



DOI: <https://doi.org/10.38035/dijms.v6i4.4338>
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Analysis of the Influence of Leadership Style and Work Motivation on Employee Performance (Literature Review)

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Abstract: The success rate of employee performance can be determined by the leadership within a company, specifically by examining the leadership style implemented. Leadership style is an approach or method chosen to direct and influence subordinates so that the company's productivity level, effectiveness, profitability, performance, and employee motivation can be achieved in accordance with the desired goals. An effective leadership style in managing company resources will naturally influence employee behavior, as indicated by the creation of work motivation, which in turn will ultimately affect the company's overall performance. The literature review provides a framework related to new findings and previous findings in identifying indications of progress or lack thereof in the results of a particular study. The method used in the literature review follows a systematic approach to analyzing data through a simplified approach. The stages involved in the simplified approach analysis include summarizing each piece of literature, conducting a critical appraisal simultaneously to determine the strengths and weaknesses of the literature, and examining the relationship between one piece of literature and another. The author considers all research designs used in identifying the influence of leadership style and work motivation on employee performance.

Keyword: Leadership, Employee Performance, & Work Motivation

INTRODUCTION

Human resources play a crucial role in a company's activities. A company requires potential human resources, both leaders and employees, in task patterns and supervision, which are key determinants in achieving corporate goals. The achievement of a company's objectives highly depends on the quality of employee performance. For management activities to run smoothly, a company must have knowledgeable and highly skilled employees while also striving to manage the company as optimally as possible to enhance employee performance.

Employee performance is the result achieved by workers in their jobs according to specific criteria applicable to a particular job. According to Setiyawan and Waridin (2006), employee performance is the result or work achievement assessed in terms of quality and quantity based on work standards set by the organization. Good performance is optimal

performance, meaning performance that aligns with organizational standards and contributes to achieving the organization's goals.

A well-functioning organization is one that strives to improve the capabilities of its human resources, which is a key factor in enhancing employee performance. Many factors influence employee performance, including leadership style and work motivation.

In an organization, the right leadership style is essential to fostering a positive work environment and improving employee performance, which is expected to lead to higher productivity. According to Runtu (2011), leadership style is a behavioral norm used by a leader to influence the behavior of employees. Meanwhile, Fahmi (2016) defines leadership style as a discipline that comprehensively examines how to direct, influence, and supervise others to carry out tasks according to what has been instructed and planned. Leadership style is a crucial factor in influencing employee performance by providing guidance, encouragement, and motivating employees to perform their duties properly and effectively, ensuring commitment, and driving them to achieve organizational goals.

A leader who can create work motivation in employees is one who instills confidence in their employees to carry out all tasks effectively. According to Mangkunegara (2011), motivation originates from the word motive, which refers to an internal drive within employees to achieve certain needs, enabling them to adapt to their environment. Thus, motivation can be defined as the driving force that encourages employees to fulfill their needs individually.

Leadership is a crucial factor in improving employee performance within an organization. This can be observed through how leaders manage and provide work motivation to employees. Effective leadership and the provision of work motivation significantly contribute to improving employee performance. Motivation also plays an essential role in achieving the objectives of an organization or company. High motivation provides positive value to both employees and the company. Employees with high motivation will naturally contribute more to the company, whereas those with low motivation may have a negative impact on both their individual performance and the organization.

METHOD

The literature review provides a framework related to new findings and previous findings in order to identify indications of progress or lack thereof in the results of a particular study. The method used in the literature review involves a systematic approach to analyze data through a simplified approach. This study discusses the strategy used to find journals obtained through national and international journal databases, namely through Google Scholar and ScienceDirect. The author accessed the websites www.google.com/scholar and www.sciencedirect.com, where the author entered keywords related to the topic to be reviewed, and several journals regarding leadership styles and work motivation appeared.

The steps followed in the analysis using the simplified approach include summarizing each literature critical appraisal simultaneously to determine the strengths and weaknesses of the literature, as well as to examine the relationships between one piece of literature and another. The next step is identifying themes from the results of each study in the literature, where the generated themes must reflect the research questions in the literature review. Each question has followed the PICOT format, where each question contains problem, implementation, control or comparison intervention, outcome, and time.

Other relevant methods used by the author in obtaining journals regarding leadership styles and work motivation include taking all research designs used to identify the influence of leadership styles and work motivation on employees.

RESULTS AND DISCUSSION

Leadership Style

Thoha (2013), leadership style is a behavioral norm that is used by someone when that person tries influence other people's behavior as it is see. According to Rivai (2014: 42), leadership style is a set of characteristics used by leaders to influence subordinates so that the organization's goals achieved or can also be said that the force leadership is a pattern of behavior and strategy that liked and often applied by a person leader.

