



ANALYSIS OF LEADERSHIP STYLE AND MOTIVATION ON THE PERFORMANCE OF PT INALUM EMPLOYEES IN MAINTENANCE DIVISION

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ABSTRACT

A Performance appraisal is used by companies to assess the performance of their employees and evaluate the results of employee performance. If the performance appraisal is carried out correctly, it will be able to know what kind of human resources the company has, so it will be easier to achieve its goals. The ability of a company to develop is very dependent on the ability of human resources and utilize existing resources in the company to carry out work tasks within a directed framework for organizational development. The success of the entire implementation of the work tasks of a company is largely determined by the availability of quality human resources. With the support of qualified human resources, of course, it is expected to play an active role as planners, implementers, as well as supervisors of all company management activities Leadership style and motivation are important things in a modern era where organizations want democracy in the implementation of work and good work motivation company.

Keyword: Performances, Human Resource, Planner

1. INTRODUCTION.

In general, every company aims to be able to achieve its goals and objectives in accordance with what has been determined. To achieve this goal, it must be supported by good employee performance. However, companies often have difficulty in assessing the performance of an employee accurately.

Performance appraisal is used by companies to assess the performance of their employees and evaluate the results of employee performance. If the performance appraisal is carried out correctly, it will be able to know what kind of human resources the company has, so it will be easier to achieve its goals.

The ability of a company to develop is very dependent on the ability of human resources and utilize existing resources in the company to carry out work tasks within a directed framework for organizational development. The success of the entire implementation of the work tasks of a company is largely determined by the availability of quality human resources. With the support of qualified human resources, of course, it is expected to play an active role as planners, implementers, as well as supervisors of all company management activities. Not only improving the quality of human resources, the company is also required to continue to improve its



competitiveness through improving the quality of management, maintaining harmonious and sustainable relationships with employees is very important.

Leadership has a central role in organizational and group life. To achieve common goals, humans in organizations need to foster togetherness by following the control of their leaders. With this control, different desires, wills, desires, feelings, needs and others are brought together to be moved in the same direction. Thus in every organization the differences of two individuals are used to achieve the same goals as leadership activities. A leader as an individual is a personality that deals with a number of other individuals, each of which is also a personality

Under such circumstances, the leader must understand each personality that is different from his own. Changes in the organizational environment that are increasingly complex and competitive require every organization and company to be more responsive in order to survive and continue to grow. To support organizational change, individual changes are needed. The process of aligning organizational change with individual change is not easy. Leaders are role models in the organization; therefore change must start from the top level, namely the leader himself. Therefore, organizations need reformist leaders who are capable of being the driving force behind organizational change.

Leadership style and motivation are important things in a modern era where organizations want democracy in the implementation of work and good work motivation company. Given the importance of this problem, the authors are interested in conducting a scientific study entitled: "The Effect of Leadership Style and Motivation on Employee Performance of PT INALUM in the Maintenance Division".

2. LITERATURE REVIEW

2.1. Performance

According to Wibowo. (2017), performance comes from the notion of performance, there are also those who give the meaning of performance as a result of work or work performance, but actually performance has a broader meaning, not only the result of work, but including how the work process takes place.

According to Armstrong., Baron., in Wibowo. (2017) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Thus, performance is about doing the job and the results achieved from that work. Performance is about what is done and how to do it.

According to Hasibuhan. (2011), the elements used in evaluating employee performance in a company are (1) loyalty, (2) work performance, (3) honesty, (4) discipline, (5) creativity, (6) cooperation, (7) leadership, (8) personality, (9) skill initiative, and (10) responsibility.



2.2 Performance indicators

According to Harsey in Wibowo (2014) performance indicators are (1) goals, (2) standards, (3) feedback, (4) tools or means, (5) competencies, (6) motives, (7) opportunities.

According to Toha. (2015), leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it.

According to Riva. (2014), states that leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Leadership style that shows directly or indirectly, about a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

According to Hasibuhan. (2011), said that the leadership style is divided into three categories of leadership styles, namely: (1) authoritarian leadership, if power or authority, most of the absolute remains with the leader or if the leader adheres to a centralized system of authority. Decision making and policies are determined by the leader himself, subordinates are not included to provide suggestions, ideas, and considerations in the decision-making process. (2) participatory leadership, if the leadership is carried out in a persuasive way, creating harmonious cooperation, fostering loyalty, and participation of subordinates. Leaders motivate subordinates to feel they belong to the company. (3) delegative leadership, if a leader delegates authority to subordinates rather completely.

According to Toha. (2015), says that the leadership style is divided into two categories of extreme leadership styles, namely: (1) autocratic leadership, the autocratic leadership style is seen as a style based on or position strength and the use of authority. (2) democratic leadership, democratic leadership style is associated with personal strength and the participation of followers in the process of problem solving and decision making.

