

EMPOWERING SUSTAINABLE ECONOMIC DEVELOPMENT: ORGANIZATIONAL AND EMPLOYEE PERFORMANCE IN INDONESIA'S PRINTING INDUSTRY

Mochamad Rizki Sadikin ¹⁾, Mario Nugroho ²⁾

^{1,2)} Faculty of Economic and Business Universitas Mercu Buana, Jakarta, Indonesia

Corresponding author: mochamad.rizki@mercubuana.ac.id

Abstract

This study investigates the impact of leadership style, motivation, and work environment on employee performance at a prominent printing company in Indonesia. The research utilized a census sampling method to select a sample of 52 permanent employees. Data were gathered via survey, with a structured questionnaire serving as the primary research instrument. Structural Equation Modeling (SEM) using Partial Least Squares (PLS) Version 4 software was employed for data analysis. The findings reveal that leadership style has a positive effect on employee performance. Similarly, the work environment positively influences both employee performance and motivation. Furthermore, motivation is positively related to employee performance. Conversely, the study found that leadership style does not have a direct impact on motivation. These results underscore the importance of a supportive work environment and intrinsic motivation in enhancing employee performance, while suggesting that leadership style's impact on performance does not extend directly to motivational aspects.

Keywords: Leadership Style, Motivation, Work Environment, Employee Performance

Introduction

In carrying out activities within an organization or company, competent human resources are crucial, each in their respective field. Human resources become an important area of focus for a company because the issues faced are not only related to materials, capital, equipment, and production but also involve human resources, who essentially manage the factors of production and are the ultimate goal of the production activities themselves. In conducting business activities, performance is crucial for helping a company achieve its business goals more effectively. The performance of employees, departments, and the overall organization has a significant impact on the success and growth of the company. However, based on observations of the sales division at PT. X which is a leading Indonesian printing company, there has been a decline in print-on-demand sales targets over the past five years, specifically in 2018, 2019, 2020, 2021, and 2022. This indicates that there is a productivity issue at PT. X that affects employee performance within the company. The factors considered to influence employee performance at PT. X, based on the results of a preliminary survey, are leadership style, work motivation, and work environment. Leadership style is the process of influencing individuals or groups to achieve goals. A leader's effectiveness is determined by their ability to adapt their leadership style to the work situation. With the right style, a leader can inspire employees, enhance performance, and strengthen harmonious working relationships. Cooperation and a good relationship between leaders and employees are keys to successfully improving company performance (Erry, 2021). Work motivation is the drive or enthusiasm that compels an individual to perform their job to the best of their ability and effectively to achieve the company's goals. It involves various sources of energy or force both from within and outside the job, including effort, intensity, and perseverance. Work motivation also encompasses positive attitudes or mindsets that arise from internal factors or external influences, which make an individual enthusiastic and eager to carry out tasks to achieve organizational or company goals (Adinda, Firdaus, & Agung, 2023). The work environment refers to the situation and place where employees perform their tasks daily. A good work environment creates a sense of security for employees and allows them to work optimally. A pleasant work environment can make employees feel comfortable in completing their tasks and encourage them to achieve optimal results. Conversely, if the work environment is inadequate, it can negatively impact employee productivity. This, in turn, will affect the performance demonstrated by employees. (Wokas, Dotulong, & Saerang, 2022).

The factors considered to influence employee performance at PT. X, based on the results of a preliminary survey, are leadership style, work motivation, and work environment. Leadership style is the process of influencing individuals or groups to achieve goals. A leader's effectiveness is determined by their ability to adapt their leadership style to the work situation. With the right style, a leader can inspire employees, enhance performance, and strengthen harmonious working relationships. Cooperation and a good relationship between leaders and employees are keys to successfully improving company performance (Erry, 2021). Work motivation is the drive or enthusiasm that compels an individual to perform their job to the best of their ability and effectively to achieve the company's goals. It involves various sources of energy or force both from within and outside the job, including effort, intensity, and perseverance. Work motivation also encompasses positive attitudes or mindsets that arise from internal factors or external influences, which make

an individual enthusiastic and eager to carry out tasks to achieve organizational or company goals (Adinda, Firdaus, & Agung, 2023). The work environment refers to the situation and place where employees perform their tasks daily. A good work environment creates a sense of security for employees and allows them to work optimally. A pleasant work environment can make employees feel comfortable in completing their tasks and encourage them to achieve optimal results. Conversely, if the work environment is inadequate, it can negatively impact employee productivity. This, in turn, will affect the performance demonstrated by employees. (Wokas, Dotulong, & Saerang, 2022).

