

The Influence of Leadership, Workload and Work Motivation on Employee Performance of PT Kayu Lapis Indonesia

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Abstract. The aim of this study is to identify the influence of leadership, work motivation and workload on employee performance at PT Kayu Lapis Indonesia. Respondent data was taken from PT Kayu Lapis Indonesia employees located in Kendal Regency, Mororejo Village. This study uses a quantitative approach. The sample used in this study amounted to 151 respondents. In this research conducted validity test, reliability test, and multiple linear regression analysis. The data testing tool the version 25 of the SPSS Statistical Product and Service Solution is used in this study. The tests have shown that there are positive and significant influences on the employee's performance from partial leadership, workload and work motivation.

Keywords: Leadership, Workload, Work Motivation, Employee Performance.

INTRODUCTION

The long-term success and competitive advantage of a company depends on the importance of people because many of the resources a company has can be imitated, except for human resources. It is important to ensure that human resources carry out their activities to the fullest. The company has goals and achievements to be able to get the maximum profit to be achieved. Human resources play the most important role for the success of a company because human resources are the key determinant. The success of a company or organization is determined by the performance of each employee in doing something given and assigned to employees and then required to do it optimally so that the company or organization can achieve its goals. [1].

Employee performance is a result of work related to the organization's strategic objectives, if the results of employee performance are not optimal, it will affect the performance of an organization which makes the organization not run optimally and likewise when employee performance increases, the efficiency and productivity of the company will also increase. Employee performance is one of the most important keys for organizations and companies because every company cannot experience an increase only from the efforts of a few people, but from the overall efforts of company members.

Leadership is a means by which one's leader owns the ability to influence groups of people or subordinates into working in cooperation and with enthusiasm and confidence for achieving objectives. [2]. Leadership is the ability to influence a group towards achieving a predetermined vision or goal, [3]. Charismatic leadership is a theory which states that followers make heroic attributes or an ability in extraordinary leadership, leaders can observe, understand and understand certain behaviors [3]. Leadership is crucial in managerial terms, because leadership in the management process will run well and employees will be enthusiastic in carrying out their duties [4]. In order for the company to achieve its goals, leadership can impact groups of people or employees in a way that they cooperate and

work together with enthusiasm and confidence. As for employee performance and company success, it can be observed that leadership is a very decisive factor.. This is shown by the existence of studies that have been conducted as in [2], [5], [6]and [7]that leadership has a significant positive influence on employee performance, whereas in other studies by, among others [8], [9] and [10]found that leadership has no negative effect significant to performance.

Workload is a number of activities that need to be carried out by an organizational unit or company in the allotted time [11]. In [12]states that the workload is the amount of work that has been imposed on the workforce either physically or mentally and is the responsibility of the worker. According to [13]workload is defined as a perception from workers regarding a job or activity that must be completed within a certain period of time and efforts to deal with problems at work. Efforts to improve employee performance are carried out in various ways, one of which is paying attention to and managing employee workload, both physical workload and mental workload. The provision of workload is arranged in such a way as to achieve effectiveness at work. In providing employee workload, the company will find out how strong the employee's ability is given the maximum workload and how much influence it has on performance. Workload will greatly affect the performance and performance of employees, so workload needs to be a concern for the company. Workload will greatly affect employee performance and performance, this is shown, among others, in research [14], which states that workload has a negative effect on performance while in research [11],[15]shows different results, namely workload has a significant positive effect on employee performance, as well as in research [16]shows that there is no effect of workload on performance.

Motivation is the source of enthusiasm for one's tasks, so that a person wants to work with other people in order to do everything properly and be integrated towards achieving success [17]). According to [18] Motivation refers to the condition that encourages other people's ability to carry out tasks according to their role within an organisation. The motivation for working is the energy to move staff so that they are directed. and carried out continuously to achieve the company's organizational goals, to be interpreted as the desire or need that lies behind a person, so that he is motivated to work. Motivation is something that can affect employee performance. The demands given to employees to work with high levels of performance, Employees need motivation to stimulate employees to be more productive and develop for the betterment of the company. According to [19] revealed in his research that motivation arises from feelings of self-determined needs and individual desires to get satisfaction.

