



EFFECT OF LEADERSHIP AND JOB PRESSURE ON MOTIVATION AND ITS IMPACT ON EMPLOYEE PRODUCTIVITY PT. ADIL MAKMUR FAJAR

Joko Suryanto*, Suharto & Akhmad Sodikin

* Student Master of Management Krisnadwipayana University Jakarta

Professor at Faculty of Economics Krisnadwipayana University Jakarta

Lecturer at Faculty of Economics Krisnadwipayana University Jakarta

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Abstract

This study aims to determine the influence of leadership and employment pressure on employee productivity simultaneously, to know the influence of leadership on employee productivity partially, to know the influence of employment pressure on employee productivity partially, to know the effect of motivation on employee productivity partially know the influence of leadership on employee productivity through the motivation variable and know the influence of job pressure on employee productivity through motivation variable.

Research conducted on the employees of PT. Adil Makmur Fajar. The sampling technique used saturated sample method involving 78 people. Data analysis using path analysis.

Based on data analysis, it is known that the variables of leadership and job pressure have an effect on employee productivity simultaneously. F value count of 34,932 and significance equal to 0,05. Leadership variable, job pressure, and motivation have an effect on employee productivity partially. The leadership variable on employee productivity is 0.613. The influence of leadership on employee productivity through motivation is $0.444 \times 0.609 = 0.270$. The direct effect of employment pressure on employee productivity is 0.355. While the influence of job pressure on employee productivity through motivation is $0.319 \times 0.609 = 0.1942$. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

Introduction

Employee productivity in the company will determine the company to win the competition in the future. This competition is increasingly prevalent following the enactment of the ASEAN Economic Community (MEA), which began at the end of 2015. The MEA community of more than 500 million people in ASEAN countries will be an excellent market and communities will be able to compete for positions in companies in those countries.

Productivity refers to the ratio between the amount or value of work generated by the employee compared to inputs that have been incorporated into the business activity. If the company produces 5000 units with the number of employees who work as many as 1000 units then this means the employee productivity is 5. The problem now is the productivity in Indonesia whether good or lower than the productivity of employees in other countries including in ASEAN.

Sinungan (2000: 12) explains that productivity is defined as the relationship between real and physical outcomes (goods and services) with the actual intent, is the ratio between output and input. Inputs are often limited by labor, while outputs are often measured with physical unity/value. Understanding the specific productivity of workers, namely the ratio between the results obtained (output) with the number of sources of work used (input). Worker productivity is said to be high if the results obtained are greater than the inputs used. Conversely, the productivity of workers is said to be low, if the results obtained are relatively smaller than the inputs used.

Productivity is influenced by various factors: leadership, pressure, and motivation. Fiedler in Hanafi (2002) explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as willingness to be the main responsibility of the activities of the group he leads.

According to Rivai (2005: 2), widespread leadership involves influencing processes in determining organizational goals, motivating follower behavior to achieve goals, influencing interpretation of the events of his followers,



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organizing and activities to achieve goals, maintaining cooperative relationships and group work, the acquisition of support and cooperation from people outside the group or organization.

Another factor that affects productivity is the employment pressure. Stress is a general term applied to the stresses of human life and stress understanding is largely focused on stressful living conditions. This pressure arises because the individual does not have the ability to overcome tasks or problems that exist at a certain time.

Stress is a form of physical, psychological, emotional and mental tension. This form of tension affects the daily performance of a person. Even stress can make decreased productivity, pain, and mental disorders. Basically, stress is a form of tension, both physical and mental. The source of stress is called the stressor and the tension caused by stress called the strain.

Motivation also affects employee productivity. Hasibuan (2007: 142) motivation is the provision of the driving force that creates the excitement of a person so that they are willing to cooperate, work effectively and integrated with all the effort to achieve satisfaction. So the motivation to question how to direct the power and potential of subordinates, in order to cooperate productively, successfully achieve and realize the goals that have been determined. The importance of motivation because of motivation is the thing that causes, channel and supports human behavior, in order to work hard and enthusiastically achieve optimal results.

Literature Review

Productivity

Employee productivity in the company will determine the company to win the competition in the future. This competition is increasingly prevalent following the enactment of the ASEAN Economic Community (MEA), which began at the end of 2015. The community (MEA) of more than 500 million people in ASEAN countries will be an excellent market and communities will be able to compete for positions in companies in those countries.

