

Effect of Leadership and Pressure of work on Motivation and Impact on Employee Productivity PT. Catur Mitra Sejati

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Article History

Received: 04.05.2018

Accepted: 15.05.2018

Published: 30.05.2018

DOI:

10.36347/sjebm.2018.v05i05.007



Abstract: This study aims to determine the influence of leadership and employment pressure on employee productivity simultaneously, to know the influence of leadership on employee productivity partially, to know the influence of employment pressure on employee productivity partially, know the influence of motivation to employee productivity partially, know the influence of leadership to productivity through motivation, and know the influence of job pressure on employee productivity through motivation. The researcher conducted on the employees of PT. Catur Mitra Sejati. The sampling technique used saturated sample method involving 88 people. Data analysis using path analysis. The results showed that the variables of leadership and employment pressures have an effect on employee work productivity simultaneously. F value counted 29.222 and significance of 0.05. This value is less than 0.05. The r squared value of 40.7% means Leadership variables and job pressures affect the employee work productivity of 40.7% while the rest is influenced by other variables that are not included in the equation model. The direct influence of leadership on employee work productivity is 0.576. The influence of leadership on employee work productivity through motivation is $0,380 \times 0,504 = 0,1915$. The direct effect of employment pressure on employee productivity is 0.359. While the influence of job pressure on employee work productivity through motivation is $0,228 \times 0,504 = 0,1149$.

Keywords: leadership, work pressure, motivation, work productivity.

INTRODUCTION

Employees working in a company are required to have high productivity in work. Productivity refers to how much work employees work. Productivity refers to the ratio between the amount or value of work generated by the employee compared to the input that has been incorporated into the business activity. If the company generates a value of 5000 units with the number of employees who work as many as 1000 units then this means the employee productivity is 5. The problem now is the productivity in Indonesia whether good or lowers than the productivity of employees in other countries including in ASEAN.

Sinabung [1] explains that productivity is defined as the relationship between real and physical results (goods and services) with the actual intent, is the ratio between output and input. Input is often limited by labor, while the output is often measured by unity physical/value. Understanding the specific productivity of workers, namely the ratio between the results obtained (output) with the number of sources of work used (input). Worker productivity is said to be high if the results obtained are greater than the inputs

used. Conversely, the productivity of workers is said to be low if the results obtained are relatively smaller than the inputs used.

Productivity is influenced by various factors: leadership, pressure, and motivation. Fiedler in Hanafi [2] asserted that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as willingness to be the main responsibility of the activities of the group he leads.

Koesmono research [3] states that motivation affects the performance of employees. The effect of motivation on employee performance is 0.387. This research was conducted on production employees in the wood processing industry sub-sector in East Java.

According Rival [4], leadership broadly, is covering the process of influence in determining the organization's goals, motivating the behavior of followers to achieve the objective, affect the interpretation of the events of his followers, organizing and activities to achieve the target, maintaining a

cooperative relationship and group work, the acquisition of support and cooperation from people outside the group or organization.

Another factor that affects productivity is the employment pressure. Stress is a common term applied to the stresses of human life and stress understanding is mostly focused on stressful living conditions. This pressure arises because the individual does not have the ability to overcome tasks or problems that exist at a certain time.

LITERATURE REVIEW

Productivity

The productivity of employees at the company will determine the company to win the competition in the future. This competition is increasingly prevalent following the enactment of the ASEAN Economic Community (MEA), which began at the end of 2015. An MEA of more than 500 million people in ASEAN countries will be an excellent market and communities will be able to compete for positions in companies in those countries.

Ndraha [5] provides the notion of productivity is a relationship between inputs (inputs) with outputs of a production. While Umar [6], interpret productivity is a concept that describes the relationship between the results (the number of goods and services) produced with the resources used (the amount of labor, capital, land, energy and so forth) used to produce the product.

