

Influence Style Leadership, Motivation Work, and Factors Other on Employee Performance: A Systematic Literature Review

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ABSTRACT

Through the use of literature reviews that were carried out thoroughly, research The purpose of this study is to assess how employee performance is impacted by leadership style, job motivation, and other variables. Using the Systematic Literature Review (SLR) approach, researchers located, examined, assessed, and interpreted the results of twenty research publications published between 2019 and 2024. The findings show that job motivation and leadership style particularly transformative and democratic approaches have a big impact on employee performance. Employee performance can also be directly impacted by work discipline, organizational culture, competence, organizational commitment, job satisfaction, and employee training, or indirectly through the role of a mediating variable. This study suggests that in order to enhance employee performance, a thorough strategy that takes into account a variety of factors in a comprehensive way in accordance with the organization's environment and features is required.

INTRODUCTION

To survive in the current era of globalization, every business must have a competitive strategy. Human resources (HR) is one strategy that can be applied because HR is an important part of business continuity. Although various existing resources are important for a company, human resources and how they are managed are what show potential competitive advantages. Human resources are known as human capital because they are very valuable capital and unlimited investment if developed optimally by the company.

Based on Luthans in (Amalia et al., 2016) states that all leaders have certain characteristics, characters, and traits. These factors are influenced by the traits brought by a leader from birth and by the environment in which he grows and develops. These different characters produce different leadership styles applied by each leader. Leadership style is a standard of behavior that a person uses to try to influence the behavior of others. others as they see them. In this case, its role is very important for aligning the perceptions between the person who will influence behavior with the person who will be influenced. The leadership theory that has attracted research attention is Bass's theory of transformational leadership and transactional leadership (1985). Both These types of leadership are different. Transformational leadership focuses on changing the values and beliefs of the leader and the needs of his followers, while transactional leadership produces a state of balance.

Performance effectiveness is the goal or objective of all companies; this is due to the transformational and transactional leadership styles applied. by leaders, which results in high motivation from employees.

LITERATURE REVIEW

According to Robbins in Ma'sum & Surjanti (2017), leadership style is the capacity to inspire a team to accomplish a task. In general, leadership is defined as having an impact on the process of setting corporate goals, inspiring followers to accomplish those goals, and influencing group and cultural development. Additionally, Rivai in (Fahmi et al., 2021) defines work motivation as a person's conduct at work that is impacted by their motivation. This is a straightforward illustration of work motivation.

Therefore, when an employee does not have the ability to work, their motivation will not improve their work performance. According to the theory, work motivation is the drive within a person to do the task at hand. said that motivation is gathering mark and habit Which push someone to achieve a goal or something else. Employee performance, on the other hand, is the outcome of a certain job function or activity activities in a specific job during a specific period of time, which demonstrate the quality and quantity of work-according to Adari (2020:77).

Relationship between Work Motivation and Employee Performance: Employees need to be encouraged to improve since their current level of quality is not very high. The results of earlier research, which demonstrate that motivation improves performance, are consistent with this. Therefore, if workers are highly motivated, they will follow the organization's instructions. The targeted employee performance of the organization will be shaped by a strong

organizational culture. Encouragement from superiors will result in improved employee performance. This study supports Kotter and Heskett's (1992:9) assertion that a strong organizational culture will improve business performance by providing employees with incentive that is not often provided (Al-Ayyubi Sholahuddin, 2019).

METHODOLOGY

The researcher used the Systematic Literature Review (SLR) method in this study to identify, analyze, evaluate, and interpret the results of previous studies. Furthermore, the researcher examined the findings of previous studies by conducting a systematic review and identifying research articles.

Researchers used 20 articles that discussed the influence of leadership style, work motivation, and other factors on employee performance when collecting data. Articles This was obtained from national and international journals, such as Google Scholar, which has 20 articles reviewed from 2019 to 2024. These articles were then analyzed and tabulated in a table containing the researcher's name, year of publication, journal, and research results. To reach a conclusion, the contents of this article discuss and compare several articles.

