



The influence of leadership behavior, commitment, and employee motivation on employee performance: a study at pt. adiwraksa atyanta in sukoharjo

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ABSTRACT

This study investigates the impact of leadership behavior, commitment, and employee motivation on employee performance at PT. Adiwraksa Atyanta in Sukoharjo. Using a quantitative approach with a positivist philosophy, the research was conducted from July 2023 until the end of the study period, employing random sampling and data collection through interviews and questionnaires with a Likert scale. Data analysis was performed using PLS-SEM via SMARTPLS to evaluate both outer and inner models. Outer model evaluations included convergent validity, discriminant validity, and reliability, while the inner model assessed structural relationships. The results reveal that leadership behavior, commitment, and employee motivation all have a significant positive effect on work performance. However, the study faced limitations such as using a closed-ended questionnaire and focusing solely on the variables of leadership behavior, commitment, and motivation. It is recommended that future research incorporates a larger and more diverse sample and explores additional factors that may influence employee performance.

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1. INTRODUCTION

The quality of human resources is a crucial asset in the development process, particularly regarding the workforce. This study builds on the findings of Marliza et al., (2022), who explored the impact of work discipline and motivation on employee performance in the Department of Social Affairs and Manpower, Medan City. The research revealed that both work discipline and motivation significantly influence employee performance, highlighting the critical role motivation plays in organizational success. High motivation leads to enhanced performance, while low motivation hampers productivity. Employees, as key contributors to achieving organizational objectives, directly impact a company's progress (Sappe, 2016). High-performing employees drive organizational growth and stakeholder satisfaction, whereas low productivity due to a lack of motivation or resilience obstructs development and reduces overall quality of work life (Devi Gusriana et al., 2022).

Organizational success is often evaluated through employee performance, which reflects task completion and productivity levels. Improving performance is achievable by addressing leadership behavior, employee commitment, and motivation. Leadership behavior greatly influences performance, as positive behaviors inspire employees to excel, whereas negative behaviors may demotivate and hinder performance (Megawati et al., 2022). Additionally, employee commitment plays a significant role by enhancing productivity, lowering costs, and ensuring high-quality outcomes, which offer competitive advantages (Nurdin & Djuhartono, 2021). Committed employees adapt well to organizational changes, align with company objectives, and demonstrate a sense of ownership that fosters accountability and organizational harmony (Nurdin & Djuhartono, 2021).

Motivation is another essential factor in driving employee performance, as it provides the internal and external energy needed to act and achieve goals (Yuliarni et al., 2021). Without adequate motivation, employees are unlikely to perform effectively. Motivation arises from internal desires or external influences, driven by the fulfillment of basic and higher-level needs (Kosasih, 2019). Wibowo describes motivation as "the drive that initiates a series of human actions to achieve specific goals," including elements such as stimulation, persistence, direction, and goal orientation. For employees, achieving job satisfaction and productivity depends on meeting basic needs like safety and physiological stability, as well as higher-level aspirations such as recognition and self-actualization (Anoki Herdian Dito, 2022).

PT. Adiwaksa Atyanta, a manufacturing company based in Sukoharjo, Central Java, specializes in furniture production and export. Operating from two sites Ngarak Arak for raw material processing and Parangjoro for production and shipping the company was established in 1992 by Haryanto and Kusuma. Although lacking a formal vision and mission, PT. Adiwaksa Atyanta is committed to producing globally competitive furniture, offering tailored designs, and ensuring timely deliveries. Leadership behavior, employee commitment, and motivation are pivotal to improving performance within this organization. This study, therefore, examines "The Influence of Leadership Behavior, Employee Commitment, and Motivation on Employee Performance: A Case Study at PT. Adiwaksa Atyanta in Sukoharjo."

Leadership behavior, according to Lestari et al., (2020), can be categorized into task-oriented and relationship-oriented behaviors, forming the basis of situational leadership theory. Task-oriented behavior involves defining roles, assigning tasks, clarifying activities, and managing how and when tasks are performed. Relationship-oriented behavior emphasizes fostering interpersonal connections through open communication, delegation, and empowerment, characterized by mutual trust, socio-emotional support, and solidarity. Leaders who neglect their employees' well-being risk reduced productivity, while effective leadership can influence attitudes and behaviors to align with organizational goals. Wahdatun Aulia, (2024) also identify factors shaping leadership behavior, including task orientation, relationship orientation, authority levels, and follower autonomy.