Researchers have done some writing with similar variables observed (Nurjaya, Mukhtar, A. Achsanuddin, 2020) Explaining that leadership style significantly affects employee performance. However, according to research conducted (Mardiani & Yon, 2021) States that leadership style does not significantly affect employee performance. According to research conducted by (Sudarso, Abid, & Rukmana, 2020), motivation has a significant impact on employee performance. However, research by (Restiani Widjaja & Ginanjar, 2022) states that work motivation does not affect employee performance. Additionally, research consistent with the results of the theory conducted by (Ahmad, Mappamiring., & Mustari, 2022) shows that the work environment has a positive effect on employee performance. On the other hand, research by (Candana, Putra, & Wijaya, 2020) indicates that the work environment does not have a positive and significant effect on employee performance. further research by (Zhenjing, Chupradit, & Ku, 2022) indicated that a positive work environment had the power to improve employee performance. (Ingsiyah, Putut, & Nurkhayati, 2019) found that the physical work environment and non-physical work environment had positive impact on the employees' work motivation. According to (Alam, Musadieg, & Susilo, 2013) Leadership style has positive influence on motivation. Similar result written by (Amalia, Swasto, & Susilo, 2016).

With a focus on a famous printing company in Indonesia, this study presents a thorough examination of the effect among employee performance and leadership style, motivation, and work environment. Through the use of Structural Equation Modeling (SEM), this study offers fresh perspectives on how motivation and the work environment are indirect ways that leadership affects employee performance in a well-known printing company. Organizations looking to maximize employee performance through strategic leadership can benefit greatly from this detailed understanding.

Literature Review

Employee Performance: According to (Edy, 2019) performance is the result of employee work assessed from aspects such as quality, quantity, working time, and cooperation to achieve the goals set by the organization. (Mangkunegara, 2013) defines employee performance as the quality and quantity of work achieved by an employee in carrying out their duties according to the responsibilities assigned to them. Indicators of employee performance according to (Simamora, 2019) include quantity, quality, social relationships, work motivation, ability, interest, values, and attitude.

Leadership style: According to (Soekarso, 2015) Leadership style is the process of influencing subordinates or followers who are willing to be influenced to perform tasks well to achieve a balance between organizational goals and the desires of subordinates for satisfying results, thereby increasing their enthusiasm for work. (Rivai, 2019) describes leadership style as a set of characteristics used by leaders to influence subordinates to achieve organizational objectives. It can also be said that leadership style is the behavior patterns and strategies favored and frequently applied by a leader. Indicators of leadership style according to (Busro, 2020) include organizing work, work relationships, goals, mutual trust, appreciating subordinates' ideas, paying attention to feelings, and high levels of concern.

Motivation as written by (Simamora, 2019) states that motivation is a function of an individual's expectation that a certain effort will result in a level of performance that, in turn, will yield rewards or results desired by the person. (Hasibuan, 2013) defines motivation as a stimulus that drives the desire and willingness to work, as each motive has a specific goal to be achieved. Indicators of work motivation according to (Wibowo, 2019) include work targets, work quality, responsibility, risk, communication, friendship, leadership, company representation, and role modeling.

Work environment: According to (Sunyoto, 2012), the work environment encompasses everything around the workers that can influence them in performing their assigned tasks, such as cleanliness, music, lighting, and more. (Afandi, 2018) states that the work environment includes everything surrounding the workers, both physical and non-physical, that affects the tasks assigned and that a conducive work environment will encourage and enhance employee enthusiasm, thereby improving job satisfaction. Indicators of the work environment according to (Sedarmayanti, 2019) include lighting, air circulation, noise, color, air humidity, facilities, harmonious relationships, opportunities for advancement, and job security.