2.3. Leader

According to Hasibuhan. (2011), a leader is someone who uses his authority and leadership to direct subordinates to do some of his work in achieving organizational goals.

According to Kartono. (2010), the leader is a person who has the skills and advantages, especially the skills and advantages of one field so that he is able to influence others to jointly carry out certain activities for the achievement of one or several goals.

According to Wake. (2012), leadership is a process to direct and influence others to want to carry out their duties to achieve organizational goals. Based on this understanding, there are four elements in leadership, namely, (1) group of people, (2) power, (3) influence, (4) values.

According to Anoraga in (Sutrisno, 2016) leadership is the ability to influence other parties, through communication, either directly or indirectly, with the intention of moving people so that they are fully understanding, aware, and willingly willing to follow the leader's will.



3. RESEARCH METHODS

Manullang and Pakpahan (2014) This type of research is sociative which aims to determine the effect or relationship of an independent variable on the dependent or dependent variable, so that it can be seen the magnitude of the influence and the close relationship. The variables connected in this study are Leadership Style (X1), Motivation (X2), and Employee Performance (Y).

This research was conducted at PT. Indonesia Asahan Aluminum in the maintenance division. Research time starts from August 5, 2022. According to Manullang and Pakpahan. (2014) The scale used in this study is using the Likert Scale, which is a scale designed to measure attitudes, income, perceptions, of a person or group of people about social phenomena. In this study, respondents chose one of the available answers, then each answer was given a certain score. This total score is interpreted as the respondent's position on the Likert Scale. The criteria for the variables are as follows:

Table 1. Likert Skala Scale Instruments

No	Likert scale	Score
1	Strongly Agree (SS)	5
2	Agree (S)	4
3	Neutral (N)	3
4	Disagree (TS)	2
5	Strongly Disagree (STS)	1

Source: Manullang and Pakpahan (2014)

According to Manullang and Pakpahan. (2014) population is a small group of research elements, where the element is the smallest unit which is the source of the required data. The population in this study were employees of PT. Indonesia Asahan Aluminum in the maintenance division of 159 people.

According to Cohen (2007), the larger the sample from the existing population, the better, but there is a minimum number that must be taken by researchers, namely 61 samples according to the results of the Slovin formula. As stated by Baley in Mahmud (2011) which states that for research using statistical data analysis, the minimum sample size is 30. The sample that the researcher will take is 61 people.

According to Manullang and Pakpahan. (2014) data is raw material that needs to be processed so as to produce information or information both qualitatively and quantitatively that show facts. The data according to the source, the data are grouped into two parts, namely: (1) Primary data, raw data taken by the researcher himself (not from other people) from the main source for the purpose of his research and the data previously did not exist. In this study, premiere data were collected using structured questionnaires or questionnaires that were given



directly to employees PT. Indonesia Asahan Aluminum in the maintenance division. (2) Secondary Data is data that is already available which is quoted by the researcher for the purpose of his research. The original data was not taken by the researcher but by other parties. This data can be found quickly. In this study, the secondary data sources are literature, articles, journals, and sites on the internet related to the research conducted.

1. Questionnaire

Questionnaire is a data collection technique that is done by giving a set of questions or a written statement to respondents at the PT. Indonesia Asahan Aluminium in the maintenance division.

2. Documentation Study

This is done by collecting and studying data obtained from various books, journals, and information from the internet.

4. RESULTS AND DISCUSSION

4.1. Validity test results

Validity test is used to measure the validity or validity of a questionnaire, where a questionnaire is said to be valid if the statements in the questionnaire are able to reveal something that will be measured by the questionnaire. A valid questionnaire is $r_{count} > r_{table}$.

Table 1. Validity test results

Statement Items	rcount	rtable	Information
X.1.1	0.650	0.252	Valid
X1.2	0.702	0.252	Valid
X1.3	0.718	0.252	Valid
X.1.4	0.372	0.252	Valid
X.1.5	0.723	0.252	Valid
X.1.6	0.478	0.252	Valid
X.1.7	0.636	0.252	Valid
X.1.8	0.695	0.252	Valid
X.1.9	0.576	0.252	Valid
X.1.10	0.357	0.252	Valid
X.1.11	0.545	0.252	Valid
X.1.12	0.571	0.252	Valid
X.1.13	0.777	0.252	Valid
X.1.14	0.829	0.252	Valid



