

The Influence of Leadership Style and Motivation on Teamwork Performance (Study at PT. Tunas Citra Pandawa, Bekasi City)

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ABSTRACT

This study aimed to examine how leadership style and motivation positively affect team performance at PT. Tunas Citra Pandawa. The study uses team performance as the dependent variable, while leadership style and motivation are the independent variables.

The data for this study has obtained from 100 respondents, who were surveyed using a questionnaire distributed via Google Forms. A non-probability sampling technique was used in this research. Data processing in this study employed the Structural Equation Modelling (SEM) method with the Partial Least Square (PLS) approach, using the SmartPLS 4 software.

The results of the study at PT. Tunas Citra Pandawa show that leadership style has a positive effect on team performance, indicated by the path coefficient test result of 0.971, and the result was accepted. The motivation variable has a negative and significant effect on team performance. The effect of leadership style on motivation is positive and significant, as evidenced by the path coefficient test result of 0.65.

Keywords: Leadership Style, Motivation, Team Performance, Partial Least Square.

INTRODUCTION

The success of a company relies on various resources, with human resources being the most crucial. Human resources drive the management of financial, physical, and informational resources to achieve organizational goals. In the competitive business world, companies require competent employees with strong work ethics, effective teamwork, and motivation. Leadership style and motivation play key roles in influencing employee performance, which is essential for meeting company targets and ensuring productivity.

Leadership style significantly impacts team dynamics and effectiveness. Effective leaders inspire motivation, set clear goals, and foster collaboration among team members. Different leadership styles may influence how teams function and achieve objectives, highlighting the importance of aligning leadership approaches with company needs. Teamwork, supported by strong leadership and appropriate motivation, is a vital factor in achieving organizational success, as it enables members to contribute collectively to shared goals.

At PT. Tunas Citra Pandawa, the adoption of an open, democratic leadership style has fostered a collaborative atmosphere. However, variations in leadership styles and fluctuating levels of employee motivation present challenges to achieving optimal team performance. This study aims to explore the relationship between leadership style, work

motivation, and teamwork effectiveness. By understanding these factors, the company can develop strategies to enhance team performance and sustain success in its operations.

In a company environment, motivation can be used as a basis for the smooth process of employee empowerment and development because motivation raises employee enthusiasm. According to Abbas et al. (2019), employee motivation is an employee's readiness, which refers to intellectual, emotional and behavioural activities according to company standards. Motivation also teaches related to employee perseverance and maintaining consistent talent, skills, and understanding of the tasks given by the leadership, which remains constant.

Teamwork can be defined as a group of individuals working cooperatively to achieve a specific task or goal. These skills are highly valued because many large companies have carried out various special tests to determine their employees' ability to work as a team. Working in groups will increase abilities and transfer knowledge to other employees (Kickul and Neuman, 2000).

THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

The relationship between Leadership Style and Teamwork Performance

Leadership style plays a crucial role in enhancing team performance by fostering optimism about the abilities of team members within the organization. According to Bois et al. (2015), this leadership style can significantly influence team performance, particularly through its ability to encourage innovative and creative ideas.

H1 : Leadership style has a positive effect on teamwork performance

The relationship between Motivation and Teamwork Performance

According to Davila et al. (2012), leaders who have high loyalty to employees and implement a fair compensation system can enhance motivation, which ultimately has a positive impact on productivity and team performance.