Understanding the specific productivity of workers, namely the ratio between the results obtained (output) with the number of sources of work used (input). Worker productivity is said to be high if the results obtained are greater than the inputs used. Conversely, the productivity of workers is said to be low if the results obtained are relatively smaller than the inputs used. For some people to come to the wrong conclusion about the relationship between labor productivity and employment, they say that labor productivity growth causes unemployment. For the reason that increased labor productivity means that workers need less to produce real output. This is because it ignores the people's desire to increase output and the fact that the increased productivity enables communities to strive to provide more goods and services to meet more demand, so it is believed that to promote economic growth, reasonable wages and improved labor conditions necessarily consider productivity as the largest contributing factor [7].

Work productivity is an indication of some units or production values that a single worker can produce during a given period. The guidance can be used to determine the ability of a person or group of workers both in one stage of production and the whole production process. Sizes that can show productivity in between can be done by comparison (ratio), between the values of industrial output with the input. The

higher the ratio indicates the higher productivity of workers in the industry.

Work productivity is the expected level of excellence and control over the level of excellence to meet consumer desires. Productivity starts with customer needs and customer perceptions. It can be implemented interaction between labor and customer which includes (a) timeliness, relating to the speed of delivering responses to customer needs; (b) the appearance of labor, relating to cleanliness and suitability in dress; (c) courtesy and responses to complaints, relating to assistance provided in resolving customer issues [25]. It means that good productivity is seen from customer perception not from company perception. Customer perceptions of service productivity are a total assessment of the needs of a product that can be either goods or services.

From some of the above opinions actually, productivity has two dimensions, the first effectiveness that leads to achievement for the maximum work that is the achievement of targets related to quality, quantity, and time. The second is the efficiency associated with comparing inputs with the realization of their use or how the work is carried out.

Many research results show that productivity is strongly influenced by the following factors: knowledge, skills, abilities, attitudes, and behaviors of the workforce in the organization so that many productivity improvement programs put these as basic assumptions [8].

According Manuaba [7] increased productivity can be achieved by minimizing all sorts of costs including the use of human resources (do the right thing) and increase the output as possible (do the thing right). In other words, productivity is a reflection of the level of efficiency and effectiveness of work in total [9].

According to Sinungan, [7], in general, productivity is defined as the relationship between real and physical results (goods or services) with actual entry. Productivity is also defined as the level of efficiency in producing goods or services. Productivity is also defined as (a) price size comparison for inputs and outcomes; (b) the difference between a set of expenditure and inputs expressed in units common.

Measurement of Labor Productivity

Measurements of labor productivity according to the personal or individual per-person physical income system per hour are widely accepted, but from the point of view / daily monitoring, such measurements are generally unsatisfactory, due to the variation in the amount required to produce one unit of product differentiation. Therefore, the method of measuring labor time (hour, day or year) is used.

Expenditures are converted into work units which are usually interpreted as the amount of work that can be done in an hour by a trusted worker who works according to standard execution.

To measure a company's productivity can be used two types of size of human work hours, ie hours of work to be paid and hours of work used for work. Hours to be paid include all hours of work to be paid, plus hours that are not used for work but to be paid, vacation, leave, holiday due to illness, outside duties and other remnants. So for the purposes of general measurement of labor productivity, we have the necessary units, namely: the number of results and the quantity of labor input usage [1].

Leadership

Fiedler in Hanafi [2] explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as willingness to be the main responsibility of the activities of the group he leads.

According to Rivai [4], in his book entitled "Leadership and Organizational Behavior" states that the definition of leadership broadly, is to include the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing interpretation of the events of his followers, organizing and activities to achieve goals, maintaining cooperative relations and group work, obtaining support and cooperation from people outside groups or organizations.