X.2.1	0.659	0.252	Valid
X2.2	0.702	0.252	Valid
X2.3	0.699	0.252	Valid
X.2.4	0.627	0.252	Valid
X.2.5	0.683	0.252	Valid
X.2.6	0.685	0.252	Valid
X.2.7	0.722	0.252	Valid
X.2.8	0.654	0.252	Valid
X.2.9	0.628	0.252	Valid
X.2.10	0.649	0.252	Valid
X.2.11	0.726	0.252	Valid
X.2.12	0.492	0.252	Valid
X.2.13	0.658	0.252	Valid
X.2.14	0.464	0.252	Valid
X.2.15	0.384	0.252	Valid
X.2.16	0.378	0.252	Valid
Y.1	0.522	0.252	Valid
Y.2	0.501	0.252	Valid
Y.3	0.400	0.252	Valid
Y.4	0.552	0.252	Valid
Y.5	0.652	0.252	Valid
Y.6	0.716	0.252	Valid
Y.7	0.571	0.252	Valid
Y.8	0.520	0.252	Valid
Y.9	0.590	0.252	Valid
Y.10	0.642	0.252	Valid
Y.11	0.731	0.252	Valid
Y.12	0.543	0.252	Valid
Y.13	0.589	0.252	Valid
Y.14	0.675	0.252	Valid

Source: Processed by researchers (2022)

Based on table 1, it is known that there are 44 number of statement items in the questionnaire and all of the items are valid because $r_{count} > r_{table}$.



4.2. Reliability test results

The reliability test is a test that measures field information based on variables. A field information is said to be reliable or reliable, if the respondent's answer to the statement is consistent or stable and not random. The reliability of a variable construct is said to be good if it has a Cronbach's Alpha value greater than 0.60.

Table 2. Reliability test results

Variable	Cronbach's Alpha	N of Items	Information
Leadership style	0.864	14	Reliable
Motivation	0.891	16	Reliable
Performance	0.845	14	Reliable

Source: Processed by researchers (2022)

Based on table 2, it is known that the results of the reliability test are compared with *Cronbach's Alpha* 0.60 turns out to have a value greater than 0.60 then all statements on the variables are declared reliable.

4.3. Classical assumption test results

The classical assumption test is a prerequisite test that is carried out before conducting further analysis of the data that has been collected using multiple linear regression and with this classical assumption test, it is intended that the multiple linear regression test meets the criteria of Best, linear, unbiased, estimator.

n test Normality is a test carried out with the aim of assessing the distribution of data in a group of variables that are normally distributed or not.

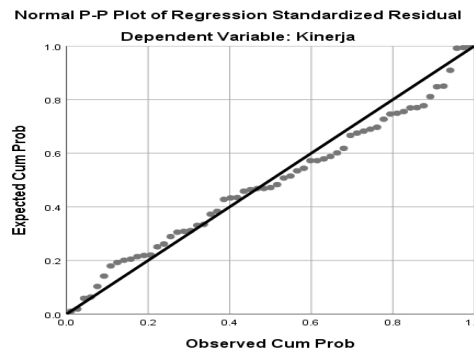


Figure 1. PP Plot

The results of the normality test using the p-plot graph above show that the points spread around the diagonal line and the distribution is close to the diagonal line, so it can be concluded that the data in the regression model is normally distributed.



Table 3. Kolmogorof Smirnov test results (ks)

		Unstandardized Residual
N		61
Normal Parameters, b	mean	.0000000
	Std. Deviation	2.35096458
Most Extreme Differences	Absolute	.104
	Positive	.104
	negative	-.077
Test Statistics		.104
asympt. Sig. (2-tailed)		.098c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Results of data processing (2022)

Based on table 3 known Asymp. Sig (2 Tailed) 0.098 > 0.05, it can be concluded that the data is normally distributed.

4.4. Leadership style on performance

Leadership style that shows directly or indirectly, about a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. The results showed that the leadership style had a positive and significant effect on the performance of the employees of PT. INALUM in the Maintenance Division.

Motivation is a condition that has the effect of generating, directing and maintaining behavior related to the work environment. Work motivation can be interpreted as a desire or need that underlies a person so that he is encouraged to work. The results of the study show that motivational variables play a role in influencing performance by looking at motivation having a positive and significant effect on the performance of employees of PT. INALUM in the Maintenance Division.

Leadership style and motivation have a positive and significant effect on the performance of employees of PT. INALUM in the Maintenance Division with a determination value of 87.8% and the remaining 12.2%. Leadership is the ability to influence other parties, through direct or indirect communication with the intention of moving people so that they are fully understanding, aware and willing to follow the leader's will. A leader must be able to set the goals to be achieved by the organization or company, in this context a leader must be able to design the right



tactics and strategies because by the way a leader influences the behaviour of subordinates, so they want to work together and work productively so as to achieve maximum performance in order to achieve maximum performance Organization goals. Managers must always cause high motivation to their employees to carry out their duties. Motivation is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates, so that they are willing to work together productively to achieve and realize the goals that have been determined. The existence of motivation will encourage an employee to work productively so that the goals that have been set can be achieved optimally.

5. CONCLUSION

This study shows that partially and simultaneously leadership style and motivation affect the performance of employees of PT. INALUM in the Maintenance Division assessed the influence of 87.8% while 12.2% was influenced by other things outside this research such as the work environment, organizational culture and organizational structure.

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