Commitment, as defined by Adha et al., (2019), combines loyalty and alignment with organizational values and goals, reflecting an employee's willingness to remain with the organization and work for its benefit. Commitment drives productivity, enhances organizational adaptability, and fosters a sense of responsibility. Wulandari & Hamzah, (2019) adds that commitment is characterized by the desire to stay with the organization, exert significant effort for its success, and embrace its values. Factors influencing commitment include personal attributes (e.g., tenure and individual needs), job characteristics (e.g., task identity and collaboration opportunities), and work experiences (e.g., past leadership practices and peer interactions). Effective leadership and motivation play a vital role in strengthening employee commitment and driving organizational success.

A key research gap addressed by this study lies in the limited exploration of the simultaneous impact of leadership behavior, employee commitment, and motivation on employee performance within manufacturing industries, particularly in the context of medium-sized enterprises like PT. Adiwiraksa Atyanta. While prior studies have examined these factors individually, their integrated influence, especially in organizations without formalized visions and missions, remains underexplored. This research contributes by investigating how these three variables collectively shape employee performance in a manufacturing context, providing insights that are relevant for improving organizational practices.

A hypothesis is a provisional answer to a research question, formulated based on the problem statement and prior studies (Hajar et al., 2018). Leadership behavior significantly impacts employee performance, as effective leaders inspire and motivate employees through positive behavior, open communication, and fairness. Leaders adopting a transformational approach, emphasizing empowerment and recognition, enhance team motivation, engagement, and performance, as evidenced by research from (Kristanty Nadapdap, 2017; Victoria Pattynama et al., 2016). Therefore, H1: Leadership behavior exerts a substantial influence on employee performance. Similarly, organizational commitment plays a crucial role in improving employee performance. According to Mathis and Jackson, as cited by Nuriyah, (2020), organizational commitment refers to employees' acceptance of organizational goals and their dedication to staying with the organization. Employees with high commitment are more motivated and responsible, achieving optimal results, as supported by studies from Utama, (2016) and Harefa, (2020). Thus, H2: Organizational commitment exerts a substantial influence on employee performance. Lastly, motivation is essential in influencing employee performance, as explained by McClelland's achievement motivation theory, which highlights that motivation arises from the interaction of energy, goals, and opportunities. Research by Rimpulaen, (2014) and Hustia, (2020) confirms that motivation significantly enhances performance by driving individuals to achieve their objectives. Therefore, H3: Motivation exerts a substantial influence on employee performance.

2. RESEARCH METHOD

This research, conducted on the employees of PT. Adiwiraksa Atyanta from July 2023 to the end of the study period, employs a quantitative approach based on positivist philosophy, using random sampling, data collection through research instruments, and statistical analysis to examine established hypotheses (Andayani, 2018). The variables include leadership behavior (task and relationship orientation), employee commitment (attachment, loyalty, and willingness to work hard), motivation (internal energy changes towards goal achievement), and performance (quality, quantity, and timeliness of work). The study uses census sampling, involving all employees as the sample, due to the limited population size (Rahmisyari, 2018).

To address the questionnaire's reliability and validity, the instrument underwent pretesting on a similar population of employees working in mid-sized organizations, ensuring the constructs are relevant and interpretable within comparable contexts. The reliability and validity results confirmed that the questionnaire met the required standards, with Cronbach's Alpha exceeding 0.70 and all validity metrics aligning with recommended thresholds.

To mitigate the influence of personal preferences or views during interviews, the researcher adopted structured, standardized questions and minimized subjective input by focusing solely on factual and objective data. Interviewees were informed about the confidentiality and purpose of the research to encourage honest and unbiased responses.