RESEARCH RESULT AND DISCUSSION

Table 1. Results Analysis Reviews

No.	Writer	Name Journal	Method	Year	Results Study
1.	Ariffudin, <i>et al.</i>	Journal Markcount Finance	Quantitative	2023	There is influence between motivation And performance employee employee creativity.
2.	Sari, <i>et al.</i>	The International Journal of Social Sciencess World	Quantitative	2021	1) Employee work satisfaction is positively and significantly impacted by organizational culture 2) .Employee work satisfaction is positively and significantly impacted by leadership style. 3) Employee performance is positively and significantly impacted by organizational culture. 4) Employee performance is positively and significantly impacted by job happiness. 5) Performance is positively and significantly impacted by job satisfaction; and

					6) Employee performance is indirectly impacted by organizational culture.
3.	Mohiuddin, Zeema	Journal of Marketing and Management	Literature Review	2022	Literature studies show that a transformational leadership approach helps employees perform better than a transactional approach that focuses on superiors. When employees often interfere or abuse their power, when they lack information and do not know about job descriptions, or when one person is responsible answer on process taking decision, approach autocratic considered as style Which more appropriate. When an organization needs innovative problem solving or when departments hold meetings to improve their performance and achieve their goals, the democratic style will fit. Ultimately, when an organization has an experienced and talented team that performs work Which creative And innovative, style participatory is applied.
4.	Araffat, <i>et al.</i>	International Journal of Multicultural and Multireligious Understanding	Quantitative	2020	The analysis's findings demonstrate that employee performance at the Transportation Service is not directly impacted by leadership style. At the Regency Dompu, on the other hand, discipline work improves worker performance. Transportation Service Regency
5.	Chua, <i>et a.</i>	International Journal of Accounting & Business Management	Quantitative	2018	The study's findings demonstrate that both authoritarian and democratic leadership philosophies significantly and favorably affect worker performance. However, we found that a laissez-faire leadership style has no discernible effect on staff performance. This implies that leaders with extremely The impact of

					many styles is larger. has a significant effect on workers' output as it is more obvious through their contacts with their immediate supervisors.
6.	A, Kehinde, <i>et al</i>	International Journal of Management Sciences	Quantitative	2019	It was discovered that employee performance and the tested leadership philosophies were positively correlated. The recommendation in the paper's conclusion is for managers to employ transformational leadership more frequently. For produce level commitment organization, OCB, And satisfaction the work that more tall.
7.	South Sulawesi, <i>et al.</i>	EJBMR	Quantitative	2020	According to the study's findings, leadership style has a beneficial effect on organizational commitment. Leadership style can have an impact on staff performance, although competence and organizational commitment can also act as mediators. Employee performance is also positively impacted by competency and leadership style.
8.	Habeeb, <i>et al</i>	Global Journal of Management and Business Research: A Administration and Management	Quantitative	2019	This study shows that leadership style has a major influence on organizational performance. The hypothesis's answers show that workers who have a strong urge to get along with one another form bonds that are strong and show up as collaboration and teamwork.
9.	Cardoso, <i>et al</i>	Journal of Digitainability, Realism & Mastery	Quantitative	2023	The findings of a study on work motivation show that inspired employees may execute their duties with passion, and that employee performance is favorably and significantly influenced. An employee will not get the most out of his work if he is not motivated. Even if an employee possesses the necessary knowledge and

					abilities, his job will not be up to par if he lacks sufficient drive.
10.	McCarter, <i>et al</i>	International Journal of Educational Administration anagement and Leadership	Quantitative	2022	Positive and meaningful discipline, work, and leadership style all have an impact on hotel employees' performance at the same time. Issue This is demonstrated by the fact that the probability value is less than $0.000 < 0.05$ and the F count is higher than the F table value ($29.288 > 3.32$). In Texas hotels, work discipline has a significant positive influence on employee performance, but leadership style also has a significant negative impact.
11.	Patel, Sheetal	International Journal of Research in Management, Economics and Commerce	Qualitative	2019	The researchers came at the following conclusions on research gaps: a) Style of leadership What does the banking industry entail? b) Are there any elements that affect leadership style? c) Is there a connection between employee performance and leadership style?
12.	Malcolm, <i>et al.</i> <i>al</i>	International Journal of Scientific and Research Publications	Quantitative	2019	Both democratic and laissez-faire leadership ideologies have a substantial and positive influence on employee performance, according to the regression coefficient analysis results. With a substantial 0.025 mark and a beta coefficient value of -0.168 for the autocratic leadership style higher than 0.01 it is evident that an authoritarian boss significantly impairs employee performance.
13.	Basit <i>et al al</i>	International Journal of Accounting & Business Management	Quantitative	2019	There is a significant positive link between employee performance and transformational leadership and democracy, with a p value of 0.00, $P < 0.05$. The range that can be allowed for Cronbach's alpha measurement is 0.7 to 0.8. It has been demonstrated that