Motivation is important because in order for the person to work hard andenthusiastically, so as to achieve optimum results, motivation can be a cause, distributor or supporter of his behavior [5]Therefore, In order to enable staff to achieve the best results, employee motivation must be increased. Based on research results [20], [21], [22], [23], [24],[25], [1], [26] the results show that motivation has a significant positive effect on employee performance. Meanwhile, work motivation in other studies such as [27]obtained research results which stated that work motivation did not affect employee performance

PT Kayu Lapis Indonesia Group is the largest timber or timber processing company in Indonesia. PT Kayu Lapis products are in great demand in the international market, the large number of export requests PT Kayu Lapis Indonesia employee performance has an important role in achieving company goals. The performance of PT Kayu Lapis employees has an important influence on the progress and development of the company. TABLE 1 shown the production of PT Kayu Lapis.

TABLE 1. CLI production

| Types of products | Production Targets (m3) | Production Realization (m3) | % |
|-------------------|-------------------------|-----------------------------|-------|
| Polyester | 5,000 | 2.130.38 | 42.61 |
| molding | 6,000 | 986.55 | 16.44 |
| Garden Products | 6,000 | 702.04 | 11.70 |
| parquet | 10,000 | 5921.55 | 59.22 |

(Source: KLI Annual Production Report)

Judging from these data there is a gap between production targets and actualization. This is of course greatly influenced by employee performance. Many factors influence employee performance, it is suspected that the decline in production performance is caused by leadership, workload and work motivation. Based on the research gap and the phenomenon of the gap, it is necessary to investigate further about the influence of leadership, workload and work motivation on employee performance.

METHODS

The population of this study were all employees of PT Kayu Lapis a total of 200. The sample technique used was a random sample. Based on the Slovin formula, the sample is 133 respondents and the sample obtained through a questionnaire is 151 respondents.

The type of data used in this study uses primary data. In this study the performance variable uses the concept [28]Performance is the result of the work of the staff, which results in the quality and quantity of work achieved by the staff in carrying out their duties in accordance with the responsibilities of the staff., has 4 dimensions and 11 indicators. The leadership variable uses the concept [3]charismatic leadership is a theory which states that followers make heroic attributes or an ability in extraordinary leadership (extraordinary leadership), leaders can observe, understand and understand certain behaviors, have 3 dimensions and 7 indicators. The workload variable uses the concept [29]The workload is the process determining the working hours of staff who work, must be used and necessary to complete tasks in a specified timeframe, has 3 dimensions and 7 indicators. The variable of work motivation uses the concept [28]motivation is defined as a condition that encourages other people To be capable of performing tasks in accordance with their function within the organisation. Motivation comes from the word motive, has 3 dimensions and 6 indicators. Based on the above concept, the hypothesis is formulated:

1. H1: Leadership Has a Positive and Significant Influence on Performance
2. H2: Workload Has a Negative and Significant Influence on Performance
3. H3: Work Motivation Has a Positive and Significant Influence on Performance

RESULTS AND DISCUSSION

The results of data processing in this study are described below:

DESCRIPTION OF RESPONDENTS

Respondents in this study were dominated by male respondents with a number of genders as many as 85 employees or 56.3% while female respondents were 66 women or as many as 43.7%. Based on age, 67 employees or 44% are dominated by those aged over 40 years, followed by those aged 20 to 25 years, 34 employees or 24.5% or 45 5 followed by employees with 3-6 years of service as many as 52 employees or 34.4%.

INSTRUMENT TEST

The instrument test results consist of validity and reliability tests.

VALIDITY TEST

Validity test is used to test whether the research questionnaire is valid or invalid. In this study used factor analysis consisting of KMO and Loading factor. KMO to determine sample adequacy with KMO criteria greater than 0.5 while for loading factor greater than 0.4, then the indicator of the variable is declared valid. TABLE 2 shown the results of the validity test.

Table 2 shows that each variable has a KMO value of > 0.05 , so it can be said that the sample adequacy is met. The results of the validity test with the loading factor showed that all indicators of the variables studied were > 0.04 so that they were declared valid.