H2 : Motivation has a positive effect on teamwork performance

The relationship between Leadership Style and Motivation

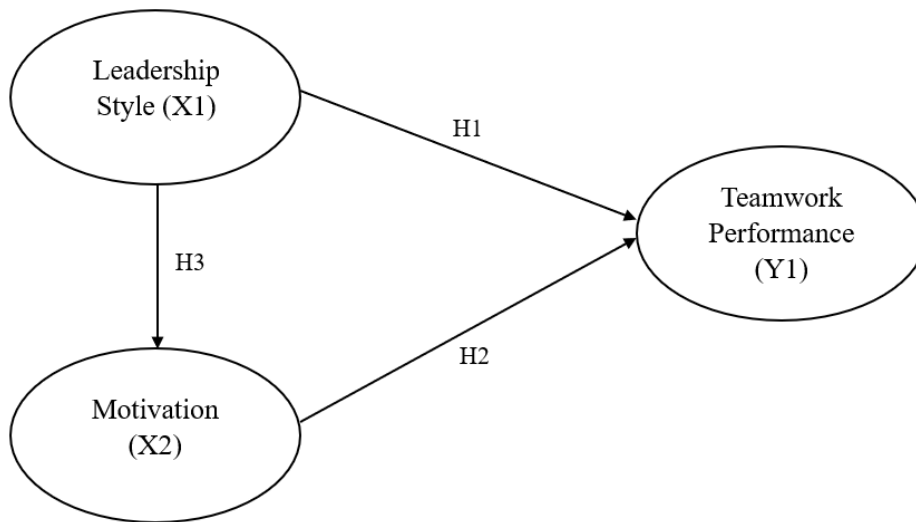
A good leadership style can have a positive impact on employee motivation. According to Naile et al. (2014), motivated employees tend to have a positive attitude and a strong drive to deliver the best results for their organization. With the right policies, leaders can enhance employees' desire to achieve optimal performance, as this fosters a sense of pride in the company.

H3 : Leadership style has a positive effect on motivation

RESEARCH FRAMEWORK

Based on previous research, the relationship between variables and the formulation of hypothesis, the following theoretical framework can be formulated:

Figure 1.1 Theoretical Framework



RESEARCH METHODOLOGY

Population and Sample

Population is all elements that are together in an organized manner in a location, with the aim of drawing conclusions from research results (Amini et al., 2019). In this study, the research population comprises the employees of PT. Tunas Citra Pandawa, a company located in Bekasi City, with a total workforce of 186 employees.

Research Variables and Definitions

Variables	Indicators	Source
Leadership Style (X1)	<ol style="list-style-type: none"> 1. Leaders create a clear and positive shared vision and goals 2. Staff development, treating staff as individuals by supporting and encouraging development 3. Leaders motivate their workers 4. Innovative thinking, encouraging thinking about problems by questioning new assumptions 5. Supportive leadership, providing encouragement and recognition to staff 6. Empowerment: leaders foster trust, involvement and cooperation of team members in decision-making 7. Lead by example, practice what he teaches 8. Charismatic leaders instil pride and respect in others 9. Leader with good integrity 	Berger et al., (2012) Carless et al., (2000) Barnabas and Clifford (2012)
Motivation (X2)	<ol style="list-style-type: none"> 1. To fulfil your lifestyle 2. Earn personal income (monthly salary for satisfactory work results) 3. Security needs (safety benefits) 4. Get new learning to improve your abilities 5. The work done feels interesting and enjoyable 6. for satisfaction, successfully completing a difficult task. 	Tremblay et al., (2009) Trepanier et al., (2023)

	<ol style="list-style-type: none"> 7. Motivation as a basis within oneself 8. Motivation as part of the path of life choices. 9. Motivation is a choice to achieve important goals. 10. Motivation as the basis of the expectations given. 	
Teamwork performance (Y)	<ol style="list-style-type: none"> 1. Team effectiveness: the work produced can achieve targets 2. Team efficiency: work is completed on time 3. Team innovation, implementation of new ideas resulting from team collaboration 4. Sharing knowledge, team members share knowledge/ideas 5. Reflection on tasks 6. Reflection on the process: team members frequently review their goals 7. In a safe team climate, team members have a relationship of mutual trust 	<p>Leicher and Mulder (2016)</p> <p>Kotera Y, Aledeh M, Rushforth A, Otoo N, Colman R, Taylor E (2022)</p>

RESULT AND DISCUSSION

In evaluating the structural model, use the path coefficient value and p-values. The path coefficient value will explain the positive or negative relationship of the relationship pattern between variables, while the p-values explain the level of significance of the relationship between these variables. A relationship that occurs between variables can be declared significant if the p-value is less than 0.05 and vice versa; if the p-value exceeds 0.05, then the relationship between variables is declared not significant. The results of hypothesis testing between variables will be displayed in **Table 1.1**

