

Employee Performance Study, Leadership Style and Work Motivation PT. Bina San Prima: Scoping Review

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ARTICLE INFO

Keywords: Employee Performance, Leadership Style, Work Motivation, Scoping Review

Received : 10, January

Revised : 23, January

Accepted: 24, February

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ABSTRACT

This scoping review evaluates the impact of leadership style on employee performance, job motivation, and satisfaction using a library research methodology. The study follows five key phases: formulating research questions, identifying and selecting relevant studies, constructing data charts, and summarizing findings. Covering research from 2014 to 2023, the review highlights the importance of harmonious workplace relationships. Findings indicate that leadership style significantly influences employee motivation, performance, and job satisfaction.

INTRODUCTION

PT Bina San Prima is a national distributor of health care, consumer, and raw material products. Its head office is in Bandung, Indonesia, and as of 2021, the company operates a network of 45 branches, 36 warehouses, and 19 sub-distributors across Indonesia. PT Bina San Prima ensures high-quality service to both customers and principals. The company wants to become a famous distribution and trading company, especially in services, by providing significant added value for customers and principals. To achieve this goal, it continuously works on improving its distribution management to achieve Good Distribution Practices based on Information Systems, strengthening the network and field personnel coverage, and monitoring the growth of main products in the market.

Human resources as one of the internal factors play an important role in the success or failure of a Leadership style theoretically plays a role in organizing all components of the institution that can dominate, move and coordinate the component factors in the organization. Leadership style will form a climate and work culture in the organization that can have implications for employee work behaviour. Leaders are needed to determine the continuity and development of the business because of the uncertain situation that threatens the business at any time and affects its followers (Setyana, 2007). The role of leadership is very strategic and important for achieving the mission, vision and objectives of an organization in achieving its goals also needs to be continuously directed to master effective and efficient human resource management. Human resource management is the science of carrying out organizational activities through planning, organizing, and controlling so that the effectiveness and efficiency of personnel can be increased as much as possible in achieving organizational goals (Nitisemito, 2012).

Hasibuan (2016) explains performance as the result of work achievement that an individual or group of individuals achieve while carrying out tasks that are their responsibility based on skills, experience, seriousness, and spending time. According to FoEh and Papote (2021), performance can be defined as a term acquired by job performance or actual performance as a work achievement or an accomplishment in a person that he has successfully attained. According to Mangkunegara (2013), performance is the outcome of the quantity and quality of work that employees do while performing their activities in accordance with their obligations. Abdullah (2014) argues that performance is an achievement or work result as the implementation of a work plan designed by an agency to be carried out by leaders and employees who work in the agency in order to achieve organizational goals that have been planned from the start.

In addition, leadership style is an important factor in achieving company goals. Leadership style is the process when superiors influence their subordinates to achieve mutually agreed goals. This can be seen through leadership activities in the stage of influencing employees to create a reciprocal relationship, as well as the planning and formulation process until the achievement of organizational goals (Prananosa et al, 2018). While describing

leadership style, Zainal et al., (2017) said that leadership style is a method that leaders use to influence their followers to act on the basis of willingness or without any element of coercion.

In addition to leadership style, job motivation plays a significant role in a company's success. Hasibuan (2016) explained that motivation is a form of providing driving force to bring out passion in individuals so that they are willing to cooperate, work effectively, and are related to various efforts to obtain satisfaction. Motivation is a condition in a person to direct a person's will to carry out certain desires to achieve goals (Sutrisno, 2016).

For companies that have been established for a long time, human resources are one of the important aspects in the company. Employees of PT. Bina San Prima must work effectively and competitively in order to achieve the targets set by the company. In addition to managing employees to be qualified, the critical and strategic role of these employees requires the implementation of good, precise and targeted human resource management so that they can provide a positive contribution to the success and effectiveness of PT. Bina San Prima.

Naturally, there are issues that PT. Bina San Prima faces that impede the company's goals and objectives. Researchers discovered issues and gathered data and information about turnover intention—that is, the number of employees who decided to leave the company for a variety of reasons—by conducting a series of preliminary surveys with a number of PT. Bina San Prima employees, particularly in the promotion section in the Malang area. Furthermore, problems were found where when observations were conducted at the company, a phenomenon was found that the majority of employee work motivation was quite low, low motivation was caused by the lack of recognition of employee work results and could be seen from several employees who looked bored with their jobs and chose to play with cellphones, joke and chat during working hours. This has an impact on decreasing employee performance, and the quality of work results is low, and work results have not reached the company's assessment target (not yet optimal).