Leadership style that shows, directly or indirectly, about a leader's belief in the ability his subordinates. It means that the leadership style is behavior and strategy, as a result of a combination of philosophy, skill, nature, attitude, which often applied to a leader when he tries affect the performance of his subordinates.

Hersey & Blanchard (Widowo, 2015) explained that there are four leadership styles, namely:

- a. Telling (explaining), leaders are expected to be able to define roles needed to do the job and tell followers what, where, how, and when to do the task.
- b. Selling (providing), the leader provides for the followers with structured and supportive instruction.
- c. Participate (give participation), leaders and members are involved in participation in decision-making about the best way complete high quality work.
- d. Delegation, leaders provide delegation in the form of directions, specific instructions to individuals or delegate to employee work groups.

In leadership behavior there are two things that are usually done by leader by his subordinates (Thoha, 2013) namely:

- a. Directing behavior can be formulated to the extent of a leader involves one-way communication. The form of briefing in communication this one direction includes: determining the role that should be able to done, where to do it, how to do it and carry out strict supervision to their followers or subordinates.
- b. Supportive behavior is the extent to which a leader sees himself in two-way communication, such as listening, providing support and encouragement, facilitating interaction and involving followers in decision making.

According to Kartono (2016), force indicator Leadership is as follows: Trait, Habits, Temperament, Character, Personality.

Work Motivation

Winardi stated (2016) that motivation is a potential force within a human being, which can be developed by oneself or influenced by external factors, primarily revolving around monetary and non-monetary rewards, which can positively or negatively affect performance outcomes. Meanwhile, according to Malayu (2015), motivation refers to the effort to stimulate employees' enthusiasm for work so that they are willing to work hard, utilizing all their abilities and skills to achieve the company's goals. Based on the definitions provided by these experts, it can be concluded that employee motivation is an internal or external drive that encourages an individual to take action in order to achieve a predetermined goal within an organization.

a. Maslow's Motivation Theory

According to Maslow (Robbins, 2006), humans have a range of needs classified into five levels or hierarchies (hierarchy of needs), namely:

1. Physiological needs, including hunger, thirst, protection (clothing and shelter), sex, and other physical needs.
2. Safety needs, including security and protection from physical and emotional harm.
3. Social needs, which involve affection, a sense of belonging, acceptance, and friendship.

4. Esteem needs, consisting of self-respect factors such as self-esteem, autonomy, and achievement, as well as external recognition factors such as status, recognition, and attention.
5. Self-actualization needs, which is the drive to become what one aspires to be, including growth, achieving potential, and self-fulfillment.

b. Douglas McGregor's Motivation Theory

This theory is widely known as McGregor's Theory X and Theory Y, where humans are categorized into two groups based on certain assumptions:

Theory X assumptions:

1. Employees inherently dislike work and, if possible, will try to avoid it.
2. Because employees dislike work, they must be coerced, supervised, or threatened with punishment to achieve organizational goals.
3. Employees will avoid responsibility and prefer formal direction.
4. Most employees prioritize security above all other work-related factors and show little ambition.

In contrast to this negative view of human nature, McGregor outlined four positive assumptions, which he called Theory Y:

1. Employees may perceive work as a natural activity, similar to rest or play.
2. People will practice self-direction and self-control if they are committed to a goal.
3. The average person can learn to accept and even seek responsibility.
4. The ability to make innovative decisions is widely distributed among all individuals and is not limited to those in managerial positions.

The motivation applied to employees classified under Theory Y is positive motivation, which includes praise, rewards, and other positive reinforcement.

Indicators of Motivation (Uno, 2012). Motivation is influenced by internal and external factors:

- a. Internal factors – Motivation that comes from within an individual, including:
 1. Desire to live – Willingness to work for survival.
 2. Desire for recognition and appreciation – Striving for respect and acknowledgment.
 3. Desire for achievement – Motivation to excel and take responsibility.
 4. Desire for position – Effort to secure a higher role or status.
- b. External factors – Motivation driven by external influences, including:
 1. Work environment – Facilities, cleanliness, relationships, and overall conditions.
 2. Adequate compensation – Fair wages as a key motivator.
 3. Health insurance – Assurance of well-being encourages commitment.
 4. Status and responsibility – Higher positions boost confidence and motivation.

Employee Performance

According to Veizhal in Suwarni & Sudiyan (2020) Performance is a person's overall results during a certain period in carrying out tasks, such as standard work results, targets or target criteria that have been determined in advance and have been mutually agreed upon.