					transformative and democratic leadership styles are crucial for the banking industry in order to accomplish its objectives and enhance worker performance.
14.	Agarwal, Sugandha	International Research Journal of Business Studies	Quantitative	2020	Democracy and transformational leadership have a significant positive relationship with employee performance, with a p value of 0.00, P <0.05. Cronbach's alpha is measured between the range 0.7 until 0.8 Which is range Which can accepted. Proven that leadership Which democratic And style leadership transformational very important for the banking sector, which helps achieve its goals and improve employee performance.
15.	Wen, <i>et al</i>	International Journal of Academic Research in Business and Social Sciences	Quantitative	2019	According to this study, leadership thought, transformational leadership, and transactional leadership will all improve worker performance.
16	Frizillia, <i>et al</i>	International Journal of Social Science and Business	Quantitative	2021	At PT Sumo Internusa Indonesia, discipline, motivation, and leadership style all have a good and significant impact on staff performance at the same time. The best leadership approach that can inspire staff members is to provide helpful recommendations. Boost motivation, particularly through pay raises. Boost discipline by enforcing rules and consequences that are appropriate for the severity of employee infractions.
17	Hanifah, <i>et al</i>	JMTransLog	Quantitative	2019	The regression coefficient X2 (Motivation) Work) is as large as 0.428, which indicates success. On the other hand, Leadership Style's coefficient regression X is 0.357. This demonstrates that employee motivation

					has a greater impact on performance than leadership. PT. Pelni is therefore a good example of a corporation. in inspiring its workers.
18	Al- Harthy, <i>et al</i>	IJSR	Quantitative	2019	The study's findings confirm a positive relationship between employee training and the prediction of transformational leadership style. Furthermore, there is a positive relationship between training and employee performance. In the study The assumption that employee training mediates the relationship between transformational leadership style and employee performance is well supported by the empirical evidence.
19	Sir, <i>et al</i>	IJSET	Quantitative	2022	Based on the data analysis results, the regression equation is $Y = 36.192 + 0.132X_1 + 0.602X_2 + e$. Test t indicates that motivation has little and no positive effect on performance. According to another interpretation, there would be a 13.2% decrease in performance for every unit decrease in the incentive variable (X1), or a 0.132 decrease in the performance variable (Y). Leadership style has a positive and significant influence on performance. This means that for every unit increase in the incentive variable (X1), the performance variable (Y) will decrease by 0.132, or performance will drop by 13.2%. Style Leadership (X2), resulting in a 0.602 improvement in variable performance (Y) or a 60.2% increase in performance. According to the F test, Performance is impacted by both leadership style and motivation. According to the coefficient of determination,

					the variable motivation and leadership style combined account for 30.9% of employee performance, with other factors accounting for the other 69.1%.
20	Annisa, <i>et al</i>	The America Journal of Humanities and Social Sciences Research	Quantitative	2021	Leadership Style (X1) affects Employee Performance (Y), according to the study's findings, which have a significance value of $0.002 < 0.05$. Employee Performance (Y) and Work Motivation (X2) have a substantial association with a value of $0.000 < 0.05$. There is a substantial ($0.037 < 0.05$) correlation between employee performance (Y) and job satisfaction (Z). Additionally, this study shows that job satisfaction (Z) may function as a mediator between leadership style (X1) and the effect of motivation at work on worker performance (Y). For Performance Workers (Y), (X2)

Using quantitative techniques, research (Ariffudin et al., 2017) discovered a relationship between employee motivation and creativity and employee performance. In contrast, Sari et al. (2021) employed quantitative research methodologies and discovered that work satisfaction, leadership style, and organizational culture all significantly and favorably impacted employee performance, both directly and indirectly. According to a literature review by another research (Moihuddin, 2017), a transformational leadership strategy outperforms a transactional or autocratic approach in terms of enhancing employee performance. The circumstances and organizational traits determine the best leadership style. Using quantitative approaches, (Araffat et al., 2020) discovered that work discipline has a favorable impact on employee performance, but leadership style does not have a linear influence.

