

The Influence of Leadership Style to Motivation Work Employees in Factory Coconut Palm Oil (Case Study on PT. Flora Wahana Tirta Rifansi Kampar Regency)

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Abstract: The objective of this study is to analyze, understand, and explain the influence of leadership styles on employee work motivation at the palm oil factory (case study of PT. Flora Wahana Tirta Rifansi, Kampar Regency). The research type employed in this study is descriptive survey research, utilizing a quantitative research method and data analysis software SPSS 26. The population of this study consists of employees of PT. Flora Wahana Tirta Rifansi in Kampar Regency, with a total of 55 respondents. The findings indicate that the leadership style variable, which includes indicators such as instructive behavior, consultative behavior, participative behavior, delegative behavior, and supportive leadership behavior, received responses indicating agreement from the respondents. Similarly, the work motivation variable, with indicators such as behavior direction, effort level, and persistence level, also received responses categorized as agreeing. Furthermore, statistical analysis reveals that leadership style has a significant influence on employee work motivation at the palm oil factory, PT. Flora Wahana Tirta Rifansi, Kampar Regency.

1. Introduction

In the current era of globalization, a company or organization is considered successful when it has someone capable of being a driving force, responsible for assessing both themselves and their subordinates within an organization. The performance of an organization can be evaluated by considering the quality of its human resources, which is reflected in the ability to identify problems within the organization, analyze those problems, and predict the potential impacts. Employees, as human resources, are crucial assets that must be given due attention in an organization.

In any organization, whether in a company or a business, human resources play a vital role in achieving the success of the organization and represent the ultimate goal of the company. Therefore, managing human resources effectively requires evaluating the performance of individuals, both for their own benefit and for the success of the company as a whole.

A leader must understand that employees are valuable resources with a significant impact on productivity. On the other hand, the company must also pay attention to the guidance of each employee to ensure they meet the company's objectives while also encouraging individuals to work more efficiently. As a leader, guiding, persuading, and making decisions while considering the organization's goals can significantly affect the performance of the company. The leader's style and approach in managing the company align with the direction set for achieving organizational goals.

According to Effendi (2002:28) in Priyono (2016:176), leadership style is the way a leader conducts their activities in an effort to guide, direct, and control the thoughts, feelings, or behaviors of one or more individuals to achieve specific objectives. A leader in a company is someone with exceptional skills and qualities, serving as a commander, guide, and mentor, capable of influencing others to work together in achieving a goal. Leadership is one of the most crucial factors in determining the success or failure of an organization (Simanjutak, 2020). According to Alhudhori et al. (2019) in Wardi and Thaib (2023), leadership style is the way a leader influences their followers and is reflected in their behavioral patterns and personality. A leader is someone who has a program and acts in a particular way or style with the group members. Thus, leadership functions as a dynamic force that motivates, coordinates, and drives the organization toward the goals already set.

Work motivation refers to the desire to do something, to determine the capacity for action, and to satisfy individual needs. Good work motivation can also support the success of an organization in achieving its objectives. Leadership style also plays a role in assessing employee motivation, as it is one of the ways to evaluate employees' enthusiasm for their work. Additionally, job security should be considered by the leader, ensuring that the workplace environment is conducive to employees' productivity. With these factors in place, organizational goals will be achieved as desired. Furthermore, interpersonal relationships between leaders and subordinates, when established with the motivation from the leader, will help the organization reach its goals. Conversely, when motivation declines, it will hinder the organization in achieving its objectives. Therefore, enhancing human resource motivation has become increasingly crucial.

Hasibuan (2016:141) in Fajrin (2018) explains that "Motivation is what causes, channels, and supports human behavior, so they are eager and enthusiastic to work diligently to achieve optimal results." Motivation also applies to the leader themselves. Without motivation, a leader will lack the drive to move the company or organization forward. Hence, it is important for motivation to come from within to perform daily tasks and responsibilities. Even if an individual performs their tasks well, without proper motivation, the task may not be completed effectively. With high motivation from both leaders and subordinates, the impact on performance will also be high. Employee performance is one of the dimensions used to measure, evaluate, and carry out duties and responsibilities within the organization where they work.

