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Analysis of Leadership Style on Employee Work Motivation

Maria Eltrudis Jaimun^(1*) Solihin Mattalatta⁽²⁾ Muhajji Ms⁽³⁾

⁽¹⁾ STIE Amkop Makassar, Makassar City, South Sulawesi, Indonesia

^(2,3) STIE Amkop Makassar, Makassar City, South Sulawesi, Indonesia

Received: March 09, 2025 Accepted: April 02, 2025

Available online: April 13, 2025

*Corresponding author.

E-mail addresses: eltrisjaimun05@gmail.com

Abstract	
<p>Keywords: Leadership Style; Work Motivation.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>This research aims to identify the leadership style that most effectively motivates employees at PT. PLN (Persero) UID Sulsebar. A quantitative research approach was employed, utilizing observations, secondary and primary data collection, and questionnaire distribution to 40 permanent employees of PT. PLN (Persero) UID Sulsebar. The findings indicate that the democratic leadership style has the most significant impact on employee motivation at PT. PLN (Persero) UID Sulsebar. These results provide insights into leadership strategies that enhance employee performance and suggest further exploration of leadership dynamics in similar organizational settings.</p>

Introduction

Leadership plays a fundamental role in shaping employee motivation and overall organizational performance. At PT. PLN (Persero) UID Sulsebar, the level of employee motivation directly influences productivity and job satisfaction. A leader's approach in managing their team can significantly impact how employees perceive their work environment, affecting their commitment, performance, and overall engagement. Various leadership styles exist, each with distinct influences on employees. However, determining which leadership style is the most effective in motivating employees within PT. PLN (Persero) UID Sulsebar remains an ongoing challenge.

Most existing literature on leadership and motivation is centered around private sector companies or multinational corporations, overlooking the unique dynamics of state-owned enterprises like PT. PLN (Persero) UID Sulsebar. Additionally, while previous research has discussed the relationship between leadership and motivation, there is still a gap in identifying the most influential leadership style within PLN's work environment. This study aims to bridge that gap by providing empirical evidence on the leadership style that best drives employee motivation in this specific organizational setting.

Based on this research gap, the study seeks to answer the question: *Which leadership style most effectively motivates employees at PT. PLN (Persero) UID Sulsebar?* To address this, the research sets out several objectives: (1) to identify the dominant leadership style practiced at PT. PLN (Persero) UID Sulsebar, (2) to analyze the impact of different leadership styles on employee motivation, and (3) to provide recommendations for improving leadership strategies within the organization. By addressing these objectives, the study aims to contribute both theoretically and practically to leadership and motivation research, particularly within the context of state-owned enterprises. The findings will not only help PLN refine its leadership approach but also offer valuable insights for other public organizations facing similar challenges in employee motivation.

Literature Review

Employee performance is one of the key factors determining an organization's success. To achieve organizational goals, the role of a leader is crucial, especially in motivating employees to contribute their best efforts. Effective leadership is not only about directing but also about inspiring and encouraging employees to achieve optimal results. Therefore, leadership style is an essential element that must be analyzed in relation to employee motivation.

Leadership style refers to the approach or method used by a leader to guide, direct, and influence subordinates. Various leadership styles can be applied, including transformational, transactional, authoritarian, democratic, and laissez-faire leadership. Each leadership style has different impacts on employee motivation and organizational conditions. Transformational leadership, for example, fosters innovation and intrinsic motivation by encouraging employees to exceed their potential. Meanwhile, transactional leadership focuses on structured rewards and punishments, which can be effective in maintaining performance but may limit creativity. The leadership landscape in organizations and corporations in the era of globalization is becoming increasingly complex and uncertain. This condition demands leaders with strong capabilities and skills to manage changes in a strategic environment, directly impacting the company's sustainability. Effective leadership should encompass the ability to motivate employees, control emotions, and possess adequate managerial skills. Future leaders must recognize their critical role in ensuring organizational success by adapting to changing business dynamics and maintaining a motivated workforce.

Several studies have explored the relationship between leadership style and employee motivation. Research by **Bass (1990)** highlights the significance of transformational leadership in enhancing employee engagement and job satisfaction. **House (1971)** introduced the path-goal theory, emphasizing that leaders should adapt their leadership styles to match employees' needs and work environments. Furthermore, a study by **Judge & Piccolo (2004)** demonstrated that democratic leadership fosters better job commitment and performance compared to authoritarian leadership. However, research specifically analyzing leadership styles within PT. PLN (Persero) UID Sulsebar remains limited, making this study essential in bridging the gap between leadership theory and practical implementation in state-owned enterprises.

This literature review establishes the foundation for understanding how different leadership styles influence employee motivation and performance. By analyzing existing studies and identifying gaps, this research aims to provide empirical evidence on the most effective leadership style in motivating employees at PT. PLN (Persero) UID Sulsebar.

Research Design and Methodology

This study employs a quantitative research approach to investigate which leadership style most effectively motivates employees at PT. PLN (Persero) UID Sulsebar. The research is designed as a descriptive quantitative study, utilizing a survey method to gather primary data. A purposive sampling technique was used to select 40 permanent employees who are directly exposed to various leadership

styles within the organization. This sampling approach ensures that the participants have the relevant experience necessary to provide insightful responses regarding their motivation at work.