RELIABILITY TEST

The reliability test be used to verify the accuracy of a measuring instrument when repeated measurements are carried out, in order to ensure that the results remain consistent (Sugiyono, 2010). In this study, researchers used Cronbach Alpha with a value of > 0.7 so that it was said to be reliable. TABLE 3 shows the result of the reliability test.

TABLE 2 Validity Test Results

| Variable | Indicator | KMO (>0.5) | Component matrix (Loading Factor) >0.4 | Information |
|---------------------------|-----------|------------|--|-------------|
| Leadership (X1) | X1.1 | 0.847 | 0.827 | Valid |
| | X1.2 | | 0.860 | Valid |
| | X1.3 | | 0.828 | Valid |
| | X1.4 | | 0.805 | Valid |
| | X1.5 | | 0.744 | Valid |
| | X1.6 | | 0.811 | Valid |
| | X1.7 | | 0.824 | Valid |
| Workload (X2) | X2.1 | 0.871 | 0.841 | Valid |
| | X2.2 | | 0.866 | Valid |
| | X2.3 | | 0.873 | Valid |
| | X2.4 | | 0.868 | Valid |
| | X2.5 | | 0.754 | Valid |
| | X2.6 | | 0.700 | Valid |
| | X2.7 | | 0.818 | Valid |
| Work Motivation (X3) | X3.1 | 0.866 | 0.861 | Valid |
| | X3.2 | | 0.881 | Valid |
| | X3.3 | | 0.802 | Valid |
| | X3.4 | | 0.851 | Valid |
| | X3.5 | | 0.898 | Valid |
| | X3.6 | | 0.780 | Valid |
| Performance Employee (Y1) | Y. 1 | 0.888 | 0.826 | Valid |
| | Y.2 | | 0.885 | Valid |
| | Y.3 | | 0.879 | Valid |
| | Y.4 | | 0.701 | Valid |
| | Y.5 | | 0.753 | Valid |
| | Y.6 | | 0.852 | Valid |
| | Y.7 | | 0.842 | Valid |
| | Y. 8 | | 0.746 | Valid |
| | Y.9 | | 0.811 | Valid |
| | Y.10 | | 0.817 | Valid |
| | Y11 | | 0.810 | Valid |

Source: Primary data processed

TABLE 3 Reliability Test Results

| Variable | Cronbach Alpha | Information |
|----------------------|----------------|-------------|
| Leadership(X1) | 0.914 | Reliable |
| Workload (X2) | 0.914 | Reliable |
| Work motivation (X3) | 0.915 | Reliable |
| Performance (Y1) | 0.909 | Reliable |

Source: Primary data processed

Based on the table above, it shows that the results of the reliability test of each variable have Cronbach alpha values > 0.7, so that the variables of leadership, workload, work motivation and performance are reliable.

MULTIPLE LINEAR REGRESSION ANALYSIS

Multiple linear regression analysis aims to determine the influence of leadership, workload, work motivation partially on employee performance. TABLE 4 is a summary of the results of multiple linear regression analysis.

TABLE 4 Results of Multiple Linear Regression Analysis

| Model | Adjusted R Square | F test | | T test | | Information |
|---|-------------------|---------|-------|--------|-------|--------------------------|
| | | F count | Sig | Betas | Sig | |
| The Influence of Leadership on Employee Performance | 0.686 | 110,364 | 0.000 | 0.307 | 0.000 | Hypothesis 1 is accepted |
| Effect of Workload on Employee Performance | | | | 0.404 | 0.000 | Hypothesis 2 is rejected |
| The Effect of Work Motivation on Employee Performance | | | | 0.231 | 0.001 | Hypothesis 3 is accepted |

Based on table 4, the regression equation can be compiled as follows:

$$Y = 0.307(X1) + 0.404(X2) + 0.231(X3)+e \tag{1}$$

1. The leadership regression coefficient shows the number 0.307 and a significance level of 0.000 which means that the leadership variable has a positive and significant effect on employee performance. This implies that the better the leadership, the better the performance.
2. The workload regression coefficient shows the number 0.404 and a significance level of 0.000, which means workload has a positive and significant effect on employee performance. This implies that the more the workload increases, the performance will increase.
3. The regression coefficient of work motivation in table 4 shows the number 0.231 and a significance level of 0.001, which means that work motivation has a positive and significant effect on employee performance. This implies that the more motivation increases, the performance will increase.