Sedarmayanti (2017) performance is a translation of performance which means the result of a worker's work, a management process or an organization as a whole, where the result of the work must can show the evidence concretely and can measured (compared to the standard that has been determined).

According to the behavioral approach in management, performance is the quantity or quality of something produced or the service provided by someone who does the work (Luthans, 2005). Efforts to improve employee performance are not a simple thing, because employee performance is not a stand-alone concept, but depends on a number of variables or factors that affect it. Employee performance is measured by using a performance assessment. Employee performance assessment is used by the company to find out whether the activities

and outputs produced are in accordance with the company's goals. The assessment is used to find out the extent to which the company's goals can be achieved within the period of time or period that has been determined by the company.

Bangun (2014) said that Employee performance indicator is Quantity Work consisting of: the number of jobs that Must be completed or achieved, Quality of work, Which consists of: work quality standards that Must be adjusted to be able to do it accordingly Provisions, Timeliness, which consists of: no Postpone the work given and solve- Work on time, attendance, which Consists of: employee attendance rate and level Employee delay in the organization, Ke- Ability to work together, which consists of: able to Cooperate well between employees and Appreciate each other's co-workers.

Robbins identifies several indicators for evaluating employee performance:

- a. Work performance – When task outcomes are difficult to measure, companies assess employee behavior related to their duties.
- b. Target achievement – Evaluates an employee's ability to complete assigned tasks based on target fulfillment.
- c. Skills – Includes technical abilities, interpersonal skills, and business-oriented competencies.
- d. Satisfaction – Measures work quality based on suitability and employee readiness.
- e. Initiative – Reflects enthusiasm for taking on new tasks and increasing responsibilities.
- f. Attendance rate – A key indicator of discipline, where higher attendance and lower absenteeism indicate strong work commitment.
- g. Compliance – Awareness and willingness to complete tasks as required.
- h. Punctuality – The amount of work completed within a set timeframe.

Influence of leadership style with work motivation

Leadership style plays a significant role in motivating employees at the workplace. An effective leader can influence the enthusiasm and work motivation of employees, as leadership style determines how a leader provides direction, support, and interacts with the team. The right leadership style can enhance performance and have a positive impact on employee motivation.

According to Robbins (2012), a democratic leadership style tends to result in more motivated employees because they feel involved in decision-making and are given freedom in their work. In contrast, an authoritarian leadership style tends to suppress employee motivation as they feel restricted and undervalued.

Meanwhile, according to Hersey & Blanchard (1982), in the Situational Leadership Model, leaders must adjust their leadership style according to the readiness or ability level of employees. This flexible leadership style, which adapts to employees' needs, can ultimately increase their motivation to perform better.

Bass (1985), in his Transformational Leadership theory, shows that leaders who can inspire and motivate employees to achieve organizational goals can enhance work motivation. Transformational leaders provide a clear vision, support personal development, and set a good example in work behavior, which ultimately drives employees to deliver better performance.

According to Yulk (2010), leaders who use a supportive leadership style, provide recognition, and communicate openly with employees, will increase motivation and a sense of ownership among employees toward their work. Such leaders can create a positive work environment, improve job satisfaction, and encourage employees to strive harder to achieve organizational goals.

Research by Sigit (2021) also shows that participative leadership and employee empowerment styles can increase work motivation because employees feel valued and involved in decision-making. In contrast, more authoritarian leadership styles can reduce

work motivation as employees feel they have less control and are not given the opportunity to contribute to important decisions.

In other research, Goleman (2000) shows that leaders who use an emotional leadership style can motivate employees through a more empathetic and profound approach, connecting them to organizational goals through the positive emotional power.

Overall, the relationship between leadership style and work motivation is closely linked, as leadership style can shape a work environment that either supports or suppresses employee motivation. The right leadership style, tailored to employee needs, can increase their motivation, improve performance, and achieve organizational goals more effectively.

Effect of leadership style on employee performance

Leadership style plays a crucial role in determining employee performance within an organization. Research shows that an effective leadership style can enhance motivation, job satisfaction, and ultimately, employee performance. On the other hand, an inappropriate or ineffective leadership style can lower motivation and employee performance.

According to Robbins (2012: 56), leadership style can influence employee behavior and performance, both directly and indirectly. For example, a democratic leadership style tends to result in more motivated and productive employees because they feel valued and given the opportunity to contribute to decision-making. On the other hand, an authoritarian or micromanagement style can reduce employee performance because employees feel pressured and disempowered.