According to the findings of another study that examined the relationship between leadership and employee performance, Rusdiana and Dedi S. Soegoto (2017:9) found that organizational leadership style significantly affects employee performance. Similar research was also conducted by Risambessy, Bambang Swasto, Armanu Thoyib and Endang Siti Astuti (2012:1163) for staff at Malang Regional Public Hospital which had a positive and significant effect on employee performance including motivation, job satisfaction and staff turnover.

Research on the effects of leadership style on motivation and productivity at work. The table that follows details the criteria that were applied throughout the literature search process. The time span that was employed was ten years, from 2013 to 2023. Ten years is thought to be enough time to track the applicability of leadership style studies. An empirical article published in Indonesian is the publication type that was chosen. The region is located in Indonesia. As long as they satisfy the other previously stated

requirements, all empirical research from Indonesia is covered under the criteria.

THEORETICAL REVIEW

The Gathering, analyzing, and dissemination of the study findings is the last phase of the scoping review. After compilation, a table with the article extractions from the data mapping stage is produced. Reporting creates the report format, which in this case is for publication purposes, whereas summarizing yields the primary themes or patterns of the primary findings.

Table 2. Results of Data Collection of Research on Leadership Style on Performance, Motivation on Performance

No	Author	Title	Year	Location	Method	Research result
1.	Melanie Rahayu, Nana Darna, Nina Herlina	The Impact of Incentive Provision and Transformational Leadership Style on Employee Performance (PT. <i>Danbi Internasional</i> Employee Study)	2020	<i>Ciamis</i>	A survey method with a quantitative approach was employed in this study.	A total score of 2281 was derived from the questionnaire responses, with a value between 2227 and 2650. This indicates that PT. <i>Danbi Internasional</i> 's staff members are performing exceptionally well.
2.	Susi Martha Tambunan	The Impact of Leadership Style on <i>O'Flaherty's</i> Restaurant Medan Employee Performance	2019	Medan	Data collection methods are carried out through interviews, documentation and questionnaires . The number of samples in this study was 26 people with the determination technique being total sampling. Influence of Leadership Style on Employee Performance at <i>O'Flaherty's</i> Restaurant Medan.	The most dominant employee performance indicator that is affected by leadership style at <i>O'Flaherty's</i> Restaurant Medan is that the quantity of work of the company's employees exceeds the average.

3.	Asmaranti ka, Putri Utami, Iskandar Ali Alam, Habibura hman	The Impact of Motivation and Leadership Style on Worker Performance in Puncak Mas Tourism Park in Bandar Lampung	2019	Bandar Lampung	The type of research is a descriptive research type. In this study, the entire population will be studied because the population is less than 100, so the population will be studied and this is a population/cen sus study. Multiple Linear Regression Data Analysis	According to the study's findings, most respondents thought Puncak Mas Tourism Park's leadership style was excellent. The performance of employees at Puncak Mas Tourism Park Bandar Lampung is positively impacted by leadership style.
4.	Nurli	The Influence of Democratic Leadership on Employee Performance in Makassar City's PT Indomarco Prismatama.	2017	Macassar	The quantitative analysis used is correlation coefficient analysis.	The analysis's findings demonstrate how PT Indomarco Prismatama employees' performance in Makassar City is impacted by democratic leadership.
5.	English	The Impact of Leadership Style on Employee Performance and Job Satisfaction at PT. Nutrifood Indonesia in Surabaya	2018	Surabaya	Explanatory study using a quantitative approach is the methodology employed. The method of sampling employed in this investigation is to use saturated samples.	The results show that leadership style has a significant influence on work motivation, employee performance and job satisfaction, and work motivation also has a significant influence on job satisfaction and employee performance has a significant influence on job satisfaction.
6.	Rajdiansyah, Sabardika L	The Prima SR Hotel & Convention Yogyakarta: The Impact of Leadership Style and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable	2018	Yogyakarta	In this quantitative research, researchers formulate new problems by identifying them through hypotheses, namely temporary answers to the formulation of research problems.	According to this study's findings, job satisfaction is significantly improved by leadership style.