TEST MODELS

COEFFICIENT OF DETERMINATION

TABLE 4 shows that the coefficient of determination or Adjusted R Square is 0.686, which means that leadership, workload, work motivation can explain 68.6% of employee performance and the remaining 31.4% is explained by other factors outside the model studied.

F TEST

In table 4 it is known that the calculated F value is 110.364 with a significance of 0.000 <0.05, which means that the variables of leadership (X1), workload (X2) and work motivation (X3) have a simultaneous effect on employee performance (Y).

T TEST

In table 4 it is known that the results of the hypothesis test will be described below:

1. The influence of leadership on employee performance
 In table 4 it is known that the beta coefficient value of the leadership variable is 0.307 with a significance value of 0.000 <0.005 which means that leadership has a positive and significant effect on performance.

Consequently, the assumption that leadership has a positive effect on performance is supported by hypothesis 1

2. Effect of workload on employee performance.

Table 4 shows that the beta coefficient value of the workload variable is 0.404 with a significance value of $0.000 < 0.005$, which means that workload has a positive and significant effect on performance. Thus hypothesis 2 which states that workload has a negative effect on performance is rejected.

3. Effect of work motivation on employee performance

In table 4 it is known that the beta coefficient value of the motivation variable is 0.231 with a significance value of $0.001 < 0.005$ which means that motivation has a positive and significant effect on performance. Thus hypothesis 3 which states that motivation has a positive effect on performance is accepted.

DISCUSSION

THE INFLUENCE OF LEADERSHIP ON EMPLOYEE PERFORMANCE

The results of the first hypothesis test can be seen in Table 4 which show that leadership has an positive and significant effect. One of the factors that can improve employee performance in a number of areas, such as an employee who is able to perform his duties correctly, thoroughly, neatly, can maintain cleanliness, can be relied upon, can do the job optimally, can cooperate with each other and can follow instructions is leadership's influence being one of the factors over employees performance at PT Kayu Lapis Indonesia. These results support previous research conducted by [2], [5], [6], [7] which states the influence of leadership on performance is positive and significant.

EFFECT OF WORKLOAD ON EMPLOYEE PERFORMANCE

This study proves that workload has a positive and significant effect on performance. The results of this study stated that the more workload received by employees, the performance would increase. This is different from the theory which states that the more employees have an increased workload, the lower their performance will be. This is understandable considering that the respondents of this study were dominated by employees who had worked for more than 15 years, were aged over 40 years and were male. With a long working period and a mature age, employees understand their work more and more so that work stress is less felt, especially since the majority of male respondents have family responsibilities so that a high workload actually increases their performance. This is also supported by the results of research that increasing workload will improve their performance. The study results are in line with other studies which have demonstrated a positive and significant effect of workload on performance, as in [11] and [15] which prove the effect of workload on performance.

THE EFFECT OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE

The results of the study show that work motivation has a positive and significant effect on the performance of employees who receive encouragement and support from colleagues, superiors or the company and have a desire to excel and desire to be more advanced will affect employee performance. Employees will work with a happy feeling and always optimize all forms of work assigned to them. This is similar to the results of previous studies such as [21]), [22], [23], [24], [25][1], [26][20] which have proven and stated that work motivation has a positive and significant effect on performance.

CONCLUSIONS

Based on the results of data analysis and data testing, the results obtained are as follows:

1. Leadership has a positive and significant effect on employee performance. Under good leadership it will improve employee performance.
2. Workload has a positive and significant effect on employee performance. Measurable workload will affect the level of employee performance. Workload has direct implications for performance because workload is directly connected to the field so that workload if not regulated and measured will result in the possibility of physical fatigue and decreased concentration, lack of accuracy in doing work, and also the risk of work accidents.
3. Work motivation has a positive and significant effect on employee performance. Employees who have high motivation will improve their performance.

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