Table 1. Data and Levels Absence Employees 2019-2024

Year	Amount Employee	Amount day Work employee	Absence			Amount absence per year (person)
			I	S	A	
2019	49	312	3	9	12	24
2020	51	312	9	4	2	15
2021	65	312	15	5	3	23
2022	45	312	6	12	2	20
2023	45	312	2	5	10	17

Source: PT. Flora Wahana Tirta Rifansi Kampar Regency 2024

With the presence of leadership styles and employee work motivation, leaders can create high-performing employees, achieving good individual performance, and fostering motivation so that employees are willing to work based on their desires and high achievement motivation. Employee performance can determine whether the organization's goals and objectives are realized. The leadership style employed by the superior and the kind of motivation applied by the leader to their subordinates are crucial factors. This study was conducted at PT. Flora Wahana Tirta Rifansi in Kampar Regency. The purpose of the research at

PT. Flora Wahana Tirta Rifansi in Kampar Regency is to examine how leadership styles and motivation are implemented by leaders toward their subordinates.

According to Alhudhori et al. (2019), leadership style refers to the way a leader exerts influence over their followers, which is manifested through behavioral patterns and personality. A leader is someone who has a program and acts in a certain way or style with the group members. Thus, leadership functions as a dynamic force that provides motivation, coordinates, and drives the organization toward the goals that have been established.

The indicators of leadership style in this study refer to the leadership style indicators according to Thoha (2014) in Maharani (2021) as follows:

1. Instructive Behavior: The activity plan becomes the sole authority of the leader, which is then directed to the subordinates. This indicator is measured by respondents' perceptions regarding the leader's guidance on the activity plan.
2. Consultative Behavior: A leader who uses two-way communication and listens to subordinates' complaints about the decisions made.
3. Participative Behavior: Both the leader and the subordinates are involved in problem-solving and decision-making. This indicator is measured by respondents' perceptions of whether the leader involves employees in solving organizational problems.
4. Delegative Behavior: The leader delegates the issues faced to the subordinates and entrusts them with decision-making responsibilities.
5. Supportive Leadership: Efforts are made to make work more enjoyable. This indicator is measured by respondents' perceptions of whether the leader strives to make work more enjoyable for employees.

Motivation is the driving force that directs employees to work better and with higher quality, to take responsibility, and to strive for improved job performance. Motivation can be measured using the following indicators (Kartika and Kaihatu, 2010):

1. Behavioral Direction: Refers to the behavior that an individual chooses when working, from many possible behaviors that they may engage in, whether consistent or not. This indicator is measured by the employees' desire to advance in providing excellent technical and administrative personnel services.
2. Effort Level: Refers to how hard someone works according to the chosen behavior. This indicator is measured by the effort employees put in to achieve work performance in an effort to improve quality.
3. Persistence Level: Refers to the motivation of employees when faced with problems, obstacles, or challenges in their work, and how hard they continue to try to carry out the chosen behavior. This indicator is measured by the employees' efforts to persistently complete their tasks and provide good service.

1.1 Research Problem

Based on the background and main issues described above, the research problems in this study are formulated as follows:

1. What is the leadership style at the PT. Flora Wahana Tirta Rifansi palm oil factory in Kampar Regency?
2. What is the work motivation of employees at the PT. Flora Wahana Tirta Rifansi palm oil factory in Kampar Regency?
3. How does leadership style affect the work motivation of employees at the PT. Flora Wahana Tirta Rifansi palm oil factory in Kampar Regency?

1.2 Research Objectives

1. To understand and analyze the leadership style at the PT. Flora Wahana Tirta Rifansi palm oil factory in Kampar Regency.

2. To understand and analyze the work motivation of employees at the PT. Flora Wahana Tirta Rifansi palm oil factory in Kampar Regency.
3. To understand and analyze the influence of leadership style on the work motivation of employees at the PT. Flora Wahana Tirta Rifansi palm oil factory in Kampar Regency.

2. Research Methods

2.1 Research Type

This research uses a descriptive survey research type, which aims to provide a complete picture of a social setting or to explore and clarify a social phenomenon or reality by describing variables related to the problem and location under study. According to Sugiyono (2017:63) in (Merlina Nadia, 2023), descriptive research is a systematic description of theories and research findings that are relevant to the variables being studied.

Furthermore, the research method used is quantitative. Quantitative research is based on the philosophy of positivism, used to study a particular population or sample, and involves data collection using research instruments. The data analysis is quantitative, with the goal of testing predetermined hypotheses (Sugiyono, 2021:16-17).

In this study, the researcher conducted research directly at PT. Flora Wahana Tirta Rifansi in Kampar Regency by surveying aspects related to the research to describe the actual conditions found during the study. This process involves collecting data, clarifying information, and formulating an analysis of the issues faced.