According Hasibuan [10] Leadership is the way a leader affects the behavior of subordinates to want to work together and work effectively and efficiently to achieve organizational goals. According to Hanafi [2], there are five essential leadership functions:

- Function determinants of direction, which is how the leader in managing the organization effectively by determining strategies and tactics that leaders to achieve the goal to be achieved and by optimizing the utilization of all existing facilities.
- Function as a spokesperson, this function requires a leader to act as a liaison between the organization with an outsider interested parties such as shareholders, suppliers, dealers, financial institutions and government agencies concerned.
- Function as a communicator, the function as a communicator is more emphasis on the ability to communicate goals.
- Function as a mediator to tackle and solve problems within the organization.
- Function as an integrator is the attitude to prevent behavior and actions are boxed.

Complex interactions between leaders, followers, and situations. Most definitions of leadership reflect the assumption that leadership

concerns a process of social influence that a person deliberately executes against others to structure activities and relationships within a group or organization [11].

Another opinion by Kreitner & Kinicki [12] explains that leadership is an effort to influence members to achieve organizational goals voluntarily. This understanding emphasizes the ability of non-compulsive leaders in mobilizing members of the organization to conduct activities directed to the goals of the organization. Next leading Peters and Austin [13] also explains the notion of leadership in a broader form that leadership also implies vision, enthusiasm, trust, obsession, consistency, and attention. This definition explains that leadership requires more than just the power and use of power.

Leadership as the ability to influence groups toward achieving goals. The source of this influence is formal, as presented by the ownership of managerial rank in the organization because management positions appear alongside a number of formally designed levels of authority, one can exercise leadership roles solely because of its position within the organization.

The function of leadership is related to the social situation in the life of the group/organization in which the leadership function must be realized in the interaction between individuals. According to Rivai [4] operationally the main functions of leadership can be distinguished as follows:

Instructive Function

This function is one-way communication. The leader as a communicator is the party who determines what, how, when, and where the order is done so that the decision can be implemented effectively. Effective leadership requires the ability to move and motivate others to carry out orders.

Consultative Functions

This function is a two-way communication. In the first stage of determining decisions, leaders often need consideration materials that require consultation with the people they lead who are deemed to have the various information materials needed to make decisions. The next stage of consultation from the leadership of the led person can be done after the decision is established and is in operation. The consultation is intended to obtain feedback in the form of feedback to improve and refine the decisions that have been established and implemented. By carrying out consultative functions can be expected -leader decision, will get support and more easily instruct it so that leadership takes place effectively.

Function of Participation

In carrying out this function the leader tries to activate the people he leads, either in the participation

of decision making and in carrying it out. Participation does not mean to be free to do as it wishes, but it is done in a controlled and directed form of cooperation by not interfering or taking on the basic task of others. Leader participation must remain in the function of the leader and not the executor.

Delegate function

This function is carried out by delegating authority to make or make decisions, either through approval or without the consent of the management. The function of delegation basically means trust. The recipients of the delegation should be believed to be assistant leaders who share the same principles, perceptions, and aspirations.

Control Function

The control function implies that successful/effective leadership is able to organize the activities of its members in an effective direction and ineffective coordination, enabling maximum achievement of shared objectives. This control function can be realized through guidance, direction, coordination, and supervision activities.

Pressure of Work

Stress is a common term applied to the stresses of human life and stress understanding is mostly focused on stressful living conditions. This pressure arises because the individual does not have the ability to overcome tasks or problems that exist at a certain time.

Stress is a form of physical, psychological, emotional and mental tension. This form of tension affects the daily performance of a person. Even stress can make decreased productivity, pain, and mental disorders. Basically, stress is a form of tension, both physical and mental. The source of stress is called the stressor and tension caused by stress, called a strain.

Gibson *et al.* [8] define stress as an adaptive response, in the midst of individual differences or psychological processes as a consequence of an external environment, situation or event that imposes an excessive psychological or physical demand on a person.

According Robbins [14] stress can also be interpreted as a condition that suppresses a person's psychic state in reaching an opportunity where to reach the opportunity there is a limit or a barrier. And if the sense of stress is associated with this research then the stress itself is a condition that affects the physical or psychological condition of a person because of the pressure from within or from outside of a person who can interfere with the implementation of their work.