Employee performance is positively and significantly impacted by autocratic and democratic leadership styles, but not by laissez-faire leadership styles, according to a different research by Chua et al. (2018) that employed quantitative methodologies. (Kehinde & Banjo, 2019) recommended that managers deploy more transformational leadership after finding a favorable correlation between the evaluated leadership styles and employee performance. On the other hand, study by Sulantara et al. (2020) discovered that competency and leadership style had a beneficial impact on employee performance and organizational commitment. The impact of competency and leadership style on

worker performance can also be mitigated by organizational commitment. (Yusuf-Habeeb & Ibrahim, 2019) shown the relevance of cooperation in creating enduring relationships among workers as well as the substantial influence of leadership style on organizational success. Cardoso et al. (2023) found that workplace motivation has a positive and significant effect on employee performance. This suggests that motivated workers will deliver superior results. The findings of the McCarter et al. (2022) study demonstrated that while leadership style had a negative effect on hotel employee performance, work discipline had a positive effect. In the meanwhile, Patel (2019) identified a research gap in his qualitative study of the leadership style of the banking sector, its factors, and its relationship to employee performance.

Although leaders displayed a combination of transformational and transactional leadership traits, (Malcolm PhD & Tamatey, 2019) could not identify a substantial impact of all leadership types on employee performance. On the other hand, Basit et al. (2019) found that democratic and laissez-faire leadership styles had a considerably favorable influence on employee performance, whereas autocratic leadership styles had a significantly detrimental impact. Both transformational and democratic leadership styles have been found to have a substantial positive correlation with employee performance in the banking sector (Agarwal, 2020). According to (Wen et al., 2019), transactional, transformational, and thinking leadership will improve employee performance. Additionally, (Frizilia et al., 2021) discovered that work discipline, motivation, and leadership style all significantly and favorably impacted performance at the same time. PT Sumo Internusa Indonesia employee. After that, Hanifah et al. (2019).

In a research conducted at PT. Pelni, it was shown that staff performance is more impacted by motivation than by leadership. According to Al-Harthy et al. (2019), there is a positive correlation between transformational leadership style and employee training, and employee training is positively correlated with employee performance. Employee training acts as a mediator in the interaction between transformational leadership style and worker performance. Additionally, (Siregar et al., 2022) found that while motivation has no positive and insignificant effect on performance, leadership style has a positive and significant impact. Both motivation and leadership style affect performance. Lastly, (Annisa et al., 2021) shown that employee performance is influenced by leadership style, work motivation, and job satisfaction. The relationship between work motivation and leadership style and employee performance is mediated by job capability.

CONCLUSIONS AND RECOMMENDATIONS

Employee performance is positively impacted by leadership style, job motivation, and other factors, according to the study's findings. Strong corporate culture, high work motivation, and effective leadership may all have an impact on a company's good workers. Twenty papers analyzed between 2019 and 2024 were included in the study, which employed the Systematic Literature Review (SLR) methodology. The study demonstrates a favorable correlation between

leadership style, employee performance, and job motivation. In the banking industry, transformational and democratic leadership are crucial because they facilitate goal achievement and enhance worker performance.

ADVANCED RESEARCH

The mediating and moderating impacts of factors including job satisfaction, organizational commitment, and emotional intelligence on the link between work motivation, leadership style, and employee performance might be further explored in future studies. A more comprehensive knowledge of how leadership dynamics affect employee outcomes may be obtained by doing a comparative analysis across sectors other than banking. Furthermore, incorporating cutting-edge analytical tools like machine learning or structural equation modeling (SEM) may provide more accurate insights into causal linkages. Additionally, longitudinal studies may be useful in evaluating the long-term effects of shifting motivational tactics and leadership philosophies on worker performance.

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