Productivity refers to the ratio between the amount or value of work generated by the employee compared to inputs that have been incorporated into the business activity. If the company produces 5000 units with the number of employees who work as many as 1000 units then this means the employee productivity is 5. The problem now is the productivity in Indonesia whether good or lower than the productivity of employees in other countries including in ASEAN.

Ndraha (1997: 44) provides the notion of productivity is a relationship between inputs with outputs of a production. While Umar (1999: 9), interpret productivity is a concept that describes the relationship between the results (the number of goods and services) produced with the resources used (amount of labor, capital, land, energy and so forth) used to produce the product.

Leadership

Fiedler in Hanafi (2002) explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as willingness to be the main responsibility of the activities of the group he leads.

According to Rivai (2005: 2), in his book entitled "Leadership and Organizational Behavior" states that the definition of leadership is broad, is to include the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influence the interpretation of the events of his followers, organizing and activities to achieve goals, maintaining cooperative relations and group work, obtaining support and cooperation from people outside groups or organizations.

According Hasibuan (2003: 170) "Leadership is the way a leader affects the behavior of subordinates to want to work together and work effectively and efficiently to achieve organizational goals.

**Job Pressure**

Stress is a general term applied to the stresses of human life and stress understanding is largely focused on stressful living conditions. This pressure arises because the individual does not have the ability to overcome tasks or problems that exist at a certain time.

Stress is a form of physical, psychological, emotional and mental tension. This form of tension affects the daily performance of a person. Even stress can make decreased productivity, pain, and mental disorders. Basically, stress is a form of tension, both physical and mental. The source of stress is called the stressor and the tension caused by stress called the strain.

Gibson et al (2000) define stress as an adaptive response, in the midst of individual differences or psychological processes as a consequence of environmental, external situations or events that impose excessive psychological or physical demands on a person.

According Robbins (2001) stress can also be interpreted as a condition that suppresses a person's psychic state in reaching an opportunity where to reach the opportunity there are limits or barriers. And if the sense of stress is associated with this research then the stress itself is a condition that affects the physical or psychological condition of a person because of the pressure from within or from outside of a person who can disrupt the implementation of their work.

According to Woolfolk and Richardson (1979) states that the existence of the cognitive system, stress appreciation causes all events that occur around us will be appreciated as a stress based on the meaning or interpretation that we give to the event, and not because of the event itself. Therefore said that stress is a perception of a threat or from a shadow of displeasure that moves, alerts or activates an organism.

According to Maramis (1999: 65), stress is all the problems or demands of adjustment that disturb our balance. If we can not handle it properly, it will appear interference body or soul. So stress arises when a force or pressure is imposed on an object, and stress as a perceived reaction when under pressure from outside.

Motivation

Hasibuan (2003: 142) motivation is the provision of the driving force that creates the excitement of a person so that they are willing to cooperate, work effectively and integrated with all the effort to achieve satisfaction. So the motivation to question how to direct the power and potential of subordinates, in order to cooperate productively, successfully achieve and realize the goals that have been determined. The importance of motivation because of motivation is the thing that causes, channel and supports human behavior, in order to work hard and enthusiastically achieve optimal results.

Sperling argues that motivation is defined as a tendency to move, from an inner drive and end with adjustment (in Mangkunegara, 2002: 93). William J. Stanton defines motivation "A motive is a stimulated need that is oriented towards the individual's goal of achieving a sense of satisfaction".

While (Mangkunegara, 2002: 68), said that motivation is formed from the attitude of an employee in the face of work situations. Motivation is a condition that moves self-directed employees to achieve organizational goals (goals of work). According to Nawawi (2001: 351), that the word motivation is essentially a motive that means encouragement, cause or reason someone to do something.

Thus motivation means a condition that encourages or causes a person to do an act/activity, which takes place consciously. According to Sedarmayanti (2001: 66), motivation can be interpreted as a driving force (driving force) that causes people to do something or are done for fear of something. For example, want to rise to rank or rose salary, then his actions will support the achievement of the desire. The driving force, in this case, is the variety of factors among which factors want to be more respected by colleagues or the environment and the need for achievement.



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Motivation is also defined as a power of resources that drive and control human behavior. Motivation as an effort that can encourage someone to take the desired action, while the motive as a person's motive to do. The term motivation comes from the Latin word *movere* which means moving or moving. Because a person's behavior tends to be goal-oriented and driven by a desire to achieve a certain goal.