From some of the above opinions can be concluded that stress is a feeling of individuals who

have experienced external pressure that arises caused by time, task and situation of boredom that prolonged and the individual is not able to overcome it

Strategies Facing Stress

Strategies to deal with stress have the goal of neutralizing the effects of stress, helping to increase one's resistance to stress. To achieve that goal there are several strategies used to overcome stress in the workplace such as:

- **Physical Exercise**
Useful for improving the cardiovascular system and lungs. If this exercise is done regularly, it will improve psychological well-being.
- **Meditation**
It is a way of calming down in a certain position to be able to concentrate on a particular thing. There are several ways that include meditation is listening to music, praying or enjoying beautiful nature [15].

Stress Management

Stress is difficult to separate from everyday life. Stress in the work can be prevented and can be faced without having a negative impact. Munandar [16] says stress can be controlled by increasing the stress threshold of the individual and accommodating the physiological effects of stress. To control or manage stress must be determined first the factors of the individual. Further Munandar [16] said in managing stress, the effort that can be done is:

- Changing factors in the environment so as not to be a stress generator.
- Changing factors in the individual to the threshold of stress and tolerance increases in the face of stress, while the techniques are by way of organizational engineering, personal engineering, mind-winning techniques, and techniques of calming through physical activity.

By managing stress, especially with regard to environmental factors and individual factors of stress generation, each individual is expected to be able to recognize sources of stress or situations that can disrupt his balance and can change the negative impact of stress to a positive impact. Even managing the stress to increase work productivity.

Motivation

Hasibuan [17] motivation is the provision of the driving force that creates the excitement of a person so that they are willing to cooperate, work effectively and integrated with all the effort to achieve satisfaction. So the motivation to question how to direct the power and potential of subordinates, in order to cooperate productively, successfully achieve and realize the goals that have been determined. The importance of motivation because motivation is the cause, distribute and support human behavior so that they work hard and enthusiastically to achieve optimal results.

Abraham argues that motivation is defined as a tendency to move, from an inner drive and end with adjustment [18]. While Mangkunegara [19], said that motivation is formed from the attitude of an employee in the face of work situations. Motivation is a condition that moves self-directed employees to achieve organizational goals (goals of work). According to Nawawi [20], that the word motivation is essentially a motive that means encouragement, cause or reason someone to do something.

Thus motivation means a condition that encourages or causes a person to do an act/activity, which takes place consciously. According to Sedarmayanti [21], motivation can be interpreted as a driving force that causes people to do something or are done for fear of something. For example, want to rise to rank or rose salary, then his actions will support the achievement of the desire. The driving force, in this case, is the variety of factors among which factors want to be more respected among colleagues or the environment and the need for achievement.

Motivation is also defined as a power of resources that drive and control human behavior. Motivation as an effort that can encourage someone to take the desired action, while the motive as a person's motive to do. The term motivation comes from the Latin is *movere* which means moving or moving. Because a person's behavior tends to be goal-oriented and driven by a desire to achieve a certain goal.

Motivation is the willingness of individuals to put out high efforts to achieve organizational goals [22]. In the context of work, motivation is an important factor in encouraging an employee to work. There are three key elements in motivation: effort, organizational goals, and needs.

Therefore, it requires the intensity and quality of the effort and focused on the goals of the organization. The effort is a measure of intensity. When a person is motivated then he will do everything in his power to achieve the goal, but not necessarily high effort will result in high work performance. Needs are an internal condition that gives rise to a boost, where an insatiable need will create a tension that stimulates the drive from within the individual.

In essence, motivated employees are in a state of tension and try to reduce tension by expanding efforts. This drive generates search behavior to find a specific purpose. If it happens to meet the needs, there will be a reduction in voltage.

Various Motivations According to Experts

Referring to the theory of hierarchical motivation Maslow needs, the conceptual definition of research variables Motivation is the dynamic condition

of the needs of employees in work and perform the tasks revealed from the physiological needs, security needs, needs in groups, needs appreciation and self-actualization needs.