Herzberg (1959), in his two-factor theory, stated that motivational factors such as recognition and appreciation from leaders can improve employee performance. A leadership style that provides positive feedback and appreciation for employee achievements will enhance their satisfaction and performance.

Research by Tualai & Aima (2022) also indicates that leadership style has a positive effect on employee performance. A leader who provides clear direction and supports employee development will create an environment conducive to performance improvement. Meanwhile, research by Bass (1985) in transformational leadership theory stated that an inspirational leader who can provide a clear vision can significantly increase employee motivation and performance.

According to Goleman (2000), an emotional leadership style that involves empathy, emotional management, and effective communication also has a significant impact on employee performance. A leader who can manage emotional relationships with employees can create a positive work atmosphere and improve their performance.

A study conducted by Sigit (2021) concluded that a participative leadership style has a positive influence on employee performance, as employees feel empowered and involved in decision-making. Conversely, an overly authoritarian leadership style can reduce work enthusiasm and employee performance.

Research by Riani & Putra (2017) also supports these findings, showing that a leadership style that fosters employee autonomy and participation can improve their performance. Leaders who trust their employees to make decisions will encourage them to work better.

Overall, the influence of leadership style on employee performance is very important. A good leadership style can create a work environment that supports motivation, job satisfaction, and employee performance. On the other hand, an ineffective leadership style can reduce employee performance and have a negative impact on the organization as a whole.

Effect of work motivation on employee performance

Work motivation plays a crucial role in determining the level of employee performance within an organization. Motivated employees tend to exhibit better performance, whereas less motivated employees often show lower performance.

Therefore, it is important for organizations to understand how motivation influences employee performance and how to enhance that motivation.

According to Robbins (2001), work motivation is the drive that encourages an individual to perform tasks necessary to achieve specific goals. Motivation can stem from internal factors, such as a sense of responsibility and the desire to grow, as well as external factors, such as rewards and recognition. Employees with high motivation will strive to achieve organizational goals more effectively and efficiently. As Luthans (2011) states, high work motivation can improve employee performance because they have clear goals and feel valued for their contributions.

Research by Gagne & Deci (2005) shows that intrinsic motivation (motivation originating from within the employee) has a positive impact on performance because employees feel more satisfied with their work and are more committed to the tasks at hand. On the other hand, extrinsic motivation (motivation stemming from external rewards) can also enhance employee performance, particularly if the rewards are relevant and proportional to the effort exerted (Kuvaas, 2006).

Additionally, studies by Deci et al. (1999) prove that when employees feel they have autonomy in their work, they are more motivated to perform better. Leaders who provide employees with the freedom to make decisions can increase motivation and, in turn, enhance their performance. This is further supported by research from Bakker & Demerouti (2007), which states that employees who feel in control of their work will demonstrate better performance.

Meanwhile, research by Riana & Putra (2017) found that motivation has a significant effect on employee performance. When employees feel motivated to achieve their personal goals, they will work harder and become more focused on achieving organizational objectives. This is also supported by Herzberg et al. (1959) in their two-factor theory, which asserts that motivation factors related to rewards and recognition can improve employee performance.

Overall, it can be concluded that work motivation has a significant impact on employee performance. By providing appropriate rewards, creating a supportive environment, and allowing employees space to grow, organizations can enhance employee motivation and, ultimately, their performance.

Effect of leadership style and work motivation on employee performance

Adriyanti et.al (2023) proves that leadership style and motivation variables simultaneously have a positive effect on performance.

CONCLUSION

This study highlights the significant influence of leadership style and work motivation on employee performance within organizations. Through a comprehensive literature review, it is evident that leadership style, particularly transformational and participative approaches, plays a crucial role in shaping employee behavior and performance. Effective leaders who adapt their style according to employee needs and foster a supportive and empowering work environment can significantly enhance motivation and job satisfaction, which ultimately leads to higher performance levels.

Moreover, work motivation, whether intrinsic or extrinsic, serves as a key driver in achieving organizational goals. Motivated employees, fueled by both internal desires for achievement and external rewards, tend to demonstrate higher levels of productivity, engagement, and quality in their work. The combination of these two factors—leadership style and work motivation—creates a powerful synergy that can optimize employee performance and, consequently, contribute to the overall success of the organization.

The findings suggest that organizations should focus on developing leadership capabilities that encourage employee participation, provide clear direction, and recognize individual contributions. Additionally, fostering a motivational climate where employees feel valued and empowered to take ownership of their tasks can lead to sustained improvements in performance. Future research could explore the long-term effects of various leadership styles and motivation strategies on employee performance across different organizational settings.

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