

Research Article

Influence Motivation Work and Leadership Style to Increasing Employee Performance at Pt. Pertamina International Shipping

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Received Date: 28 July 2024

Revised Date: 19 August 2024

Accepted Date: 22 August 2024

Published Date: 28 August 2024

Abstract: Motivation, work, and style leadership are factors important in optimizing the performance of employees, and understanding the connection between both can give valuable insight for management in increasing the effectiveness of the organization. Study aim For know the influence of motivation work and style leadership on Employee Performance at PT. Pertamina International Shipping. With Motivation and style leadership as Independent variables, performance is variable-dependent. Population in study This is all over PT employees. Pertamina International Shipping, totaling 71 people. Deep data collection methods study This is done with method questionnaire (questionnaire), internal data analysis study This is Partial Least Square (PLS) with use software SmartPLS 3.2.8. The research result is that motivation and leadership style simultaneously affect the performance of employees who work at PT. Pertamina International Shipping. By partial influence variable Motivation influential to performance of employees on duty at PT. Pertamina International Shipping. By partial influence Leadership Style variable No influence on Power performance educators and education Employees who work at PT. Pertamina International Shipping.

Keywords: Leadership style, Motivation, Performace, Shipping.

I. INTRODUCTION

PT. Pertamina International Shipping is a child company from PT. Pertamina (Persero) operates in the field transportation sea, especially for the transportation of oil and gas. Companies operating in the maritime industry. This needs performance tall from his employees to ensure efficient operations, safety, and compliance with strict regulations. Employee performance is one of the key factors that influence the success of an organization in the context of PT. Pertamina International Shipping, optimal performance of employees are very important For ensuring smooth operation, minimizing accidents, and meeting company targets. Employee performance can influenced by various factors, two of them is motivation work and style leadership.

Motivation Work refers to an internal drive or external encouragement for employees to try more hard in the work they do. Giving effective motivation can increase Spirit work, satisfaction work, and, finally, performance. In an environment of competitive work like industry sailing, high motivation can make employees more committed to duties and responsibilities answer they. Leadership style is the approach used by the leader to motivate, lead, and manage employees. Leadership style can influence How employees respond to instructions and achieve objective work. A good leadership style can create an environment of positive work, improve satisfaction work, and encourage employees to work with more Good.

The Relationship Between Motivation Work, Leadership Style, and Employee Performance Motivation work and style leadership are often considered mutual factors related to influencing the performance of employees. Giving the right motivation can increase the satisfaction and productivity of employees. Likewise, a style of effective leadership can create supportive conditions and motivate employees. So, there is a need to explore how the second factor works together in the context of the performance of employees at PT. Pertamina International Shipping.

Research results previously about motivation (Jaya et al., 2022) Personnel Brimob nor motivation given by a person leader so that impact on performance Personnel Mobile Brigade. Motivation can increase employee performance. This is in line with research conducted by Bryan (Lamere et al., 2021), which stated that motivation affects employee performance at the Regional Development Planning Agency. Apart from motivation, style leadership is influential to the the performance of employees, according to the results study from. Leadership is someone who thinks and behaves in a way group with its members and wears methods or various styles, so leadership can push strength in every individual, giving motivation and coordinating the company to achieve objectives company. The achievement and success of an institution or organization are determined by the ability of leadership. Through ability, innovativeness, ideas and behavior leadership, somebody capable of delivering the organization reaches the objective. However, the results of a study by (Lamere et al., 2021) show that style leadership is not influential on the performance of employees.



The exposure results above stated that the study results are not consistent, so the researcher is interested in stage research at PT. Pertamina International Shipping. It is important to understand how big an influence giving motivation work and style leadership to improve performance employee. This study can give valuable insight for management companies to formulate more strategies Good for motivating employees and implementing style effective leadership. With know influence of the second variable, the company can implement more appropriate policies to increase the performance of employees, who in turn will contribute to the achievement of the objective of the company and the success of its operations.

II. LITERATURE REVIEW

A) *Work Motivation Theory*

Abraham Maslow's theory (Jayanti & Wati, 2019) puts forward that man's own hierarchy of necessary needs is fulfilled, starting from physiological and continuing to the actualization of the self. In context, companies like PT. Pertamina International Shipping: If needs a base like adequate pay and conditions and safe work is already fulfilled, employees will focus on more needs tall like recognition and personal achievement. Motivation For achievement will increase when employees feel the need for social and rewarding they fulfilled. Leaders who understand the hierarchy needs of an employee can create an environment supportive of work fulfillment needs and improve satisfaction in work and performance.