Conceptual framework are shown bellow:

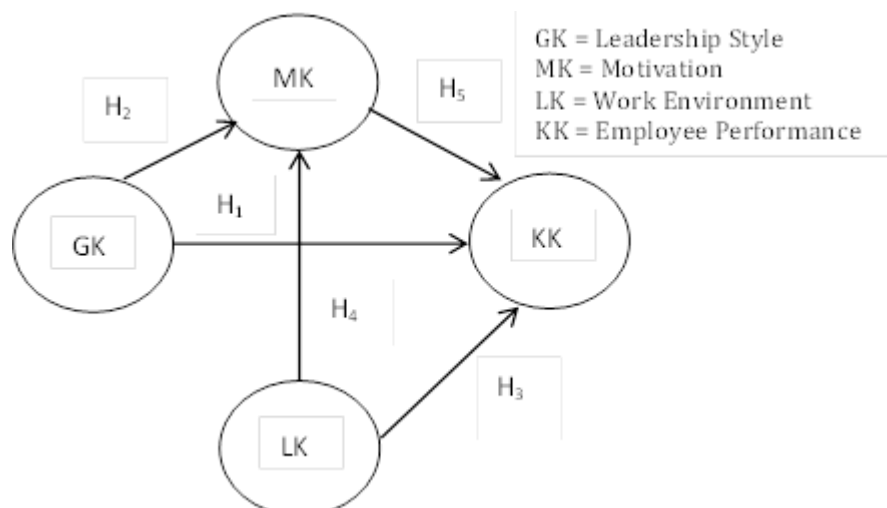


Figure 1. Conceptual Framework

Hypothesis

H1: Leadership style affects employee performance. The effectiveness of a leadership style depends on various factors including the nature of the tasks, the organizational culture, and the individual needs of employees. Adapting the leadership style to fit the context and the team can greatly enhance performance and satisfaction. Based on previous research conducted by (Frizilia, Fahri, Gunawan, & Hendry, 2021) and (Hilamaya, , Mursito, & Sarsono, 2021), both researchers have similar result that leadership style has a positive and significant impact on employee performance. Effective leadership styles boost employee performance by increasing motivation, job satisfaction, productivity, creativity, and teamwork.

H2: Leadership style affects motivation. The impact of leadership style on motivation depends on how well it aligns with employees' needs and preferences. Leaders who adapt their style to fit the context and the individuals they manage are more likely to enhance motivation and drive performance. Research by (Rastegar & O'Neill, 2022), Leaders who show genuine concern for employees' well-being and personal circumstances foster stronger emotional connections, which can significantly increase motivation. Coaching leaders help employees develop their skills and achieve their goals, which enhances motivation by fostering personal and professional growth is written by (Passmore & Brown, 2022). Recent research on leadership styles and their impact on motivation highlight the evolving nature of effective leadership in modern organizational contexts. Transformational, servant, and authentic leadership styles have been shown to enhance motivation through inspiration, support, and trust.

H3: Work environment affects employee performance. A positive and well-structured work environment supports employee performance by addressing their physical needs, fostering a supportive and communicative culture, and enhancing overall job satisfaction. Organizations that invest in creating an optimal work environment are likely to see improved employee performance and productivity. Based on previous research conducted by (Cahya, Ratnasari, & Putra, 2021) and (Pratama, 2019) also found that the work environment has a positive and significant impact on the performance of employees. The work environment plays a crucial role in determining how well employees perform. Positive work environment supports employee performance by ensuring comfort, boosting motivation, enhancing productivity, encouraging teamwork, and increasing job satisfaction.

H4: Work environment affects motivation. Work environment can significantly influence motivation through various theories by providing the necessary resources, support, and conditions that align with theoretical principles. Effective work environments enhance motivation by meeting employees' needs for resources, autonomy, recognition, and purpose.

Research by (Heerwagen & Hasegawa, 2023), (Wright & Cropanzano, 2023) and (Gajendran & Harrison, 2023) highlights that well-designed workspaces that consider employee comfort and aesthetics contribute to higher motivation and better work performance. Work environment significantly impacts employee motivation through various mechanisms, including flexibility, psychological safety, leadership styles, inclusivity, and physical workspace design. Findings indicate that environments supporting well-being, offering flexibility, and enhancing a sense of belonging are crucial for fostering employee motivation and engagement.

H5: Motivation affects employee performance. Organizations that understand and effectively manage the factors that drive motivation are more likely to see enhanced performance and success. Previous research conducted (Adinda et al., 2023) and (Tsuraya & Jhon, 2023) shows that work motivation has a positive effect on the performance of employees. Motivation has a profound positive effect on employee performance by

driving higher effort, improving work quality, fostering creativity, and enhancing job satisfaction. Organizations that effectively manage and nurture employee motivation are likely to see improved performance outcomes.

