. It can be said that training is an important thing to support employee performance so that company goals can be achieved. Based on the description of the research, the following hypothesis is put forward:

H3: training has an effect on employee performance

Framework

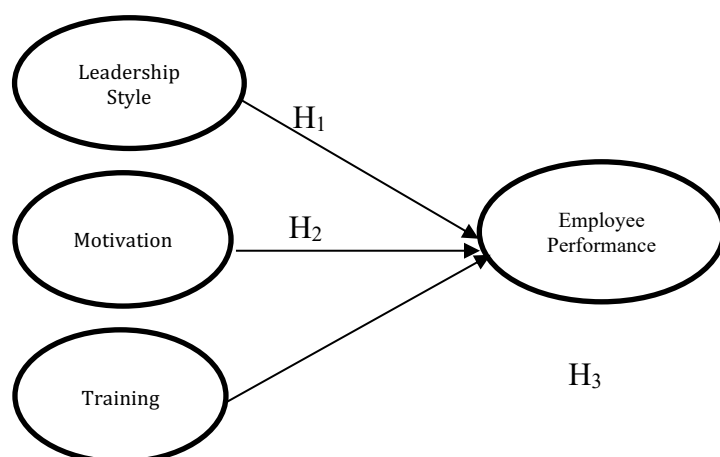


Figure 1. Framework

3. Methods

In the study of the influence of leadership style, work motivation and training on employee performance using a quantitative approach, namely research in the form of numbers and analysis using statistics. This research was conducted at PT. Unicraft Nagura Indonesia. The population and sample of the study were employees of the production division of PT. Unicraft Nagura Indonesia,

totaling 55 people. In this study, the method used to obtain information from respondents was in the form of a questionnaire. In measuring the answers to the questionnaire submitted to the respondents, the scale used is the Likert scale. the method used in this study using Multiple Linear Regression.

4. Results and Discussion

Coefficient of Determination

Table 1. Coefficient Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error
1	.674 ^a	.454	.422	1.856

The results of calculations using the SPSS program can be seen that the coefficient of determination (Adjusted R square) obtained is 0.422. This means that 42.2% of leadership style, motivation and training affect employee performance while the remaining 57.8% employee performance is influenced by other variables not examined in this study.

F Test

Table 2. F Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	146.233	3	48.744	14.149	.000 ^b
	Residual	175.694	51	3.445		
	Total	321.927	54			

Based on the table of F test results, it is known that the calculated F value is 14,149. While the value of the F table is obtained by looking at the distribution of the F table with N = 55, a significant 0.05 and the number of independent variables 3, the F table value is 2.78. Based on the above calculation, the calculated F value is 42,968 > F table is 2.78 and a significance value of 0.000 is greater than 0.05, so it can be concluded that Leadership Style, Motivation and Training together have a significant effect on Employee Performance. Hypothesis testing is carried out based on the regression coefficients and probability values as summarized in table 3. Multiple linear regression analysis.

Table 3. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,497	4,135		4,958	,000
	Leadership Style	,546	,121	,777	4,511	,000
	Motivation	-,238	,110	-,386	-2,166	,035
	Training	,258	,081	,357	3,199	,002

The coefficient values can be seen in the analysis table at point B, then entered in the multiple linear regression equation, then the following equation is generated:

$$Y' = 20.497 + 0.546 X_1 - 0.238 X_2 + 0.258 X_3$$

Explanation of the equation results of the coefficient value is constant $a = 20,497$, meaning that if the leadership style, motivation and training value does not increase or the value is zero, then the employee performance value is 20.497. The coefficient of leadership style = 0.546, meaning that if the leadership style is increased by 1 unit, the employee's performance will increase by 0.546 units. The coefficient of motivation = -0.328, meaning that if motivation is increased by 1 unit, then employee performance decreases by 0.328 units. Training coefficient = 0.258, meaning that if training is increased by 1 unit, then employee performance increases by 0.258 units.

Discussion

Based on the results of testing the first hypothesis that Leadership Style has an effect on Employee Performance at PT. Unicraft Nagura Indonesia. The better the leadership style provided by the company, the higher the performance of the employees of PT. Unicraft Nagura Indonesia. These results are consistent with research by Bambang Irjanto and Herman Setiawan (2016) regarding the influence of leadership style and motivation on employee performance, finding that leadership style affects employee performance.

Based on the results of testing the second hypothesis that motivation has no effect on employee performance. PT. Unicraft Nagura Indonesia. These results are consistent with research by Anriza Julianry, Rizal Syarief, and M. Joko Affandi (2017) on the Effect of Training and Motivation on Employee Performance and Organizational Performance of the Ministry of Communication and Information Technology, finding that motivation has no significant effect on employee performance.

Based on the results of testing the third hypothesis that training has an effect on employee performance at PT. Unicraft Nagura Indonesia. The higher the quality of training provided by the company, the higher the performance of the employees of PT. Unicraft Nagura Indonesia. The results of this study are in accordance with the research of Efin Shu and Wardayani (2019) on the Effect of Training on Employee Performance, at Hotel Santika Premiere Dyandra Medan. Who says that job training has a positive and significant effect on employee performance.

5. Conclusion

Based on the results of data analysis and discussion of the analysis that has been carried out, the conclusion is that the leadership style variable has a positive and significant effect on employee job satisfaction. Motivation variable has no significant effect on employee performance. The training variable has a positive and significant effect on employee performance. Leadership and Training Style variables affect employee performance at PT. Unicraft Nagura Indonesia. Suggestions that can be given are the leadership style in the company is improved and improved by giving broad authority to subordinates, providing a lot of information about the duties and responsibilities of subordinates, in order to achieve the goals of an organization in the company. Furthermore, the company further enhances training, among others through training materials that can improve employee work abilities, using methods that are in accordance with the training materials, and selecting competent instructors or trainers according to their fields, so as to improve employee performance in PT. Uniraft Nagura Indonesia.

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