Operationalization of research variables motivation includes 5 dimensions of the physiological needs dimension, security needs dimension, award needs dimension, the group needs dimension, and dimension needs self-actualization. These five dimensions are operationalized in the operational concept as follows:

Dimensions of physiological needs are translated into 3 indicators of research, namely indicators of working space provision, indicators provision of work facilities, and indicators provision of work facilities.

The Dimension of Security Requirement is outlined into 3 indicators of the research, which are the Environmental Security Guarantee Indicators, Indicators of Security Support in the Implementation of Work, and Indicators of Protection against Employment Risk.

The dimension of needs of awards is outlined into 3 indicators of research, namely Incentive Indicators, Leadership Indicators, and Award Indicators of related agencies.

The dimension of group needs is divided into 3 indicators of research, ie indicator relationships among officers, indicators support fellow officers and indicators relation officers with the relevant work units. Dimensions self-actualization needs to be described into 3 indicators of research, namely indicator actualization identity officers, indicators actualization professionalism officers, and indicators actualization officer accountability. From the opinion of Suharno and Sardiman on intrinsic motivation, extrinsic motivation and the characteristics of people who have the motivation, the above can be drawn conclusions about the elements or indicators of motivation as follows:

a. Intrinsic Motivation

- Glad to run the learning task.
- Show interest deepens the material that is studied further.
- Eager and passionate to excel
- Feel the importance of learning
- Resilient and diligent in the face of learning problems
- Have a desire to achieve goals by way of learning.

b. Extrinsic motivation

- Rewards or Prizes
- Punishment
- Competition with friends/environment

RESEARCH METHOD

Research Design

This research use approach of *explanatory analysis*. This means that each variable presented in the

hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

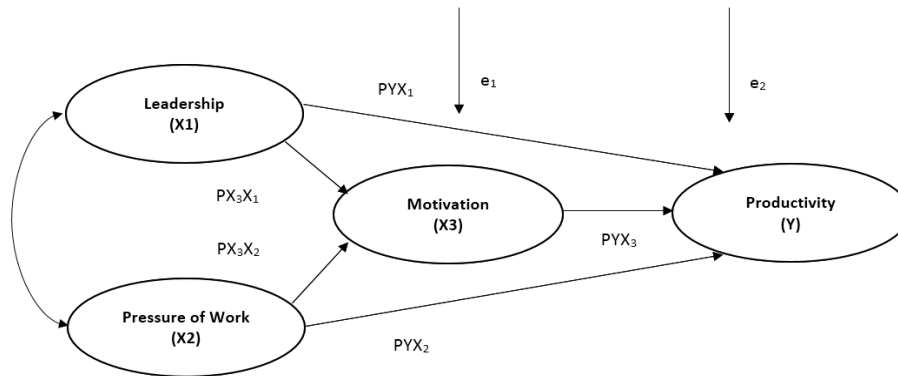


Fig-1: Path Analysis

Population and Sample Research

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions [26]. The sample is the pull of a portion of the population to represent the entire population[27].

The samples used this study are company employees. The total number of employees as many as 88 people. The number of employees is fully involved in this study. So the sampling is using saturated sample method.

Data Quality Test

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono [23] "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms [24]. By using a valid

and reliable instrument, it is expected that the results will be valid and reliable

Test Data Validity

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each scored item? The correlation coefficient used is Product Moment correlation coefficient.

Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but it is a range between several values, eg 0-10 or 0-100 or scales of 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach.

