

The Influence of Leadership Style and Work Experience on Employee Work Productivity

Ismartaya¹, Palahudin², Yusman Harefa^{3*}

Juanda University

Corresponding Author: Yusman Harefa harefayusu@gmail.com

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ABSTRACT

This study aims to determine the relationship between leadership style and job experience and productivity. 46 employees received questionnaires, and the sample size was determined using a nonprobability sampling approach called saturation sampling. Regression testing is possible because the test results are dependable and valid. A descriptive method and path analysis using a quantitative approach are the analytical techniques employed. The study's findings demonstrate that expertise and leadership style both directly and significantly affect work productivity, partially and simultaneously.

INTRODUCTION

In an effort to improve the best performance, Human Resource Management (HR) plays an important role, so that conducive employee behavior is created. Of course, this does not only apply to employees, but also to the company. In improving performance, high productivity is needed. Employee work productivity is one of the important factors that determine the success of the company. High productivity will have a direct impact on achieving sales targets, operational efficiency, and customer satisfaction. However, in reality, PT Jaya Mandiri Gemasejati still faces several challenges related to employee productivity that is not optimal. Based on the company's internal reports for the past six months, there have been significant fluctuations in productivity in several divisions, especially the sales and after-sales service divisions. This fluctuation is caused by various factors, including the leadership style applied by managers and supervisors, as well as the varying levels of employee work experience.

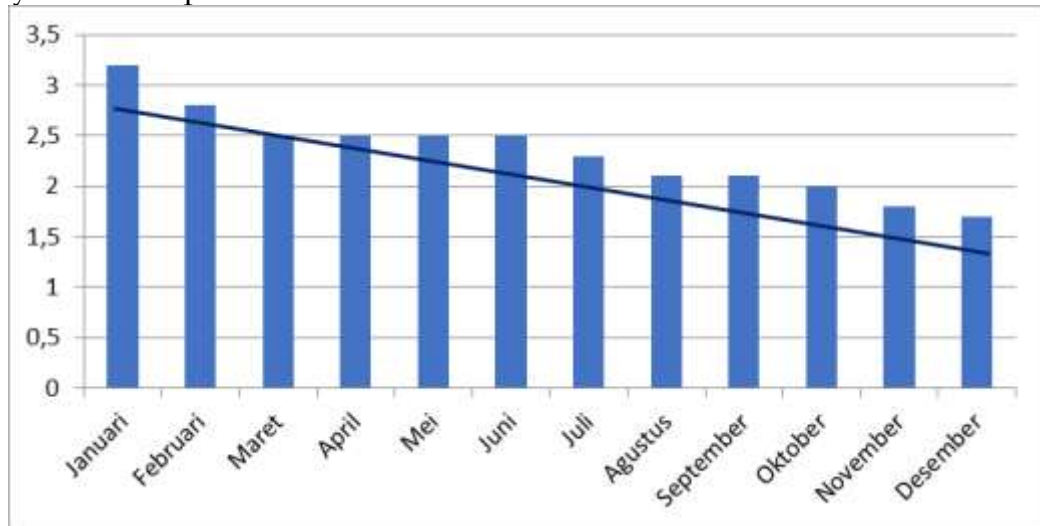


Figure 1. Sales Graph of PT. Jaya Mandiri Gema Sejati Bogor
Source: PT Jaya Mandiri Gema Sejati Bogor, 2023

Based on the sales productivity target data listed, it is determined that each month with varying sales numbers experiencing a decline. This is suspected to be due to a leadership style and work experience that is not appropriate or does not support the team so that it can reduce motivation and performance.

Employee responses (57%) that the nature and temperament possessed by a leader make performance in carrying out production activities less than optimal. The nature possessed by a leader is less motivating for employees when working so that the impact is that employees are less enthusiastic about working due to the lack of motivation from a leader. Temperament is also thought to be able to make employees less than optimal in carrying out production because leaders cannot help with employee difficulties. This is thought to be from leaders who cannot provide support, effective communication, and appreciation for achievements will make employees feel less appreciated and lose motivation.

Employee responses (53%) that employee work experience does not have enough work experience, the more experience an employee has, the higher the expertise and skills he has. Conversely, employees who have limited experience tend to have lower skill levels. Therefore, the work experience gained by a person will contribute to improving their ability to carry out tasks.

By considering the data, this study will explore more deeply how leadership style and work experience play a role in increasing or decreasing employee productivity through job satisfaction as an intermediary variable. Therefore, in this study the author took the title: "The Influence of Leadership Style and Work Experience on Employee Work Productivity at PT Jaya Mandiri Gema Sejati Bogor".