Tabel 1.1
Hypothesis Testing Result between Variables

Hypothesis	Hypothesis Statistic	Path Coefficient	P-value	Information
H1	X1→Y1	0,971	0,000	significant
H2	X2→Y1	-0,197	0,000	significant
H3	X1→X2	0,651	0,049	significant

Hypothesis Testing

Based on the results of hypothesis testing, the first hypothesis (H1) shows a path coefficient value of 0.964, which indicates a positive relationship between leadership style (X1) and teamwork performance (Y1). The p-value obtained is 0.000, indicating that the relationship between the two variables is significant, so the first hypothesis (H1) can be accepted. Thus, it can be concluded that leadership style (X1) has a positive and significant effect on teamwork performance (Y1).

Furthermore, the second hypothesis (H2) has a path coefficient value of -0.189, which illustrates the negative relationship between the motivation variable (X2) and teamwork performance (Y1). The p-value obtained is 0.000, meaning the relationship between the motivation variable (X2) and team performance (Y1) is statistically significant. The chance that the negative relationship found occurred by chance is very small, and with a p-value well below the general significance limit (usually 0.05), the second hypothesis (H2) can be accepted. This confirms that the negative relationship is true in the research context.

The third hypothesis (H3) has a path coefficient value of 0.641, which explains that there is a positive relationship between the leadership style variables (X1) and motivation (X2). In this hypothesis, the p-value obtained is 0.049, which shows that the relationship between these variables is significant. Thus, the third hypothesis (H3) can be accepted. So, it can be concluded that the leadership style variable (X1) has a positive and significant relationship with motivation (X2).

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that in an effort to improve team performance at PT. Tunas Citra Pandawa is influenced by the company's leaders and is related to motivating its workers. The explanation of the research hypothesis by the researcher is as follows:

1. Leadership style has a positive effect on team performance, as indicated by the path coefficient test result value of 0.971, and the results are accepted. These results indicate that the leadership style applied at PT. Tunas Citra Pandawa significantly improves team performance. An effective leader can provide direction for workers to achieve the set work standards.
2. Based on the results of the path coefficient test, which is -0.197, it shows that motivation has a negative but significant effect on team performance. The results of the study indicate that motivation at PT. Tunas Citra Pandawa has a negative impact on team performance. There are several other factors, such as in the work environment or team dynamics that can hinder the effectiveness of motivation.
3. The influence of leadership style on motivation is positive and significant, which is proven by the results of the path coefficient test of 0.65. Good leadership can indirectly provide an example and increase employee motivation.

Managerial Implications

The managerial implications of this study can provide practical applications for companies to enhance ongoing management activities. The following are the managerial implications of this research:

1. Human Resource Management and Development: Management must ensure the existence of systems that effectively support human resource management, including structured training programs to enhance employee competencies and maximize their potential in achieving company goals.

2. Enhancing Team Collaboration Effectiveness: To achieve optimal team performance, management at PT. Tunas Citra Pandawa should encourage intensive interactions among employees. Management can facilitate team collaboration by allocating time and resources for group discussions and training, enabling each team member to improve their skills and collective understanding of assigned tasks.

Limitation

1. This study was conducted solely at PT. Tunas Citra Pandawa means the findings may not be fully generalizable to other companies or industries. The specific factors influencing leadership styles and motivation in this company may differ from those in other organizations.
2. This research only considers leadership style and motivation as the main variables affecting team performance. Other factors, such as organizational culture, human resource policies, or external environment, are not included, even though these factors could also influence team performance.

Suggestions for Further Research

Based on this study, there are several recommendations for further research, as outlined below:

1. Sample Expansion: Further research should be conducted in various companies or industries to test whether these findings can be generalized to a broader context.
2. Addition of Variables: Future research can explore other variables, such as organizational culture, work environment, and job satisfaction, that may have an influence on the relationship between leadership style and team performance.

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