RESULTS AND DISCUSSION

Validity Test Results

The Leadership variables include 6 questions composed of numbers 1 through 6. The question is then submitted to 88 employees. Before analyzing further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table-1: Validity Test Results Instrument Variable Leadership

Variable	Statement	R arithmetic	R table	Description
Leadership(X1)	Question 1	, 838	0.198	Valid
	Question 2	, 622	0.198	Valid
	Question 3	, 622	0.198	Valid
	Question 4	, 696	0.198	Valid
	Question 5	, 732	0.198	Valid
	Question 6	, 622	0.198	Valid

Source: Primary Data, processed in 2017

Pressure work variables include 5 questions. The question was then submitted to 88 employees. Before further analyzing the results of the

questionnaire is seen the validity. Validity test results can be seen in the following table.

Table-2: Validity Test Results Instrument Variable Pressure Work

Variable	Statement	R arithmetic	R table	Description
Pressure Work(X2)	Question 1	, 695	0.198	Valid
	Question 2	, 572	0.198	Valid
	Question 3	, 705	0.198	Valid
	Question 4	, 596	0.198	Valid
	Question 5	, 616	0.198	Valid

Source: Primary Data, processed in 2017

Motivation variables include 6 questions. The question was then submitted to 88 employees. Before further analyzing the results of the questionnaire is

seen the validity. Validity test results can be seen in the following table.

Table-3: Validity Test Results Instrument Variable Motivation

Variable	Statement	R arithmetic	R table	Description
Motivation(X3)	Question 1	, 838	0.198	Valid
	Question 2	, 622	0.198	Valid
	Question 3	, 622	0.198	Valid
	Question 4	, 696	0.198	Valid
	Question 5	, 732	0.198	Valid
	Question 6	, 622	0.198	Valid

Source: Primary Data, processed in 2017

The productivity of employee variables includes 9 questions. The question was then submitted to 88 employees. Before further analyzing the results of the

questionnaire is seen the validity. Validity test results can be seen in the following table.

Table-4: Instrument Validity Test Results Variables Productivity

Variable	Statement	R arithmetic	R table	Description
Productivity (Y)	Question 1	, 714	0.198	Valid
	Question 2	, 666	0.198	Valid
	Question 3	, 646	0.198	Valid
	Question 4	, 605	0.198	Valid
	Question 5	, 645	0.198	Valid
	Question 6	, 602	0.198	Valid
	Question 7	, 574	0.198	Valid
	Question 8	, 664	0.198	Valid
	Question 9	, 620	0.198	Valid

Source: Primary Data, processed in 2017

Based on Tables 1,2,3 and 4 it can be seen that all of the variable questionnaires used (leadership, the pressure of work, motivation and productivity variables) results are valid.

Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In Table, the following test results note that all variables have alpha above 0.6 which means that all variables in this study are reliable.

Table-5: Reliability Test Results Instrument Variable Research

Variables	Cronbach Alpha (α)	Description
Leadership (X1)	, 733	Reliable
Pressure Work (X2)	, 673	Reliable
Motivation (X3)	, 667	Reliable
Productivity (Y)	, 6 61	Reliable

Source: Primary Data, processed in 2017

Based on Table 5, Cronbach alpha reliability test results can be seen that all existing statements form

a reliable measure of the leadership, pressure work, motivation and productivity variables form a reliable measure of each dimension.

Hypothesis Testing
The Influence of Leadership and Pressure of Work on Employee Productivity

Linear analysis model can be seen based on a calculation by using SPSS program as follows.

Table-6: The Influence of Leadership and Pressure of Work on Employee Productivity

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	8,117	2,100		3,865	,000
	Leadership	,492	,078	,534	6,320	,000
	Pressure	,252	,076	,279	3,300	,001

a. Dependent Variable: Productivity

Source: data analyzed

Based on the above table, the simultaneous structural equations can be described as follows $Y = 0,534X_1 + 0,279X_2$

The value of F arithmetic can be obtained from the following table

Table-7: Value F Calculate simultaneous equations

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	579,813	2	289,906	29.222	,000 ^b
	Residual	843,278	85	9,921		
	Total	1423,091	87			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Pressure, Leadership