7.	Happy Birthday Erri, Ajeng Puji Lestari & Hasta Herlan Asyhar	The Impact of Leadership Style on PT Melzer Global Sejahtera Jakarta Employee Performance.	2021	Jakarta	The research methods used are observation, interviews, questionnaires and documentation studies.	The study's findings indicate that there is a significant correlation between employee performance and leadership style.
8.	Bryan Johannes Tampi	Employee Performance at PT. Bank Negara Indonesia, TBK (Regional Sales Manado): The Impact of Leadership Style and Motivation	2014	Manado	The analysis A quantitative descriptive method is employed. with a multiple correlation and multiple regression approach and using the SPSS version 18.0 program.	The study's findings demonstrate that every independent variable significantly affects worker performance.
9.	Dita Farjeka, Kusuma Chandra Kirana, Didik Subiyanto	The Influence of Leadership Style and Motivation on Work Effectiveness with Work Discipline as an Intervening Variable	2022	Jakarta	The analysis method Multiple linear regression analysis is the method employed in this investigation.	The study's findings suggest that work discipline is influenced by leadership style to some extent. It is not true that work motivation affects work discipline, that leadership style affects work effectiveness, that work motivation affects work effectiveness, and that work discipline affects work effectiveness either separately or in combination.
10	Yusriana, Ayu S, Beza Ray F, Moch. Isa A	Leadership and Management Style: Literature Study	2023	Madura	This study uses a library research method. This is accomplished by gathering information from literature books about the issue under study.	The results of this study indicate that leadership, motivation, and job satisfaction are important factors in determining the success and failure of employee performance achievement.

METHODOLOGY

The research approach used in this study is library research. This is accomplished by gathering information from literature books about the issue under study. While secondary data is discovered and gathered through a literature study, specifically gathering data from literature books, original data for this composition is gained from journals and earlier works. A literature research, according to Syaibani (2012), is any attempt to gather data pertinent to the subject or issue under study. Library research is a qualitative research approach that uses documents, archives, and other kinds of documents as study resources. It is carried out at a library (Prastowo, 2012). The information gathered is analyzed qualitatively, which means that it is done by comprehending and organizing the data in a methodical manner. A deductive

mindset—that is, a mindset that is based on general things—is then used to draw a specific conclusion.

Identifying Research Questions

Identifying research questions at the early stage of the research review, because by determining research questions, researchers can design a strategy to conduct a literature search by ensuring substantive areas with research topics. The research question is How is the existing literature on the relevance of leadership style and work motivation?

Identifying Relevant Studies

The secondary data used in this study comes from earlier studies on work motivation and leadership style that were found online through searches of scientific journals. Research journal articles about businesses that investigate work motivation and leadership style in different parts of Indonesia are the requirements for journals to be reviewed. Table 1 shows the parameters that were utilized in the literature search process. The period that was employed was ten years, from 2014 to 2023. Ten years is thought to be enough time to track the applicability of research on leadership styles.

Table 1. Research

Criteria	Inclusion	
Period	2014-2023	10 years of monitoring
Language Types	Indonesian	The majority of the publications are in Indonesian.
Publication Type	Journal article	Articles with empirical data
Geographical Area	All	Findings from regions in the Republic of Indonesia

RESULTS AND DISCUSSION

Based on a 10-year time span and 10 empirical studies that are by the research article, with (100%) from Indonesia the research was conducted. This study examines the relevance of the influence of leadership style. conducted by Melani (2020), Susi (2029), Asmarantika (2019), Nurlina (2017), Alfian and Rialdiansyah (2018), Dirgahayu (2021), Bryan (2014), Dita (2022), Yusrina (2023). Melani (2020) conducted research on employees of PT. Danbi International. This study sought to ascertain the connection between worker performance and leadership style. Research findings show that from the results of the questionnaire answers, a total score of 2281 was obtained and the value was between 2227 - 2650. This means that employee performance at PT. Danbi International was stated to be very good.

Susi (2019) researched 26 employees of O'Flahertys restaurant in Medan. The goal of this research was to ascertain the connection between employee performance and leadership style at O'Flahertys restaurant in Medan. The

research findings showed that the impact of leadership style at O'Flahertys Restaurant Medan was that the quantity of work of the company's employees exceeded the average.

Asmarantika (2019) conducted research on employees of Taman Wisata Puncak Mas Bandar Lampung. Research findings show that respondents predominantly considered the leadership style at Taman Wisata Puncak Mas to be quite good. The performance of the staff at Taman Wisata Puncak Mas Bandar Lampung is positively impacted by the leadership style.