Data were collected via interviews with authorized personnel and questionnaires using a Likert scale. Analysis utilized PLS-SEM via SMARTPLS to explore complex models

under lenient data requirements (Saleh & Utomo, 2018), focusing on outer and inner model evaluations.

Outer model tests included convergent validity (loading factor > 0.70, AVE > 0.50), discriminant validity (cross-loading and AVE's square root), and reliability (Composite Reliability > 0.70, Cronbach's Alpha > 0.60). Multicollinearity was assessed using tolerance (>0.1) and VIF (<5). Inner model evaluation assessed structural relationships through R² (strong > 0.75, moderate > 0.50, weak > 0.25) and Q² (predictive relevance > 0). Hypotheses were tested via path coefficients, t-statistics (>1.96 at 5% significance), and indirect effects, with mediation determined by P-values (<0.05 for significant mediation, >0.05 for direct effects) (Ghozali, 2015; Juliandi, 2018).

3. RESULTS AND DISCUSSION

The study adopts a quantitative approach and utilizes the Partial Least Square (PLS) method to analyze data and test hypotheses, with SmartPLS software facilitating the calculations. The research involves evaluating both outer and inner models to examine the impact of leadership behavior, employee commitment, and motivation on employee performance based on the research methodology. SmartPLS, a tool for Structural Equation Modeling using Partial Least Square (SEM-PLS), integrates multivariate statistical techniques, including factor analysis, path analysis, and structural modeling, to analyze complex relationships (Ningkiswari & Wulandari, 2018).

Table 1 Respondent Demographics

Category	Subcategory	Frequency	Percentage
Gender	Male	72	72%
	Female	28	28%
	Total	100	100%
Age Group	19-29 Years	23	23%
	30-39 Years	44	44%
	40-49 Years	27	27%
	Over 50 Years	6	6%
	Total	100	100%
Length of Service	1-3 Years	35	35%
	4-6 Years	50	50%
	Over 7 Years	5	5%
	Total	100	100%

Data collected directly from primary sources, 2025

The demographic data of the respondents reveals that the majority are male (72%), aged 30-39 years (44%), and have a work experience of 4-6 years (50%). These trends suggest that the study is dominated by middle-aged male employees with moderate experience in their roles, reflecting the workforce composition in the research setting.

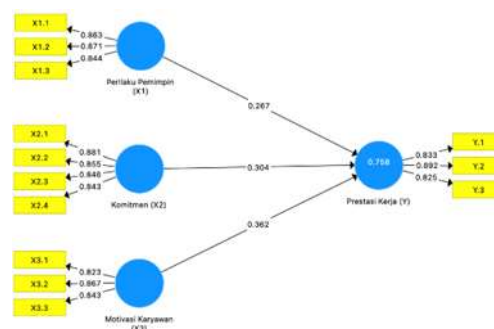


Figure 1. Outer Model

3.1 Convergent Validity

Table 2 Outer Loading Value

Variable	Indicator	Outer Loading
Leader Behavior (X1)	X1.1	0,863
	X1.2	0,871
	X1.3	0,844
Commitment (X2)	X2.1	0,881
	X2.2	0,855
	X2.3	0,846
	X2.4	0,843
Employee Motivation (Z)	X3.1	0,823
	X3.2	0,867
	X3.3	0,843
Work Performance (Y)	Y.1	0,833
	Y.2	0,892
	Y.3	0,825

Data collected directly from primary sources, 2025

3.2 Construct Validity and Reliability

Table 3. Construct Validity and Reliability

Variable	Cronbachs Alpha	composite reliability	AVE(Average Variance Extracted)
Leader Behavior (X1)	0,823	0,894	0,738
Commitment (X2)	0,879	0,917	0,734
Employee Motivation (X3)	0,799	0,882	0,713
Work Performance (Y)	0,808	0,887	0,724