2.2 Research Location

PT. Flora Wahana Tirta Rifansi in Kampar Regency operates in the palm oil plantation sector, including seedling, planting, and processing fresh fruit bunches (TBS) to produce sustainable palm oil at a high-tech, environmentally friendly mill. The company is located at Jl. Lintas Sumatra Pekanbaru-Teluk Kuantan KM 53 RT.005 RW.002 Kebun Durian Gunung Sahilan, Kampar Regency, Riau. This palm oil plantation spans 3,211 hectares in Kiri Tengah District, Kampar Regency.

2.3 Population and Sample

According to Sugiyono (2021:126) in (Merlina Nadia, 2023), the population refers to the generalization area consisting of objects/subjects with specific quantities and characteristics that the researcher has determined to study and draw conclusions from. In this study, the population consists of all employees at the PT. Flora Wahana Tirta Rifansi palm oil mill in Kampar Regency, totaling 107 employees.

Sugiyono (2021:127) in (Merlina Nadia, 2023) defines a sample as a subset of the population's number and characteristics. When the population is large, and the study cannot observe every individual in the population due to constraints in funds, manpower, or time, sampling techniques are employed. This study uses the Slovin formula for sample size calculation:

$$n = \frac{N}{1 + Ne^2}$$

information:

n = amount sample

N = amount population (107 people were taken) from employee)

e = precision (set at 10% with level 90% confidence)

Through formula above, then amount sample to be taken is:

$$n = \frac{N}{1 + Ne^2} = n = \frac{107}{1 + 107 (0,1)^2}$$
$$= \frac{107}{1 + 107 (0,01)} = \frac{107}{20,7} = 5.1690821256 = 52$$

Thus, rounding the result, the sample size is 52, and to account for potential errors in questionnaire completion, the researcher rounded the sample size up to 55 employees.

2.4 Sampling Technique

The sampling technique used in this study is Nonprobability Sampling, which does not provide equal opportunities for every element of the population to be selected as a sample (Sugiyono, 2021:134). Specifically, the study employs purposive sampling, which selects samples based on specific considerations relevant to the research purpose. The sample size determined through the Slovin formula is 55 employees. This sampling technique is suitable for this research, which investigates the impact of leadership style on employee motivation at PT. Flora Wahana Tirta Rifansi in Kampar Regency.

2.5 Types and Sources of Data

The types and sources of data used in this study are as follows:

- 1) **Primary Data:** Data obtained directly from the research subject at PT. Flora Wahana Tirta in Kampar Regency, such as responses to the questionnaire regarding leadership style and employee motivation.
- 2) **Secondary Data:** Data needed to describe the research location and support the research findings. This includes documents and written materials obtained from PT. Flora Wahana Tirta in Kampar Regency, such as:
 - a) Employee count at the PT. Flora Wahana Tirta palm oil mill
 - b) Company history
 - c) Organizational structure
 - d) Other relevant data that helps refine the research analysis.

2.6 Data Collection Techniques

The data collection techniques used in this study include:

1. **Questionnaire,** A questionnaire is used to gather data by distributing forms to the employees who are part of the sample.
2. **Interviews,** Interviews are used to obtain information through direct communication (face-to-face) with the informants. This method allows the researcher to gain deeper insights from the respondents.
3. **Observation,** Observational data collection involves direct observation of the research location to obtain firsthand data.

2.7 Data Analysis Techniques and Hypothesis Testing

The data analysis techniques used in this study are descriptive and quantitative. Descriptive analysis is a method of analyzing the data that explains the data collected and draws conclusions based on the characteristics of the research location and related factors. Quantitative analysis uses statistical support to calculate numbers and analyze the data obtained, which helps test the hypotheses established in the study.

3. Result and Discussion

The findings on the Leadership Style variable, based on data obtained through observation and questionnaires, are as follows:

Based on the analysis of table 2, it can be concluded that the results of the observations, questionnaires, and interviews conducted by the researcher indicate that each indicator falls under the "Good" category, with a total score of 3,410. The sub-indicator contributing most significantly is *directive behavior*, with a score of 719. This suggests that directive behavior among employees at PT. Flora Wahana Tirta Rifansi, Kampar Regency, is highly effective. This finding is measured across the dimensions of leadership style. These dimensions collectively

reflect the quality of leadership practices in the organization, emphasizing their positive influence on employee motivation and performance.