Nurlina (2017) conducted research at Makassar City's PT. Indomarco Prismatama. The aim of this study was to determine how democratic leadership affected worker performance. The study's conclusions demonstrated how PT Indomarco Prismatama employees' performance was impacted by democratic leadership in Makassar City.

Alfian (2018) conducted a study on leadership style towards job satisfaction at PT. Nutrifood Indonesia in Surabaya through worker motivation and output. The study's conclusions demonstrated that leadership style significantly affects employee performance, job satisfaction, and work motivation. Work motivation also significantly affects job satisfaction, and employee performance significantly affects job satisfaction.

Rialdiansyah (2018) conducted a research on the impact of work motivation and leadership style on employee performance at Prima SR Hotel & Convention Yogyakarta, with job satisfaction acting as an intervening variable. Through the use of hypotheses, the study sought to determine whether leadership style had a substantial positive impact on job satisfaction.

Dirgahayu (2021) conducted research at PT. Melzer Global Sejahtera Jakarta. The purpose of this study was to determine the effect of leadership style on employee performance. Research findings show demonstrate the significant impact of the link between employee performance and leadership.

Briyan (2014) conducted a study at PT. Bank Negara Indonesia, Tbk in Manado. The research findings demonstrated that every aspect of leadership style significantly impacted worker performance.

Dita (2022) conducted a study on the Influence of Motivation and Leadership Style on Work Effectiveness with Work Discipline as a Mediating Factor. The study's findings suggest that work discipline is impacted by leadership style to some extent. Work motivation does not affect work discipline, leadership style does not affect work effectiveness, work motivation does not affect work effectiveness, and simultaneously or together work discipline affects work effectiveness.

Yusrina (2023) conducted research on Leadership and Management Style: Literature Study in Madura. The purpose of this study was to show that leadership, motivation, and job satisfaction are important factors in determining the success and failure of employee performance achievement.

Based on a The research was carried out over a ten-year period using ten empirical investigations that support the research article, all of which were (100%) from Indonesia. This study examines the relevance of the influence of leadership style. conducted by Melani (2020), Susi (2029), Asmarantika (2019),

Nurlina (2017), Alfian and Rialdiansyah (2018), Dirgahayu (2021), Bryan (2014), Dita (2022), Yusrina (2023).

Based on many hypothesis tests of employee performance variables on leadership style and work motivation conducted by researchers that have been described above, management needs to change the leadership style by paying attention to employee performance. Efforts that can be made by the company to be able to control problems in employee performance are that the management of PT Bina San Prima should be able to provide good motivation and reduce how a leader can lead the work group towards maximum success.

The management of PT Bina San Prima should prevent its employees from experiencing differences in performance systems regarding leadership styles and distortions in internal communication that make employees feel that their needs cannot be met, for instance the need for self-actualization and the need for recognition for the work they do, so that they become lazy in carrying out their duties.

CONCLUSIONS AND RECOMMENDATIONS

The relevance of leadership style to employee performance and motivation with various research results has experienced many developments. The inconsistency of employee performance results and motivation with leadership style offers a research gap that connects the two. This scoping review has charted the body of literature and evaluated the applicability of employee performance, and motivation with leadership style. The scoping review of the articles reviewed has several limitations that may be included in the electronic databases of Google Scholar and Scopus.com. In addition to searching using the desired keywords of the researcher. The research question for this study is limited to "What is known from the existing literature about the relevance of employee performance, and motivation with leadership style?" Several criteria in the search for the scope of articles that can be the foundation of research conducted within 10 years are considered capable of representing the results of research developments on leadership style, with types of publications in various countries to provide broader insights. This study is limited to examining employee performance, motivation and leadership style. Since this study only looks at how leadership style affects employee performance, it is anticipated that future research will be able to include additional variables. However, it does not rule out the potential of other elements not included in this study.

FURTHER STUDY

Future research should explore additional variables such as organizational culture, job satisfaction, and psychological well-being to provide a more comprehensive understanding of employee performance and motivation. Comparative studies across industries and cross-cultural analyses can help identify contextual differences in leadership effectiveness. Longitudinal research is also needed to assess the long-term impact of leadership styles. Expanding data sources beyond Google Scholar and Scopus, along with incorporating empirical and mixed-method approaches, can strengthen the validity of findings.

These efforts will help bridge research gaps and offer deeper insights into the relationship between leadership style, employee performance, and motivation.

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