H6: Leadership style has indirect effect on employee performance. Leadership style has an indirect effect on employee performance; it means that the impact of leadership on performance is not straightforward or direct. Instead, leadership style influences employee performance through various intermediary factors or mechanisms, in this case is motivation. (Judge & Piccolo, 2004). Leadership style has a positive effect on employee motivation, which in turn affects performance. The relationship between transformational leadership and performance is not direct; rather, it is mediated by motivation.

H7: Work environment has indirect effect on employee performance. The work environment has an indirect effect on employee performance, meaning that its impact on performance is mediated through various intermediary factors, such as motivation. Rather than directly influencing how well employees perform their tasks, the work environment affects performance by influencing these intermediary factors. The impact of the work environment on performance is mediated by motivation, as motivated employees tend to perform better. (Sparrow, Brewster, & Chul, 2016)

Methods

The research employs a survey method and is classified as explanatory research, which aims to explain the influence of variables through hypothesis testing. The selection of variables is based on theoretical justification. The study focuses on the permanent employees of PT X, a leading printing company based in Jakarta.

Data was collected through a questionnaire, which included various dimensions and indicators. The primary data were gathered via self-administered questionnaires filled out by the respondents, who rated their own perceptions using a 1 to 5 on Likert scale. The questionnaires were distributed through Google Forms, which was preferred over postal delivery to reduce interpretative differences between respondents and researchers.

Data collection was conducted by the researchers, and the data were used to estimate models with Structural Equation Modeling (SEM) using the Smart PLS Version 4 software. SEM was chosen because it enables the examination of complex variable relationships and provides a comprehensive view of the overall model. (Ghozali & Latan, 2015) SEM can also do testing together such as: 1) Structural model of the relationship between exogenous and endogenous constructs. 2) Relationships related to the measurement model from the loading value between indicators and constructs (latent variables).

Results and Discussion

Based on questionnaire result, the descriptions of the research variables are presented in Table above leadership style variable has an average score of 3.632 which is included in the moderate category because the score is less than 4. The dimension with the highest score is "consideration" with 3.663. A leadership style that is more likely to consider its subordinates is one that prioritizes the well-being, input, and development of team members. Motivation has an average score of 3.718 which means that the respondent's perception of motivation is in a moderate condition. This is due to the score is less than 4. The highest dimension is "achievement" with a score of 3.755 while the lowest score is on "association" with a score of 3.664. It is obvious that employee already satisfy with their achievement, but less in association with colleagues. Work environment has a score of 4.052 has a value of more than 4. Meaning that respondents are happy with the current working environment, it means that employees or team members are generally satisfied with the conditions, atmosphere, and overall setting in which they work. Performance has average mean of 4.010, again it is an evidence of high performance. The lowest mean is "personal traits" with score of 3.885. It is a less consistent characteristic that respondents have across different situations.

Table 1. Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Leadership style	0.908	0.917	0.927	0.646
Employee performance	0.951	0.952	0.959	0.744
Work environment	0.941	0.945	0.95	0.679
Motivation	0.934	0.937	0.945	0.657

The above table represents value of average variance extracted more than 0.5, meaning that all three variables are valid. Further number of Cronbach Alpha is larger than 0.6 and composite reliability is higher than 0.7, meaning that all variables are reliable.

Table 2. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership style to Employee performance	0.273	0.279	0.074	3.687	0.000
Leadership style to Motivation	0.155	0.155	0.106	1.456	0.148
Work environment to Employee performance	0.349	0.349	0.099	3.541	0.001
Work environment to Motivation	0.663	0.669	0.101	6.559	0.000
Motivation to Employee performance	0.325	0.324	0.109	2.973	0.004

From the above table can be concluded that one test result namely leadership style to motivation has t-statistic value lower than t-table which is 1.96. The test did not provide strong evidence that leadership style significantly influences motivation, as the t-statistic was below the threshold needed for statistical significance. It is not in line with research from (Rastegar & O'Neill, 2022) and (Passmore & Brown, 2022), which conclude that leadership style has positively affected motivation. The remaining results show t-statistic values higher than the 1.96 threshold from the t-table, indicating that these tests are consistent with their hypotheses.

Table 3. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership style to Employee performance	0.05	0.048	0.037	1.349	0.18
Work environment to Employee performance	0.215	0.218	0.084	2.565	0.012

From the above table shows t-statistic values on leadership style to employee performance is lower than 1.96 thresholds, indication different result from hypothesis. It may be because of having motivation as a moderating variable. However, work environment is higher than the 1.96 threshold from the t-table, indicating that this test is consistent with its hypotheses.

