

Research Article

The Influence of Leadership Style and Work Motivation on Employee Performance at PT. Nurmadinah, Botto Village, Campalagian District

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Abstract. This study aims to analyze the influence of leadership style and work motivation on employee performance at PT. Nurmadinah located in Botto Village, Campalagian District. This study uses a quantitative approach with a survey method. The study population was all 100 employees of PT. Nurmadinah, and a saturated sampling technique was used so that the entire population became the sample. Data were collected through a questionnaire with a Likert scale of 1-5 and analyzed using descriptive statistics, instrument tests, classical assumption tests, and multiple linear regression analysis. The results of the study indicate that: (1) leadership style has a positive and significant effect on employee performance, (2) work motivation has a positive and significant effect on employee performance, and (3) simultaneously, leadership style and work motivation have a positive and significant effect on employee performance with a contribution of 54.2%. This study confirms the relevance of the grand theory of leadership and motivation in the context of local companies in rural Indonesia. The recommended managerial implications are improving the quality of exemplary leadership and strengthening the work motivation system, both intrinsic and extrinsic, to encourage optimal employee performance.

Keywords: Employee Performance; Leadership Style; Managerial Implications; Organizational Development; Work Motivation

1. Introduction

Increasingly fierce global competition makes organizational performance a key determinant in achieving competitive advantage. Organizations worldwide continually strive to optimize the productivity and efficiency of their human resources. Gallup data (2023) shows that organizations with high levels of employee engagement experience increases in profitability of up to 21% and productivity of up to 17%. This phenomenon underscores the global impact of effective human resource management, where employee performance is a key determinant of organizational competitiveness.

Theoretically, efforts to understand individual performance are inseparable from exploring theories of leadership and motivation. The Transformational Theory by Bass and Avolio (2021) serves as a foundation for understanding how leaders inspire their followers. Conversely, the motivational theory by Latham and Pinder (2019) emphasizes that work motivation is a complex, multidimensional construct, integrating intrinsic and extrinsic factors. The synthesis of these two theories forms a conceptual framework for analyzing performance improvement mechanisms.

However, the relationship between leadership, motivation, and performance is not always linear. Piccolo et al. (2020) found that transformational leadership significantly influences motivation and performance. In contrast, Ng (2019) found that the influence of leadership became insignificant when controlled for by a strong organizational culture. This debate identifies contextual variables that need to be considered.

The context of this research focuses on PT. Nurmadinah, located in Botto Village, Campalagian District. This company represents the characteristics of businesses in rural areas with distinctive social structures and limited access to human resources. Regionally specific characteristics, such as a strong socio-cultural climate, can moderate the relationships between organizational variables (Robbins & Judge, 2021). Therefore, findings from studies

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in multinational companies or urban areas may not be fully generalizable to the context of PT. Nurmadinah.

After reviewing the existing literature, a significant research gap was identified. The majority of research on similar topics has been conducted in large corporate sectors or Western cultural contexts (Jiang & Chen, 2023). Meanwhile, very limited research specifically investigates these dynamics in local corporate settings in rural Indonesia. The novelty of this study lies in its attempt to fill this gap by emphasizing local context as a key element.

Based on this background, this research is specifically aimed at: (1) analyzing the influence of leadership style on the performance of PT. Nurmadinah employees, (2) analyzing the influence of work motivation on the performance of PT. Nurmadinah employees, and (3) testing the simultaneous influence of leadership style and work motivation on the performance of PT. Nurmadinah employees.

2. Preliminaries or Related Work or Literature Review

Leadership Style

Leadership style is defined as a consistent pattern of behavior demonstrated by a leader in influencing organizational members to achieve goals (Mangkunegara, 2021). Gibson et al. (2010) added that leadership is an interpersonal process of influencing group activities toward predetermined goals. In this study, leadership style was measured through the following indicators: providing clear direction, delegation of authority, interpersonal relationships, and providing feedback.

Work Motivation

Work motivation is a psychological force within employees that determines their behavior direction, level of effort, and resilience in the face of challenges (Hasibuan, 2021). Motivation is understood as a process that explains the intensity, direction, and persistence of an individual's efforts to achieve goals. Indicators of work motivation in this study include: work enthusiasm, persistence in tasks, work initiative, and responsibility.

Employee Performance

Employee performance is the work results achieved by an employee in carrying out tasks based on certain standards (Rivai, 2020). Bernardin and Russel (2013) emphasize that performance is essentially about recording the outcomes of a job. The performance indicators used are: work quality, output quantity, punctuality, and teamwork.

Relationship Between Variables

Leadership style and work motivation are thought to have a complementary relationship in influencing employee performance. Leaders with the right style can create a motivating work environment, which then encourages increased effort and results in better performance. Research by Djula et al. (2024) supports that leadership has a positive effect on performance.

Research Framework

Based on the theoretical basis, the research framework is described as follows: Leadership Style (X_1) and Work Motivation (X_2) are thought to partially and simultaneously influence Employee Performance (Y).