Table 2. Recapitulation Leadership Style Variable (X)

No	Information	Response Respondents					Amount	Weight	Category
		SS (5)	S (4)	KS (3)	TS (2)	STS (1)			
1.	Instructive Behavior	38	114	11	2	0	165	719	Strongly Agree
2.	Consultative Behavior	44	109	9	3	0	165	689	Agree
3.	Participative Behavior	34	113	14	3	1	165	680	Agree
4.	Delegative Behavior:	30	120	13	2	0	165	645	Agree
5.	Supportive Leadership	32	117	14	2	0	165	677	Agree
Amount		178	573	61	12	1	825	3.410	
Presentation		21.58	69.45	7.39	1.45	0.12	55		
Category		Agree							

Source: Data Processed Study, 2024

The research findings on the work motivation variable, based on data collected through observations and questionnaires, are as follows:

Table 3. Recapitulation Variables Motivation Work (Y)

No	Information	Response Respondents					Amount	Weight	category
		SS (5)	S (4)	KS (3)	TS (2)	STS (1)			
1.	Behavioral Guidelines	65	96	4	0	0	165	721	Strongly agree
2.	Level of Business	44	106	13	2	0	165	687	Agree
3.	Persistence Level	41	113	9	1	1	165	687	Agree
Amount		150	315	26	3	1	495	2,095	
Percentage (%)		30.30	63.64	5.25	0.61	0.20	55		
Category		Strongly agree							

Source: Data Processed Study, 2024

Based on the results of observations, questionnaires, and interviews conducted by the researcher, it can be concluded that responses for each indicator received a score of 2.095. Among these, the sub-indicator behavioral direction had the highest impact, with a score of 721. This highlights that the behavioral direction of employees at PT. Flora Wahana Tirta Rifansi is excellent, as measured through the dimensions of work motivation.

3.1 Validity Testing

Validity test Leadership Style and Motivation Questionnaire Work used for measure legitimate or whether or not a questionnaire. A questionnaire is said to be valid if every statement on the questionnaire can used For to the point what should be measured. In other words, the statements contained in the questionnaire capable become tools for measuring the phenomenon being studied. Testing the validity of research data this use correlations each factor with provision r - count value $>$ r - table, then the statement item can say to be valid.

Validity test results for each indicator statement for Leadership Style Variables and variable Motivation Work in study this declared valid. Because the r- count value > r- table, which means that each indicator the declared valid and can reliable.

3.2 Reliability Testing

Reliability testing is a method used to measure variables through questionnaires, which act as indicators for the variables being studied. The reliability of an instrument ensures consistent and stable measurements across various items of the instrument, as the results of the measurements are free from measurement errors. A questionnaire is considered reliable if the responses provided by an individual to a set of statements yield consistent results over time. The criteria for determining reliability are as follows:

1. If Cronbach's Alpha > 0.6, the observation instrument is deemed reliable.
2. If Cronbach's Alpha < 0.6, the observation instrument is deemed unreliable.

Table 4. Reliability Test Results

No	Variables	Number of Items	Cronbach's Alpha	Reliability Limits	Information
1.	Leadership Style	15	0.814	0.6	Reliable
2.	Motivation Work	9	0.728	0.6	Reliable

Source: SPSS Processed Data ,24

Based on table 4, it can be concluded that the Leadership Style variable (x) and the Work Motivation variable (y) are reliable. Therefore, they meet the requirements to be used as data in this research.

3.3 Simple Linear Analysis

Simple linear regression analysis, according to Sugiyono (2013:261), is based on the functional or causal relationship between one independent variable and one dependent variable. In this case, it refers to the relationship between the Leadership Style variable (X) and the Work Motivation variable (Y). The results of this simple linear regression analysis can be observed as follows:

Table 5. Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20,138	4.933		4.082	.000
Leadership Style	.296	.080	.454	3,712	.000

Source : SPSS 26 Processed Data

Based on the output in SPSS above , then can formulated equation model the regression as following :

$$Y = 20.138 + 0.296 X$$

Equation model regression the means:

1. Constants of 20,138 means If variable free X (Leadership Style) that valuable zero , then variable bound Y (Motivation Work) is valuable amounting to 20,138 units
2. Coefficient X regression of 296 states that every addition value 1% value Leadership Style Variables increase of 296. Coefficient regression the worth positive. The more Big Leadership Style so mark Motivation Work will get better.

3.4 T-Test

The T-test aims For know whether variable independent (Leadership Style) influential significant to variable dependent (Motivation Work). With level significant used in study This of 5% or 0.05. The t-test is used with method comparing t- count > t- table, as base for taking decision with explanation under this:

1. If t- count > t- table then Ho is rejected and Ha is accepted, then in a way partial existence influence between Leadership Style (X) and Motivation variables Work (Y).
2. If t- count < t- table then Ho is accepted and Ha is rejected, then in a way No existence influence between Leadership Style (X) and Motivation variables Work (Y).