B) *Motivation*

According to (F. Pasalbessy, 2022), motivation is the giving or generating of motives; it can also be interpreted as things or circumstances becoming motives. Meanwhile, according to (Pradipta et al., 2024) According to, motivation is a coercive process in somebody to do something for himself themselves, others, and organizations. It is very important for one's own motivation for operating life, leading a group of people and achieving an objective organization. Very important that member police own the motivation for Work with Good because they guard peace in society and can manage many people.

C) *Leadership*

Leadership or leadership is knowledge applied from social sciences, cause principles and formulations expected can bring benefit to welfare man; experts put forward many understandings according to corner respective views, and definitions the show exists a number of similarities. Leadership According to (Jarot Prianggono, 2022), Theory X argues that people usually do No initiative, are lazy, like orders, and require supervision; autocratic leaders tend to agree. Researchers have put forward many definitions, highlighted and discussed in the review. Apart from that, the benefits and drawbacks from autocratic leadership are discussed. Leadership in style leadership usually does not encourage innovative ideas to solve problems, so leaders must withhold self (Massry-Herzallah & Arar, 2019) . Because they encourage and inspire employees to reach objective organizations, leaders put themselves above the group.

D) *Performance*

According to (Lestari & Farida, 2022), the performance of employees is at a level where the employees reach requirements work. Employee performance refers to how an employee does tasks in accordance with standards and expectations that have been determined by the organization (Widriasmatiwi et al., 2019) . This includes how much Good they finish work them, and how they contribute to the objective organization, as well as attitudes and behavior they are in place Work.

Development hypothesis

Influence motivation to improve performance.

High motivation, both intrinsic and extrinsic, can push individuals to work louder, more focused, and more innovative, which in turn can increase the quality and quantity of results work. However, effectiveness motivation in increasing performance is influenced by various factors, incl type of task, level of motivation, and conditions environment (SA Sari & Yuniningsih, nd) . Hypothesis This argues that there is a positive connection between motivation and performance. That means more and more motivation someone, the increasingly big possibility they For show more performance Good in work or task they. However, effectiveness motivation in increasing performance is also affected by various other factors such as type of task, environment work, and individual yourself. Pg This is in line with the study from (F. Pasalbessy, 2022) and (Jaya et al., 2022) . So, the hypothesis was formulated as follows:

H1 = motivation influential positive to performance employee

Influence style leadership to improve performance refers to the way a leader leads and influences a team or organization. Leadership styles can vary and include authoritarian, democratic, transformational, transactional, laissez-faire, and others. Refers to results or quality work achieved by an individual or team in an organization. Leadership style influences various aspects like motivation, satisfaction, work, and engagement, all of which contribute to improved performance (AR Sari & Martha, 2022) . However, effective style Leadership is also influenced by contextual factors like the type of tasks and organizational culture. This matter is in line with the results of the study from (AR Sari & Martha, 2022) and (Alif Utomo, 2019) . So, the hypothesis was formulated as follows:"

H2 = Leadership style influential positive to performance employee

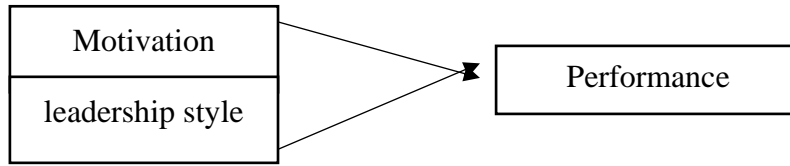


Figure: Framework

III. RESEARCH METHODOLOGY

The study was carried out in marine operations carried out at PT. Pertamina International Shipping, which is frequently abbreviated being PIS, is a child business from Pertamina which operates in the field shipping. In this population study, employees at PT. Pertamina International Shipping totaling 71 people.