Data collected directly from primary sources, 2025

The construct validity and reliability of the research variables show strong results. The variable Leader Behavior (X1) has a Cronbach's alpha of 0.823, indicating good internal consistency. With a composite reliability of 0.894 and an AVE of 0.738, it meets the thresholds for reliability and discriminant validity. Similarly, Commitment (X2) demonstrates good internal consistency with a Cronbach's alpha of 0.879, and its composite reliability of 0.917 confirms its reliability. The AVE for this variable is 0.734, indicating valid discriminant validity. For Employee Motivation (X3), the Cronbach's alpha of 0.799 indicates adequate internal consistency, and its composite reliability of 0.882 further reinforces its reliability. The AVE of 0.713 confirms its validity. Finally, Work Performance (Y) has a Cronbach's alpha of 0.808, showing satisfactory internal consistency. Its composite reliability of 0.887 and an AVE of 0.724 indicate both high reliability and discriminant validity. Overall, all variables in the study demonstrate acceptable levels of reliability and validity, suggesting that the constructs used are robust and appropriate for further analysis.

3.3 Multicollinearity Test

Table 4. Collinearity Statistic (VIF)

	Work Performance
Leader Behavior (X1)	3,948
Commitment (X2)	4,396
Employee Motivation (X3)	3,036
Work Performance (Y)	

Data collected directly from primary sources, 2025

The results from Table 4 show the collinearity statistics (VIF) for testing multicollinearity. The Leader Behavior (X1) variable has a VIF of 3.948, Commitment (X2) has a VIF of 4.396, and Employee Motivation (X3) has a VIF of 3.036. As all the VIF values are below the threshold of 5, this indicates no issue with multicollinearity among the variables, meaning that the relationships between the variables are independent and the multicollinearity assumption is met.

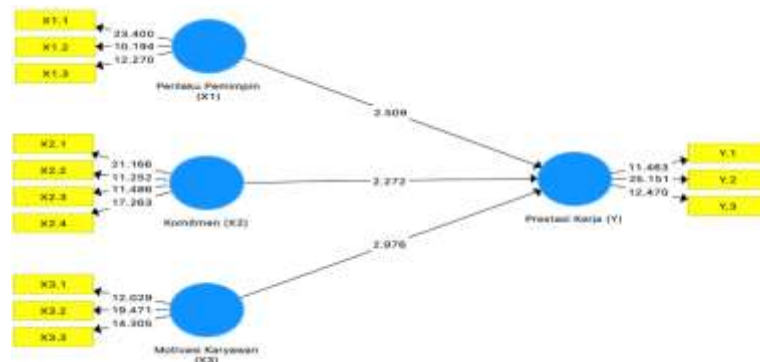


Figure 2. Inner model

3.4 Inner Model Analysis

a. R-Square Value

Table 5. R-Square Value

	R-Square	R-square Adjusted
Work Performance (Y)	0,758	0,750

Data collected directly from primary sources, 2025

The R-Square value of 0.758 (75.8%) demonstrates a strong relationship between leader behavior, commitment, employee motivation, and work performance. Additionally, the Q-Square value of 0.758 indicates that the model has predictive relevance, as it explains 75.8% of the data's variability, while the remaining 24.2% is influenced by other factors not included in the model. These results confirm that the research model exhibits good goodness of fit.

b. F-Square (F²) Values

Table 6. F-Square (F²)

	Work Performance
Leader Behavior (X1)	0,074
Commitment (X2)	0,087
Employee Motivation (X3)	0,178
Work Performance (Y)	

Data collected directly from primary sources, 2025

As shown in Table 6, the predictive capability of leader behavior on work performance is 0.074, which is considered small or weak. The commitment variable's effect on work performance is 0.087, also indicating a weak impact. However, the effect of employee motivation on work performance is 0.178, which is categorized as moderate.

c. Hypothesis Testing - Path Coefficients

Table 7. Path Coefficient (Direct Effect)

	Hypothesis	Original Sample	t-Statistics	P Values	Remaks
Leader Behavior (X1) -> Work Performance (Y)	H1	0,267	2,509	0,012	Significant Positive
Commitment (X2) -> Work Performance (Y)	H2	0,304	2,272	0,024	Significant Positive
Employee Motivation (X1) -> Work Performance (Y)	H3	0,362	2,976	0,003	Significant Positive

Data collected directly from primary sources, 2025

The results of the hypotheses tests indicate significant findings. The first hypothesis, which examines whether leader behavior positively impacts work performance, is supported with a t-statistic of 2.509, an effect size of 0.267, and a p-value of 0.012. The second hypothesis, focusing on the influence of commitment on work performance, is also accepted with a t-statistic of 2.272, an effect size of 0.304, and a p-value of 0.024. Finally, the third hypothesis, testing the impact of employee motivation on work performance, is confirmed with a t-statistic of 2.976, an effect size of 0.362, and a p-value of 0.003. All hypotheses are accepted as their respective t-statistics exceed 1.96 and p-values are below 0.05.