Table 6. Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20,138	4.933		4.082	.000
Leadership Style	.296	.080	.454	3,712	.000

Source: SPSS Data Processing, 2024

From the table on so can concluded , this t-test done with comparing t- count > t- table at 5% signifiacnce (=0.05).

$$\begin{aligned}
 t\text{- table} &= a \alpha/2: nk-1 \\
 &= 0.05/2:55-1-1 \\
 &= 0.025:53 \\
 &= 2.006
 \end{aligned}$$

So, it is known, t- table = 2.006 from SPSS output results in table V.19, then can concluded: t- count = 3.712 > 2.006. This means that Ho is rejected, and Ha is accepted. There is significant influence Leadership Style variable (X) on variable Motivation Work (Y). Then it can submit that hypothesis proposed: suspected that Leadership Style influential to Motivation Work Employees at PT. Flora Wahana Tirta Rifansi, Kampar Regency.

3.5 Coefficient of Determination (R²)

The coefficient of determination test, or R-square test, is used to determine the percentage or contribution between the independent variable (Leadership Style) and the dependent variable (Work Motivation). To provide a clearer view of the results, the following calculation is presented:

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454 ^a	.206	.191	2,690

a. Predictors: (Constant), LEADERSHIP STYLE

Source: SPSS Processed Data ,2024

Based on the table above, it can be concluded that the coefficient of determination or R-square is 0.206 or 20.6%. This means that the Leadership Style variable influences the level of Work Motivation by 20.6%, while the remaining 79.4% is influenced by other factors not observed in this study. This result indicates that although leadership style has a positive effect on employee work motivation, its influence is relatively weak. This suggests that leadership style is not the only variable affecting employee work motivation.

In comparison, previous research on the Influence of Democratic Leadership Style on Employee Work Motivation at PT XYZ (Nanda and Wikansari, 2017) also revealed similar findings. According to their research, the percentage of the effect of democratic leadership style

on employee work motivation, as determined by the coefficient of determination formula, was 20.5%. The remaining 79.5% was influenced by other factors not investigated in their study, such as wages, working conditions, and the quality of supervision.

4. Conclusion and Suggestion

4.1 Conclusion

Based on the data analysis results of hypothesis testing regarding the influence of leadership style on employee motivation at PT. Flora Wahana Tirta Rifansi palm oil mill in Kampar Regency, the following conclusions can be drawn: 1) Leadership Style. The research findings indicate that the leadership style at PT. Flora Wahana Tirta Rifansi palm oil mill is categorized as "Agree." This means that the leadership behaviors, which include instructive, consultative, participative, delegative, and supportive leadership, consistently contribute to enhancing employee motivation. Consequently, the leadership style has an impact on employee motivation. 2) Employee Motivation. The study reveals that employee motivation at PT. Flora Wahana Tirta Rifansi palm oil mill is categorized as "Strongly Agree." This suggests that the motivational factors, such as behavioral direction, effort level, and persistence, are in line with the employees' expectations, leading to motivated employees in their work at the palm oil mill. 3) Simple Linear Regression Analysis. Based on the simple linear regression analysis, it is proven that the leadership style variable significantly affects employee motivation at PT. Flora Wahana Tirta Rifansi palm oil mill. This indicates that better leadership style leads to increased employee motivation. The statistical analysis using SPSS 26 supports this conclusion, showing a significant relationship between leadership style and employee motivation at the palm oil mill.

4.2 Suggestion

Based on the conclusions drawn from this research, in order to maintain and attract employees while improving their work motivation, the following suggestions are provided to enhance the organization's performance: 1) Leadership Style. It is recommended that the leadership at PT. Flora Wahana Tirta Rifansi, Kampar Regency, further improve collaboration and communication with all employees. Regarding motivation, the company should pay more attention to recognizing and rewarding employee achievements. Additionally, providing guidance to new employees, particularly those in training, will help them align with the company's expectations and execute their duties effectively. 2) For Future Researchers. It is suggested that future researchers examine the impact of leadership style on employee motivation by including other independent variables that were not covered in this study. This will provide a more comprehensive understanding of the factors influencing work motivation. 3) For Readers. The insights gained from this research are expected to be useful for the development of knowledge and perspectives, particularly in the field of human resources within organizations or companies. The findings should contribute to a better understanding of leadership dynamics and employee motivation.

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