Motivation is the willingness of individuals to put out high efforts to achieve organizational goals (Robbins, 2001). In the context of work, motivation is an important factor in encouraging an employee to work. There are three key elements in motivation: effort, organizational goals, and needs.

Research methods

Research design

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

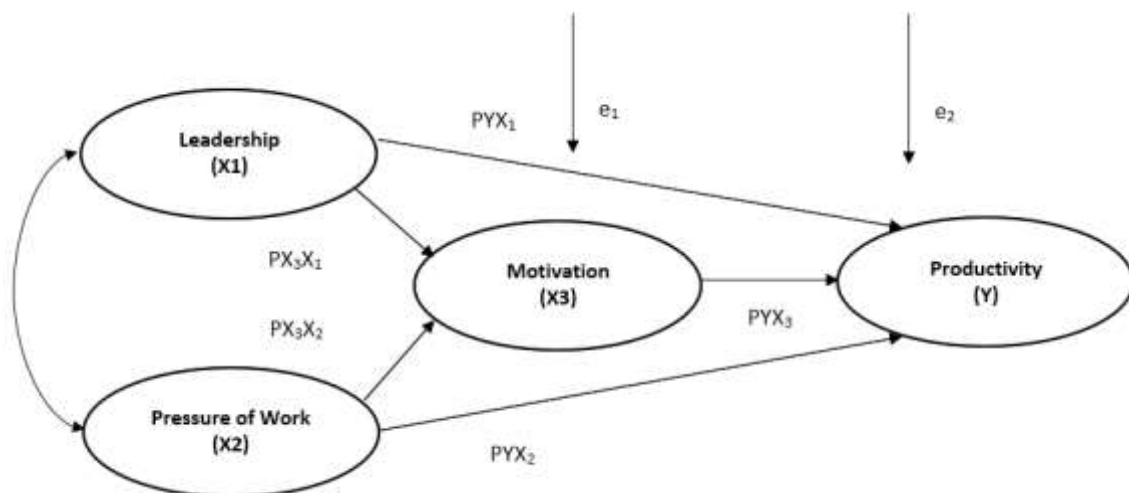


Figure 1. Research Design

Population and Sample Research

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2008). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 2000).

The sample used in this research is employees of PT. Adil Makmur Fajar. The total number of employees is 78 people. The number of employees is entirely involved in this study. So the sampling is using saturated sample method.

Data Quality Test

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2008: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

1. Test Data Validity



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Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score which is the number of each scored item. The correlation coefficient used is Product Moment correlation coefficient.

2. Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficient (α) from Cronbach.

Research Result and Discussion

a. Test Validity

The test used to test the validity of each study variable, where all the variables contain 40 statements that are answered by 78 respondents. The criteria used in determining the validity of the statements used in this study are as follows: trust level = 95 percent (probability or $\alpha = 5\%$), degrees of freedom ($df = n - 2 = 78 - 2 = 76$), obtained r table = 0,222. If r count is greater than r table and the value of r is positive, then the statement item is said to be valid (Ghozali, 2005: 17). Based on the analysis that has been done, then the validity test results are all declared valid.

b. Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In the table, the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

Table 1. Reliability Test Results Instrument Variable Research

Variables	Cronbach Alpha (α)	Information
Leadership (X1)	0.727	Reliable
Pressure of Work (X2)	0.726	Reliable
Motivation (X3)	0.629	Reliable
Productivity (Y)	0.793	Reliable

Source: Primary Data, processed in 2017

Based on the above Cronbach alpha reliability figures can be seen that all existing statements form a reliable measure of the variable leadership, pressure of work, motivation, and productivity form a reliable measure of each dimension.

Hypothesis testing

1. Effect of leadership and pressure of work on employee productivity

Linear analysis model can be seen based on the calculation by using SPSS program as follows.

Table 1. Results of the first equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,429	2,309		5,384	,000
	Leadership	,627	,088	,577	7,102	,000
	Pressure	,259	,075	,282	3,472	,001
a. Dependent Variable: Productivity						

Based on the above table, the simultaneous structural equations can be described as follows $Y = 0,577X_1 + 0,282X_2$



Table 2. Value F Calculate simultaneous equations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	795,183	2	397,591	34,932	,000 ^b
	Residual	956,082	84	11,382		
	Total	1751,264	86			
a. Dependent Variable: Productivity						
b. Predictors: (Constant), Leadership, Pressure						

Based on the above table note that the value of F arithmetic amounted to 34.932 and the significance of 0.05. This value is less than 0.05. This means that leadership variables and job pressures affect employee productivity simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table 3. The r-value of a squared first regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,674 ^a	,454	,441	3,37371	1,337
a. Predictors: (Constant), Leadership, Pressure					
b. Dependent Variable: Productivity					

Based on the above table it is known that r square value of 45.4% means Leadership variables and job pressures affect employee productivity of 45.4% while the rest is influenced by other variables that are not included into the equation model.