LITERATURE REVIEW

Leadership style is the behavioural patterns applied by a leader in working through other people as perceived by people (Kartono, 2016). Work experience is the period of time when someone works for a company or organization to gain experience in a particular type of work (Ilham, 2022). Productivity can be understood as the ability or results achieved by individuals, groups, or organizations in producing valuable output in a certain period of time by using available resources effectively and efficiently (Erimansyah & Teofilus, 2015)

In this study, there are three hypotheses: 1. H1: Leadership style and work experience have a favourable and large impact on staff productivity at the same time. According to Kevin M., Kaparang, Rosalina AM, Koleangan, and Yantje Uhing (2018), the statement is supported. Adinda Yoviana Yusuphy (2022) supports the idea that work experience has a positive and major impact on employee work productivity, while Rahmi Kurnia (2022) supports the idea that leadership style has a positive and significant impact on employee work productivity.

METHODOLOGY

The object of the research is the employees of PT Jaya Mandiri Gemasejati Bogor. The population in this study is all employees totalling 46 people. The sampling technique in this study is purposive sampling technique. The sample of this study is 46. This type of research is quantitative causality, which is one of the statistical techniques used to find the relationship between two or more variables that are quantitative in nature. Using data analysis methods, namely multiple linear regression analysis, correlation, determination and hypothesis testing.

RESULTS AND DISCUSSION

The recapitulation of employee characteristics at PT. Jaya Mandiri Gemasejati Bogor is as follows:

Table 1. Summary of Employee Characteristics

No	Characteristics	Characteristics of employees	Number of employees	Presentation (%)
1	Gender	Man	33	72
2	Age	25 - 34 Years	28	74
3	Last education	High School/Vocational School	35	88
4	Years of service	>1 - 3 Years	26	70

Source: Primary Data processed, 2023

Obtained the following test results:

Table 2. Regression Coefficient Analysis

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	4,505	2,937		1,534	,132		
	Leadership Style	,925	,089	,675	10,414	,000	,676	1,479
	Work experience	,684	,119	,371	5,732	,000	,676	1,479

a. Dependent Variable: Work Productivity

Source: Primary Data processed, 2023

Based on Table 2, a regression equation is derived with the following estimated model:

$$Y = 4.505 + 0.925X_1 + 0.684X_2 + \varepsilon$$

The regression equation is known that (X1) and (X2) have a positive effect on Y. If there is a change in (X1) and (X2) then Y will also change. This is in accordance with research conducted by Peggy et al. (2022).

The results of multiple correlation in this study are as follows:

Table 3. Results of Correlation Coefficient and Determination Coefficient Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,937a	,878	,872	2.32105

a. Predictors: (Constant), Work Experience, Leadership Style

b. Dependent Variable: Work Productivity

Source: Primary Data processed, 2023

The R value of 0.937 which is in the range of values (0.80 - 1,000) is included in the very strong category. The R Square result is 0.878 or 87.8%. This shows that the percentage of contribution of the influence of leadership style

and work experience to work productivity is 87.8% and the remaining 13.2% is influenced by other factors that are not studied.

To prove the statistical hypothesis, the results of the F test calculation are obtained through the Analysis of Variance (ANOVA) Table as follows:

Table 4. Results of Simultaneous Tests on Regression Coefficients

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1666,716	2	833,358	154,690	,000b
	Residual	231,653	43	5,387		
	Total	1898,370	45			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Work Experience, Leadership Style

Source: Primary Data processed, 2023

The Fcount value is 154.690 and the Ftable value for $\alpha = 0.05$, the Ftable value is 3.214. It can be seen that the Fcount is greater than the Ftable, namely $154.690 > 3.214$, so it can be concluded that H_0 is rejected and H_a is accepted.

The recapitulation of the t-test is as follows:

Table 5. Recapitulation of Test Results on Partial Regression Coefficients

No	Independent Variables	table	count	Sig.	A	Information
1	Leadership style	1,683	10,414	0,000	0.05	Positive and significant impact
2	work experience	1,683	5,732	0,000	0.05	Positive and significant impact

Source: Primary Data processed, 2023

Table 5 indicates that both leadership style and job experience have an impact on work productivity, according to the partial regression coefficient results. The fact that all variables' t-count values are higher than their t-table indicates this.

Leadership style has a favourable and significant impact on work productivity. We may observe that $\text{sig } 0.005 \leq 0.05$ with a significance level α that has been previously set at 0.05 and a probability value of t that indicates significance (sig) of 0.000. This demonstrates that H_0 is disproved and that PT. Jaya Mandiri Gemasejati Bogor's leadership style and productivity are positively and significantly correlated.

Experience at work has a favourable effect on productivity; this is indicated by a 0.000 t probability value. The sig value is $0.000 \leq 0.05$ if the previous significant threshold of α is set at 0.05. As a result, H_0 is rejected, indicating that PT Jaya Mandiri Gemasejati Bogor's productivity and work experience are significantly correlated.

CONCLUSIONS AND RECOMMENDATIONS

From the results of this study, the conclusion obtained is that leadership style and work experience have a very important role in increasing work productivity. With this study, it is expected to be a reference for further

researchers. The submission of suggestions for further researchers can observe various factors that are not included in this study.

FURTHER STUDY

This research still has limitations so further research is still needed on this topic.

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