Source: data analyzed

Based on the above table it is known that the value of F arithmetic of 29.222 and significance of 0.05. This value is less than 0.05. This means that Leadership variables and job pressures have an effect

on the productivity of the workforce simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table-8: The r-value of the squared first regression model

Model Summary					
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	,638 ^a	,407	,393	3.14975	1.599

a. Predictors: (Constant), Pressure, Leadership

b. Dependent Variable: Productivity

Source: data analyzed

Based on the above table it is known that r square value of 40.7% means Leadership variables and job pressures affect employee work productivity of 40.7% while the rest is influenced by other variables that are not incorporated into the equation model

Analysis of Effect of Leadership on Employee Productivity Partially

The result of analysis of Leadership influence to work productivity partially can be seen in the following table.

Table-9: Results of Second Regression Equation Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,886	1.861		6,386	,000
	Leadership	,531	,081	,576	6,530	,000

a. Dependent Variable: Productivity

Source: data analyzed

The structural equation of the above data can be seen as follows $Y = 0.576X_1$

Based on the table above analysis results note that the Leadership coefficient of 0.576. The t value is 6,530. Value significance of 0.00. This value of

significance is smaller than 0.05. It means that Leadership variable has an effect on work productivity partially. The magnitude of influence leadership on employee productivity can be seen in the following table.

Table-10: The r-value of Square of the Second Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	,576 ^a	,331	,324	3.32599

a. Predictors: (Constant), Leadership

Source: data analyzed

Based on the above table it can be seen r squared value of 0.331. This means the influence of variable Leadership to employee work productivity of 39.3% and the rest influenced by other variables that are not included in the model equation.

Analysis of the Influence of Working Pressure on Work Productivity of Employees Partially

The result of analysis of the influence of work pressure to work productivity partially can be seen in the following table.

Table-11: Results of the Third Regression Equation Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.841	1,723		10,354	,000
	Pressure	,324	,091	,359	3,569	,001

a. Dependent Variable: Productivity

Source: data analyzed

The structural equation of the above data can be seen as follows $Y = 0.359X_2$

Based on the table above analysis results note that the coefficient of employment pressure of 0.359. The value of t is 3.569. Value significance of 0.00.

This value of significance is smaller than 0.05. It means that job pressure variable influence to work productivity partially. The amount of influence of work pressure on employee work productivity can be seen in the following table.

Table-12: The r-value of Square of the Second Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	,359 ^a	,129	,119	3.79645

a. Predictors: (Constant), Pressure

Source: data analyzed

Based on the above table it can be seen r square value of 0.129. This means that the influence of job pressure variables on employee work productivity is 12.9% and the rest is influenced by other variables not included in equation model.

Analysis of Influence Motivation against Work Productivity Employees Partially

The result of analysis of Motivation effect on work productivity partially can be seen in the following table.

Table-13: Results of the Fourth Regression Equation Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.107	1,834		7,692	,000
	Motivation	,339	,063	,504	5,409	,000

a. Dependent Variable: Productivity

Source: data analyzed

The structural equation of the above data can be seen as follows $Y = 0,504X_3$

Based on the analysis results table in a bag note that the Motivation of 0,504. The value of t is 5.409. Value significance of 0.00. This value of

significance is smaller than 0.05. It means that motivation variable has an effect on to work productivity of employee in partial. The amount of influence Motivation on employee productivity can be seen in the following table.

Table-14: The value of r Square Fourth Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	,504 ^a	,254	,245	3.51385

a. Predictors: (Constant), Motivation

Source: data analyzed

Based on the above table it can be seen r square value of 0.254. This means that the effect of motivation variable on employee work productivity is 25.4% and

the rest is influenced by other variables that are not included in the equation model.