2. Analysis of the influence of leadership on employee productivity partially

The result of analysis of the influence of leadership on productivity partially can be seen in the following table.

Table 4. Results of second regression equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,281	2,152		7,565	,000
	Leadership	,666	,093	,613	7,152	,000
a. Dependent Variable: Productivity						

The structural equation of the above data can be seen as follows $Y=0,613X_1$

Based on the table above analysis results note that the Leadership coefficient of 0.613. The value of t is 7,152. Value significance of 0.00. This value of significance is smaller than 0.05. This means that Leadership variables have an effect on employee productivity partially. The magnitude of influence leadership on productivity seen in the following table.

Table 5. The r-value of the square of the second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,613 ^a	,376	,368	3,58641
a. Predictors: (Constant), Leadership				

Based on the above table it can be seen r square value of 0.376. This means the influence of Leadership variables on employee productivity of 37.6% and the rest is influenced by other variables that are not incorporated into the equation model.



3. Analysis of the effect of job pressure on employee productivity partially

The result of the analysis of the effect of work pressure on productivity can be seen partially in the following table.

Table 6. Results of the analysis of the third regression equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,464	1,761		14,460	,000
	Pressure	,326	,093	,355	3,504	,001
a. Dependent Variable: Productivity						

The structural equation of the above data can be seen as follows $Y=0,355X_2$

Based on the table above analysis results note that the coefficient of employment pressure of 0.355. The value of t is 3.504. Value significance of 0.001. This value of significance is smaller than 0.05. This means that the job pressure variable affects the employee's productivity partially. The magnitude of the effect of employment pressure on employee productivity can be seen in the following table.

Table 7. The r-value of the square of the second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,355 ^a	,126	,116	4,24296
a. Predictors: (Constant), Pressure				

Based on the above table it can be seen r square value of 0.126. This means that the effect of job pressure variables on employee productivity is 12.9% and the rest is influenced by other variables not included in the equation model.

4. Analysis of the effect of motivation on employee productivity partially

The result of the analysis of the effect of work pressure on productivity can be seen partially in the following table.

Table 8. Results of the fourth regression equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,245	1,765		10,905	,000
	Motivation	,553	,078	,609	7,073	,000
a. Dependent Variable: Productivity						

The structural equation of the above data can be seen as follows $Y=0,609X_3$

Based on the table above analysis results note that the leadership coefficient of 0.609. The value of t equal to 7.073. Value significance of 0.00. This value of significance is smaller than 0.05. It means that motivation variable have an effect on employee productivity partially. The amount of influence Motivation on employee productivity can be seen in the following table

Table 9. The square r of the fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,609 ^a	,371	,363	3,60131
a. Predictors: (Constant), Motivation				

Based on the above table it can be seen r square value of 0.371. This means that the effect of motivation variable on employee productivity is 37.1% and the rest is influenced by other variables that are not included into the equation model.



5. Analysis of the influence of leadership and pressure on employee productivity through motivation variables

Table 10. Effect of Leadership on Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,941	2,684		3,703	,000
	Leadership	,531	,116	,444	4,570	,000

a. Dependent Variable: Motivation

Based on the above table it can be seen that the influence of leadership on employee productivity is 0.613. The influence of Leadership on employee productivity through motivation is $0.444 \times 0.609 = 0.270$. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable. The value of leadership coefficient on job pressure can be seen in the following table

Table 11. The value of the coefficient of influence of job pressure on Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,116	1,964		8,207	,000
	Pressure	,323	,104	,319	3,108	,003

a. Dependent Variable: Motivation

Based on the above table it can be seen that the direct effect of employment pressure on employee productivity is 0.355. While the influence of job pressure on employee productivity through motivation is $0.319 \times 0.609 = 0.1942$. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable. Can be described overall path analysis:

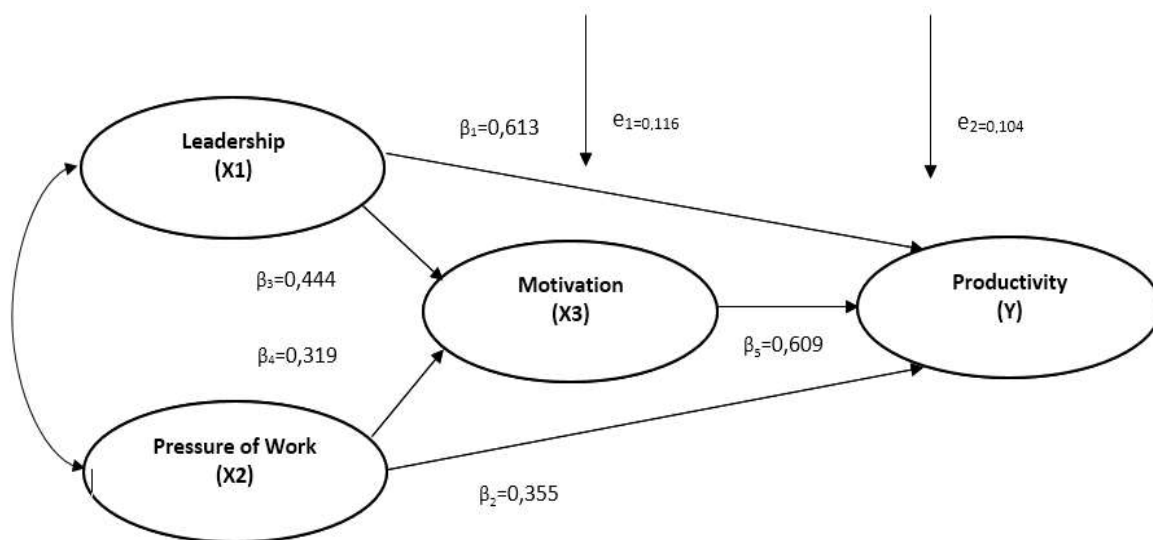


Figure 2. Overall Path Analysis



Conclusions and Recommendations

Conclusion

Leadership variables and job pressures have an effect on employee productivity simultaneously. F value count of 34,932 and significance equal to 0,05. This value is less than 0.05. The r squared value of 45.4% means Leadership variables and job pressures affect the employee productivity of 45.4% while the rest is influenced by other variables that are not included in the equation model.

Leadership variables have an effect on employee productivity partially. The value of t is 7,152. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.376. This means that the influence of Leadership variables on employee productivity is 37.6% and the rest is influenced by other variables not included in the equation model.

Job pressure variable affects partially employee productivity. The value of t is 3.504. Value significance of 0.001. This value of significance is smaller than 0.05. The value of r squared is 0.126. This means that the effect of job pressure variables on employee productivity is 12.9% and the rest is influenced by other variables not included in the equation model.

Motivation variable has an effect on employee productivity partially. The value of t equal to 7.073. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.371. This means that the effect of motivation variable on employee productivity is 37.1% and the rest is influenced by other variables that are not included in the equation model.

Leadership toward employee productivity is 0.613. The influence of Leadership on employee productivity through Motivation is $0.444 \times 0.609 = 0.270$. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

The direct effect of employment pressure on employee productivity is 0.355. While the influence of job pressure on employee productivity through motivation is $0.319 \times 0.609 = 0.1942$. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

Recommendations

Implementation of leadership in the organization of the company should be improved by looking at elements of leadership such as leaders as a determinant of direction, leaders as spokespersons, leaders as communicators, integrators and mediators. Leaders' attitude as a direction can be applied to the leader's firmness in directing subordinates. The leader as the spokesperson should be able to convey the message delivered clearly. The leader must also be able to mediate the interests of the organization of the company with outsiders and must be able to integrate the existing strength of the company into a synergistic power and can develop the company.

In addition, company management needs to pay attention to employment pressure from its employees. Job pressure needs to be revisited. Excessive job pressures can result in employees feeling stressed by work but too weak job pressures will also impact employees' unpreparedness in getting the job done. Jobs are very slow to complete.

The above activities are important in improving employee productivity. In addition to improving employee productivity needs to be increased employee motivation. Increased employee motivation can be done by meeting the needs of employees ranging from physiological needs, rewards, flocking to self-actualization. But the company does not have to pursue that fulfillment. The company encourages employees to achieve compliance by providing emphasis and stimulation so that employees can work well.

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