Table 1 . Operational Research Variables

Variable	Dimensions	Indicator
1. Motivation	1. Motive 2. Hope 3. Incentives	- Need Physiological - Security - Award - Group - Self Actualization - Feeling Calm - Justice - Wise leadership - Award performance - Guarantee safety - Bonuses - Commission - Distribution profit - Help day old - Guarantee social - Charter award - Promotion
2. Leadership Style	1. Feelings 2. Function 3. Style	- Cooperation - Trustworthy - Direct - Create atmosphere - Planning - Development loyalty - Supervision - Take decision - Giver motivation - Approach - Determination implementation - Build connection
3. Performance	1. Work results 2. Behavior 3. Characteristics	- Output results - Speed - Accuracy - Not quite enough answer - Precision - Discipline - Compliance - Cleanliness - Deep style Work - Mental - Toughness - Loyalty

Source: author's data

IV. ANALYSIS AND DISCUSSION RESULTS

A) Analysis Results

Table 2. Research Structure Anova
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1369.386	2	685,693	23,059	,000 ^a
	Residual	2286.414	77	29,694		
	Total	3655,800	79			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: SPSS output

Table 3. Research Structure Anova
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36,532	6,936		5,267	,000
	X1	,301	,143	,338	2,104	,039
	X2	,267	,142	,302	1,883	,064

a. Dependent Variable: Y

Source: SPSS output

Based on the calculation results, a significance figure (sig) of 0.000 was obtained. The number $0.000 < 0.05$. Therefore, H0 is rejected, and H1 is accepted. This means that the variables Motivation and, Leadership Style, and Performance are significant.

Test the hypothesis of the influence between Motivation and Leadership Style and Performance on duty at PT. Pertamina Internasional Shipping combined can also be done by comparing the significance of calculated F with table F. If F count > F table, then H0 is rejected and H1 is accepted, meaning it is significant. And if F count < F table, then H0 is accepted and H1 is rejected, meaning it is not significant.

The F table number can be seen in the F table with a significance level (α) of 0.05 at $df1 = k - 1$ ($3 - 1 = 2$) and $df2 = n - k$ ($80 - 3 = 77$), which is 3.00. From the ANOVA table, it can be seen that the calculated F value of 19.246 is greater than the F table of 3.00 ($23.059 > 3.00$), so H0 is rejected, and H1 is accepted, meaning it is significant.

Simultaneous Analysis of Motivation and Leadership Style on Performance

The influence of Motivation and Leadership Style on individual performance can be seen from the significance value, and the magnitude of the influence can be seen from the Beta or Standardized Coefficients value in the Coefficients table below.

Table 4. Research Structure Coefficients
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36,532	6,936		5,267	,000
	X1	,301	,143	,338	2,104	,039
	X2	,267	,142	,302	1,883	,064

a. Dependent Variable: Y

Source: SPSS output

From Eq on can be conveyed equality the regression is $Y = 36,532 + 0.301X1 + 0.267 X2$. From the table above, it is clear that, in a way, both simultaneous variables, Motivation (X1) and Leadership Style (X2), are significant at $p \leq 0.05$. From the results of the F test, it is significant with r^2 , which is not high (medium) but, in a way, individual/partial. There are independent variables that are not influential or significant. So basically, analysis can conclude that its effectiveness is not in a way multiple nor in a way partial that More performance is caused by factors Motivation (X1) and interpersonal leadership style (X2) served at PT. Pertamina Internasional Shipping.

Analysis Influence Motivation (X1) Against Performance (Y).

Test results influence Motivation (X1) towards Performance (Y), as seen in Table 5.18. Significance test analysis track searching for with compare between mark probability (sig) with $\alpha = 0.05$. The basis for taking his decision is If the mark probability (sig) more smaller of $\alpha = 0.05$ (sig < 0.05), then H0 is rejected, and H1 is accepted, meaning significant. And if the mark probability (sig) more bigger of $\alpha = 0.05$ (sig > 0.05), then H0 is accepted, and H1 is rejected, meaning No significance.

Information :

- H0: No influence between motivation on the performance of employees who work at PT. Pertamina International Shipping
- H1: Yes influence between motivation on the performance of employees who work at PT. Pertamina International Shipping

Based on the results, the calculation obtained a mark probability (sig) between Motivation and Performance of 0.000. The number $0.039 < 0.05$, then Ho is rejected, and H1 is accepted, meaning the coefficient analysis track is significant. So, there is an influence between Motivation and Performance.

Analysis Influence of Leadership Style (X2) on Performance (Y)

Test results influence of Leadership Style (X2) on Performance (Y) can seen in Table 5.18. Significance test analysis track searching for with compare between mark probability (sig) with $\alpha = 0.05$. The basis for taking his decision is If the mark probability (sig) more smaller of $\alpha = 0.05$ (sig < 0.05), then H0 is rejected, and H1 is accepted, meaning significant. And if the mark probability (sig) is more big of $\alpha = 0.05$ (sig > 0.05), then H0 is accepted, and H1 is rejected, meaning No significance.