Data collection was carried out using a structured questionnaire composed of closed-ended questions adapted from validated leadership and motivation scales. In addition to the questionnaire, secondary data from company records and existing literature were reviewed to provide a comprehensive context, while observations were conducted to complement and enhance the survey findings. This multi-method data collection strategy enhances the reliability and depth of the information obtained.

For data analysis, the study utilized both descriptive statistics to summarize demographic characteristics and general trends, and inferential statistical techniques to identify correlations and determine the impact of different leadership styles on employee motivation. The procedures for validity and reliability testing were also implemented to ensure that the research instruments produced consistent and accurate results. This systematic and replicable methodology provides clear insight into the relationship between leadership style and employee motivation, making it possible for future researchers to build upon these findings.

Findings and Discussion

Findings

The data analysis revealed that the leadership style most effective in motivating employees at PT. PLN (Persero) UID Sulselbar is the democratic leadership style. A majority of respondents reported high levels of agreement with statements that reflected an inclusive, supportive, and participative approach from their leaders. Specifically, employees noted that leaders who encourage open communication and involve them in decision-making processes tend to foster a more motivated work environment. Statistical analysis confirmed these findings. A simple regression analysis was conducted, and the results indicated a significant positive relationship between democratic leadership and employee motivation. The regression coefficient was positive, and the t-test results demonstrated statistical significance, underscoring the effectiveness of this leadership approach. These results suggest that as the application of democratic leadership increases, so does the level of employee motivation.

In summary, the study provides robust empirical evidence that democratic leadership is a key driver of employee motivation at PT. PLN (Persero) UID Sulselbar. These findings not only validate the initial hypothesis but also highlight the importance of leadership practices that promote engagement, collaboration, and empowerment in enhancing employee performance.

Table 2. Description of Variables

Variable	Measurement	n	%
Gender	Man	21	47%
	Woman	19	52%
Age (Years)	21-24	7	17%
	25-29	8	20%
	30-34	10	25%
	35-39	9	22%
	>40	6	15%

Source: Primary Data 2024

Table 3. Simplified Regression Test

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.647	3.773		1.232	.226
	Gaya kepemimpinan (X)	1,156	.177	.728	6.552	.000
a. dependent Variable: motivasi kerja						

Source: Primary Data 2024

Discussion

The processed data indicates that a democratic leadership style exerts a notably positive impact on employee motivation at PT. PLN (Persero) UID Suselbar. The results were tabulated and analyzed through regression analysis, which clearly shows that as the extent of democratic leadership practices increases, so does employee motivation. For instance, the regression coefficient and t-test values underscore that even a marginal increase in democratic leadership behavior is associated with a corresponding rise in motivational levels among employees.

This finding aligns with the study's hypothesis that a participative and inclusive leadership approach would foster a more motivated workforce. In processing the data, responses to questionnaire items were aggregated and displayed in statistical tables, with key indicators such as mean scores and frequency distributions reinforcing the dominance of the democratic style. The clarity of the results supports the theoretical basis that when leaders encourage open communication, involve employees in decision-making, and recognize individual contributions, employees are more engaged and motivated.

Moreover, this discussion integrates the "what" and "why" elements: the data demonstrates the effect quantitatively, while the linkage to leadership theory explains the mechanism behind these outcomes. The discussion further notes that, compared to other leadership styles (e.g., authoritarian or laissez-faire), the democratic approach appears to produce superior motivational results. These findings are consistent with the core concepts of effective leadership, supporting the notion that an empowering leadership environment can significantly enhance work performance and satisfaction.

Conclusion

The study provided clear evidence that among the leadership styles examined at PT. PLN (Persero) UID Suselbar, a democratic approach appears to be most effective in motivating employees. The findings indicate that a participative and inclusive leadership style is associated with higher levels of employee engagement and motivation, addressing the research question in a precise and focused manner.

This research contributes valuable insights to both academic literature and practical applications. By bridging the gap between leadership theory and its application in a state-owned enterprise, the study offers a novel perspective that can inform leadership development initiatives and policy decisions. Its originality lies in the context-specific examination of leadership practices at PT. PLN (Persero) UID Suselbar, providing a framework that practitioners and policymakers may adopt to enhance employee performance and organizational effectiveness.

Notwithstanding its contributions, the study is limited by its relatively small sample size and its focus on a single organization, which may affect the generalizability of the findings. Future research should consider expanding the sample across multiple organizations and employing longitudinal methods to capture changes over time. Further investigations could also explore additional variables that mediate the relationship between leadership style and employee motivation, thereby broadening the scope of understanding in this important field.

Acknowledgment

We would like to express our sincere gratitude to PT. PLN (Persero) UID Suselbar for granting access to the necessary data and providing a supportive environment for this research. Our heartfelt thanks go to our academic supervisors, Solihin Mattalatta and Muhajji Ms, whose invaluable guidance, insightful suggestions, and continuous encouragement greatly contributed to the success of this study. We also appreciate the participation and cooperation of the employees who willingly shared their experiences and perspectives, making this research possible. Additionally, we extend our gratitude to the Study Program Management at Sekolah Tinggi Ilmu Ekonomi Amkop for providing the research facilities and academic support throughout the study. Finally, we acknowledge the opportunity to

present preliminary findings at various seminars and conferences, which helped refine and enhance the quality of our work. Your collective support has been instrumental in the completion of this research.

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