3.5 Discussions

a. The Effect of Leader Behavior on Work Performance

Effective leadership boosts employee morale, leading to positive outcomes for the organization. Leader behavior has a significant impact on work performance, as leadership styles can influence motivation, engagement, and team performance. Transformational leaders who are inspirational, maintain open communication, and provide support and recognition to their teams help build confidence, commitment, and both individual and group performance. In contrast, authoritarian or unfair leadership styles can diminish motivation, create conflicts, and hinder work performance. Therefore, leaders who focus on empowerment, fairness, and fostering good relationships create a more productive work environment, thereby improving overall team performance. The analysis results indicate that leader behavior has a positive and significant effect on work performance, as evidenced by a t-statistic of 2.509, an effect size of 0.267, and a p-value of 0.012, which is consistent with studies by Tanjung, (2015) and Aulia et al., (2013) confirming the positive and significant impact of leader behavior on employee work performance.

b. The Effect of Commitment on Work Performance

Employee commitment reflects their attachment and loyalty to the company's goals, values, and the willingness to work hard for the organization. High commitment positively influences work performance, as committed employees are more motivated, responsible, and dedicated to achieving organizational goals. Commitment encourages employees to put in their best efforts, maintain integrity, and persevere through challenges. Employees who feel aligned with the organization's vision and values are more proactive, focused on optimal results, and work efficiently in teams. On the other hand, low commitment can lead to decreased motivation, job satisfaction, and negatively impact individual and team performance. The analysis results show a positive and significant effect of commitment on work performance, with a t-statistic of 2.272, an effect size of 0.304, and a p-value of 0.024. These findings align with the studies by Damanik and Rika, (2023) and Marliza et al (2022), which demonstrate a positive and significant relationship between commitment and work performance.

c. The Effect of Employee Motivation on Work Performance

Employee motivation directly influences work performance, as motivated employees tend to be more enthusiastic, focused, and committed to achieving organizational goals. Both intrinsic motivation (e.g., personal achievement and self-development) and extrinsic motivation (e.g., rewards and incentives) drive employees to put in their best effort at work. Motivated employees are more productive, creative, and efficient, leading to improved quality and quantity of work. In contrast, a lack of motivation can result in decreased morale, low engagement, and suboptimal performance, hindering the achievement of organizational objectives. The analysis indicates that employee motivation has a positive and significant effect on work performance, with a t-statistic of 2.976, an effect size of 0.362, and a p-value of 0.003. This is consistent with the findings of Tanjung, (2015) and Marliza et al (2022), who both confirm the positive and significant impact of motivation on employee work performance.

4. CONCLUSION

The analysis reveals that leader behavior, commitment, and employee motivation all significantly and positively impact work performance. Specifically, leader behavior showed a t-statistic of 2.509 (>1.96) and a p-value of 0.012 (<0.05), commitment had a t-statistic of 2.272 (>1.96) and a p-value of 0.024 (<0.05), and employee motivation demonstrated a t-statistic of 2.976 (>1.96) with a p-value of 0.003 (<0.05), confirming the study's hypotheses. However, the study's limitations include the use of closed-ended questionnaires, which may not fully capture the respondents' true conditions, and the focus on employees of PT. Adiwiraksa Atyanta. While these findings offer valuable insights, their generalizability to other companies within the same industry or across different industries is uncertain due to the specific organizational context. Furthermore, the research did not explore other factors that could influence work performance. For future research, it is recommended to expand the sample size, include participants from diverse companies and industries, and investigate additional variables to gain a more comprehensive understanding of the factors affecting work performance.

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