Table 4. R-Square

	R-square	R-square adjusted
Employee performance	0.740	0.723
Motivation	0.619	0.603

The structural model suggests that the impact on employee performance is moderate, with a value of r-square 0.740. Similarly, the effect on motivation is also moderate, at 0.619. This means that employee performance and motivation account for 74% of the variability in employee performance and 61.9% of the variability in motivation. The remaining variables are influenced by factors not included in this study.

Discussion

Leadership Style to Employee Performance

Leadership style to employee performance has value of t-statistic of 3.687, higher than t-table threshold which is 1.96. It can be concluded leadership style has positive effect on employee performance. This finding align with previous research conducted by (Frizilia, Fahri, Gunawan, & Hendry, 2021) and (Hilamaya, Mursito, & Sarsono, 2021), both researchers have similar result that leadership style has a positive and significant impact on employee performance. Effective leadership styles boost employee performance by increasing motivation, job satisfaction, productivity, creativity, and teamwork.

Leadership Style to Motivation

The impact of leadership style on motivation has value of t-statistic of 0.106, lower than t-table threshold which is 1.96. It can be concluded leadership style does not have effect on motivation. This finding is related with research from (Judge & Piccolo, 2004), conclude that leadership style has weak effect on motivation. The authors noted that the effects of leadership styles on motivation can be influenced by contextual factors and individual differences. The result contrasts with previous research conducted by (Rastegar & O'Neill,

2022) and (Passmore & Brown, 2022), which concluded that leadership styles have a positive impact on motivation.

Work Environment to Employee Performance

Work environment to employee performance has value of t-statistic of 3.541, higher than t-table threshold which is 1.96. It can be concluded work environment has positive effect on employee performance. This finding align with previous research conducted by (Cahya et al., 2021) and (Pratama, 2019) found that the work environment has a positive and significant impact on the performance of employees. Positive work environment can lead to higher employee performance.

Work Environment to Motivation

Work environment to motivation has value of t-statistic of 6.559, higher than t-table threshold which is 1.96. It can be concluded work environment has positive effect on motivation. This finding align with previous research conducted by (Heerwagen & Hasegawa, 2023), (Wright & Cropanzano, 2023) and (Gajendran & Harrison, 2023). Their conclusion highlights that well-designed workspaces that consider employee comfort and aesthetics contribute to higher motivation and better work performance.

Motivation to Employee Performance

Motivation to employee performance has value of t-statistic of 2.973, higher than t-table threshold which is 1.96. It can be concluded motivation has positive effect on employee performance. This finding align with previous research conducted by (Adinda et al., 2023) and (Tsuraya & Jhon, 2023) shows that motivation has a positive effect on the performance of employees.

Leadership Style Indirect Effect to Employee Performance

The impact of leadership style on employee performance with motivation as mediator has value of t-statistic of 1.349, lower than t-table threshold which is 1.96. It can be concluded leadership style does not have effect on employee performance with motivation as mediator. This finding is related with research from (Judge & Piccolo, 2004). It may be because of having motivation as a moderating variable.

Work Environment Indirect Effect to Employee Performance

The impact of work environment on employee performance with motivation as mediator has value of t-statistic of 2.565, higher than t-table threshold which is 1.96. It can be concluded leadership style has effect on employee performance with motivation as mediator. This finding is related with research from (Sparrow, Brewster, & Chul, 2016).

Conclusion

The research indicates that proficient leadership has a direct impact on worker performance, underscoring its pivotal function in cultivating a high-achieving workforce. Employee motivation does not, however, seem to be greatly impacted by a leader's style. This disparity could be the result of personal variations and environmental elements that determine how motivation is impacted by leadership.

The work environment, on the other hand, clearly has a beneficial impact on employee performance, suggesting that better performance results are mostly a result of a supportive and well-structured work environment. The findings further support the idea that motivation is greatly influenced by the work environment; a well-designed workstation raises motivation, which in turn improves performance.

Furthermore, higher levels of motivation have a beneficial impact on employee performance, indicating that improved performance could result from higher motivation levels. The work environment has an indirect effect on performance through motivation, even though leadership style does not have a substantial impact in this area. This demonstrates how raising employee motivation in a favorable work environment leads to better performance.

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