Information :

- H0 : No influence between Leadership Styles to performance on duty at PT. Pertamina International Shipping
- H1: Yes influence between leadership styles to employees who work at PT. Pertamina International Shipping

Based on the results, the calculation obtained a mark probability (sig) between Leadership Styles and Performance of 0.065. The number $0.064 > 0.05$, then Ho is rejected, and H1 is accepted, meaning the coefficient analysis track is Not significant. So, there is No there is influence between Leadership Styles and employee performance served at PT. Pertamina International Shipping.

B) Discussion

The Simultaneous Influence of Motivation and Leadership Style on Performance

The results of hypothesis testing show that there is an influence of Motivation and Leadership Style together on performance. Motivation and style leadership work in a synergistic way to influence performance. Effective leadership style can increase the motivation of employees, and vice versa; high motivation can increase the effectiveness of the style of leadership. Leaders are transformational and often inspire and motivate employees with an inspiring vision that can increase intrinsic motivation. Employees who are motivated by the vision and goals of the organization tend to show more performance Good. This study is in line with (Santoso, 2021) , (Aliyyah et al., 2021) (Chamariyah et al., 2022) (Jarot Prianggono, 2022) . However, the results of the study from (Lamere et al., 2021) are different in that motivation and style of leadership do not influence the performance of employees.

The Effect of Motivation on Performance

The results of this research state that there is an influence between motivation on the Performance of Employees working at PT. Pertamina International Shipping. Motivated employees tend to try more hard to finish tasks. Motivation gives the necessary energy and drive to do work with more good and more efficiently. Motivation intrinsic, like satisfaction personal from the achievement of a task or confession, yes increases the commitment of employees to work, pushing them to finish tasks with more dedication big. This research result is in line with (F. Pasalbessy, 2022) , (Santoso, 2021), but (Lamere et al., 2021) state that motivation does not influence the performance of employees.

Analysis of the Influence of Leadership Style on Performance

The results of this research state that there is no influence between Leadership Style and the Performance of Employees working at PT. Pertamina International Shipping. At a company with a strong organizational culture, such as PT. Pertamina International Shipping norms and values may be very dominant in the company. If style leadership is not in line with the existing culture, the influence of style leadership on performance can be minimal. Employee Possible Already used to with style leadership certain appropriate ones with organizational culture, so change style leadership No influence performance in a way significant. This research result is in line with studies (Saputri & Andayani, 2018) , (Lamere et al., 2021) , (Jarot Prianggono,

2022) but different from the results study from (Jaya et al., 2022) that style leadership is influential to the performance of employees.

V. CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

A) Conclusion

Motivation and Leadership Style, in a way, simultaneously affect the performance of employees on duty at PT. Pertamina International Shipping. By partial influence variable Motivation influential to performance of employees on duty at PT. Pertamina International Shipping. By partial influence Leadership Style variable No influence on Power performance educators and education Employees who work at PT. Pertamina International Shipping.

B) Research Limitations

Limitations are form imperfection, man. This also happens to researchers, where researchers realize that making easy questions/statements For understood respondents turns out Not easy, so various efforts on how to determine the existing indicators in theory can interpreted through questions/statements so that they can understood by respondents. Interpretation results This is based on deducing theories with limited respondents.

C) Suggestion

Suggestions for Study Furthermore

Some possible suggestions given for the researcher are : (1) The author recommends that the researcher expand the scope of his research not just on the Jakarta branch only but on some Employees who work at PT. Pertamina International Shipping at a branch other (2) For study next to get it to use more lots respondents so they can obtain different conclusions For add insight and knowledge.

Suggestions for Management Employees who served at PT. Pertamina International Shipping

Some possible suggestions given for party school are (1) All Employees who work at PT. Pertamina International Shipping is more intensive again in carrying out duties and responsibilities with form reliable teamwork. (2) For party management it is expected to build more strong motivation. Because of good motivation can increase performance.

Suggestions for Development Knowledge.

Research results are expected capable give proof empirical about the influence of Motivation and Leadership Style on the performance of employees who work at PT. Pertamina International Shipping Additionally, results study This can be beneficial in giving donations useful constructive in development management source Power humans, esp as material reference for the other party will do study about a number of aspects that can be affecting the performance of employees on duty at KP Gatotkaca 7008 in an organization in the field of news.

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