Research Hypotheses

- H_1 : There is a positive and significant effect of leadership style on employee performance.
- H_2 : There is a positive and significant effect of work motivation on employee performance.
- H_3 : There is a positive and significant effect of leadership style and work motivation simultaneously on employee performance.

3. Proposed Method

This research used a quantitative approach with a survey method. The research location was PT. Nurmadinah, Botto Village, Campalagian District. The study population was all 100 employees. A saturated sampling technique was used, so the entire population was sampled.

Primary data was obtained directly from respondents through a closed-ended questionnaire with a Likert scale of 1-5 (Strongly Disagree - Strongly Agree). Secondary data was obtained from company archives and supporting documents.

Data analysis techniques included:

- a. Instrument Testing: Validity test (calculated $r >$ table r) and reliability test (Cronbach's Alpha $>$ 0.6).

- b. Descriptive Statistics: Describes respondent characteristics and the distribution of responses.
- c. Classical Assumption Tests: Tests for normality (Kolmogorov-Smirnov), multicollinearity (VIF), and heteroscedasticity (Glejser).
- d. Inferential Analysis: Multiple linear regression, t-test, F-test, and coefficient of determination (R^2).

4. Results and Discussion

Respondent Description

The study consisted of 100 respondents, with the following characteristics: 78% male and 22% female. Most respondents were aged 25-35 (45%) and had worked for 1-5 years (52%).

Instrument Test Results

The validity test showed that all 15 items had a calculated r value $>$ table r value (0.1966), thus being declared valid. The reliability test showed Cronbach's Alpha values for each variable: Leadership Style (0.842), Work Motivation (0.831), and Employee Performance (0.855), all of which were $>$ 0.60, thus being declared reliable.

Descriptive Statistical Analysis

- a. Leadership Style (X_1): Average score 4.03 (high category). The highest indicator was leader exemplary behavior (4.18).
- b. Work Motivation (X_2): Average score 3.94 (high category). The work initiative indicator (3.75) is in the moderate category.
- c. Employee Performance (Y): Average score 3.99 (high category). Teamwork (4.02) and work quality (3.88) indicators scored high.

Classical Assumption Test

- a. Normality: The Kolmogorov-Smirnov value is 0.089 with a significance level of 0.062 $>$ 0.05, indicating a normal distribution of the data.
- b. Multicollinearity: The VIF value for both independent variables is 2.102 ($<$ 10) and the tolerance is 0.476 ($>$ 0.10), thus there is no multicollinearity.
- c. Heteroscedasticity: The significance value for the leadership style (0.241) and work motivation (0.332) variables is $>$ 0.05, thus there is no heteroscedasticity.

4.5 Multiple Linear Regression Analysis and Hypothesis Testing

The regression equation obtained is:

$$Y = 0.845 + 0.412X_1 + 0.378X_2$$

- a. t-test (Partial):
 - 1) Leadership Style (X_1): t-test = 4.567 $>$ t-table (1.984), sig. = 0.000 $<$ 0.05 \rightarrow H_1 is accepted.
 - 2) Work Motivation (X_2): t-test = 4.201 $>$ t-table (1.984), sig. = 0.000 $<$ 0.05 \rightarrow H_2 is accepted.
- b. F-test (Simultaneous): F-test = 58.234 $>$ F-table (3.09), sig. = 0.000 $<$ 0.05 \rightarrow H_3 is accepted.
- c. Coefficient of Determination (R^2): Adjusted R Square value = 0.542, meaning that 54.2% of employee performance variation can be explained by leadership style and work motivation, while 45.8% is explained by other variables outside the model.

Discussion

The Influence of Leadership Style on Employee Performance

The results of this study indicate that leadership style has a positive and significant effect on employee performance. This finding aligns with the theory of Bass & Avolio (2021) that transformational leadership can improve performance through inspiration and direction. This study also aligns with the findings of Djula et al. (2024) and Suwanto (2020). In the context of PT. Nurmadinah, leaders who provide clear direction, build good relationships, and serve as role models are able to motivate employees to perform optimally.

The Influence of Work Motivation on Employee Performance

Work motivation has been shown to have a positive and significant effect on employee performance. These results support the theory of Latham & Pinder (2019), which emphasizes the importance of intrinsic and extrinsic motivation. Employees with high work ethic,

perseverance, and a sense of responsibility tend to perform better. These findings also support research by Alfian (2023) and Asmawati (2023).

Simultaneous Influence on Employee Performance

Together, leadership style and work motivation contributed 54.2% to employee performance. This indicates that improving performance requires a combination of effective leadership and high work motivation. These results reinforce the grand theory that both factors are key determinants of performance, even within the context of local companies in rural Indonesia.

5. Conclusions

Based on the research results, it can be concluded that: Leadership style has a positive and significant effect on employee performance at PT Nurmadinah. Work motivation has a positive and significant effect on employee performance at PT Nurmadinah. Leadership style and work motivation simultaneously have a positive and significant effect on employee performance at PT Nurmadinah, contributing 54.2%.

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