Analysis of Effect of Leadership on Employee Productivity through Motivation Variables

Table-15: The Effect of Leadership on Motivation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,955	3.133		5,412	,000
	Leadership	,522	,137	,380	3,813	,000

a. Dependent Variable: Motivation

Source: data analyzed

Based on Table 15 above it can be seen that the influence of Leadership on employee productivity is 0.576. The influence of Leadership on employee work productivity through Motivation is $0.380 \times 0.504 = 0.1915$. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

Analysis of the Influence of Working Pressure on Employee Productivity through Motivation Variables

The coefficient value of leadership to the pressure of work can be seen in table 15 below

Table-16: Value Coefficient Influence Motivation Work Pressure

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,032	2,675		8,611	,000
	Pressure	,307	,141	,228	2,173	,033

a. Dependent Variable: Motivation

Source: data analyzed

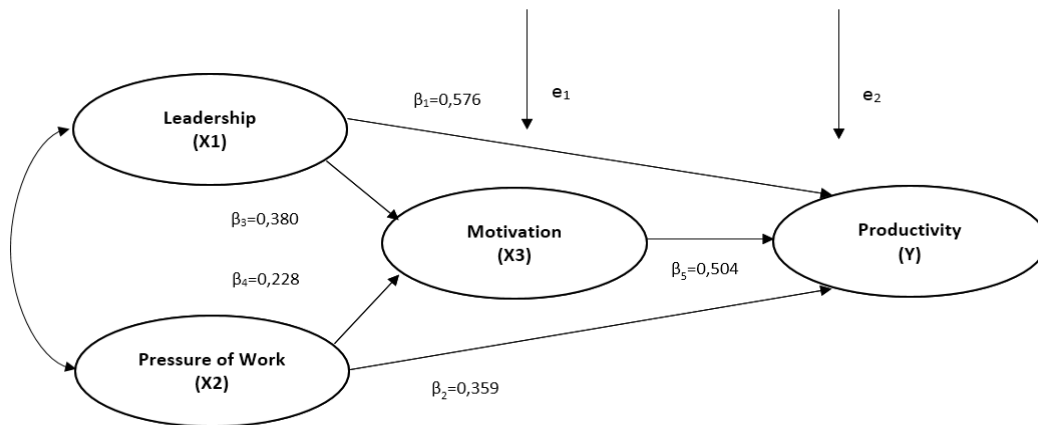


Fig-2: Path Analysis Model Effect of Leadership and Working Pressure against Work Productivity through Motivation

To see the direct and indirect effects of the compiled equations can be seen in the picture above.

Based on Figure 2, it can be seen that the direct effect of employment pressure on employee productivity is 0.359. The effect of work pressure while the productivity of employees through motivation is $0.228 \times 0.504 = 0.1149$. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

CONCLUSIONS AND RECOMMENDATIONS
Conclusion

Leadership variables and job pressures have an effect on employee's productivity simultaneously. F value counted 29.222 and significance of 0.05. This value is less than 0.05. The r squared value of 40.7% means Leadership variables and job pressures have an effect on the productivity of the workforce of 40.7% while the rest is influenced by other variables that are not included in the equation model.

Leadership variables affect the work productivity of employees partially. The t value is 6,530. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.331. This means the influence of Leadership variables on employee work productivity of 39.3% and the rest influenced by other variables that are not included in the equation model.

Job pressure variables affect the work productivity of employees partially. The value of t is 3.569. Value significance of 0.00. This value of significance is smaller than 0.05. the value of r squared is 0.129. This means that the effect of job pressure variables on employee work productivity is 12.9% and the rest is influenced by other variables not included in the equation model.

Motivation variables affect the employee productivity partially. The value of t is 5.409. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.254. This means that the effect of motivation variable on employee work productivity is 25,4% and the rest is influenced by other variables not included in equation model.

The influence of Leadership on employee work productivity is 0.576. The influence of Leadership on employee work productivity through Motivation is $0,380 \times 0,504 = 0,1915$. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

The direct effect of employment pressure on employee productivity is 0.359. While the influence of job pressure on employee work productivity through Motivation is $0,228 \times 0,504 = 0,1149$. In this case, the direct influence is greater than the indirect effect so it

can be said that the motivation variable is not an intervening variable.

Suggestion

Leadership needs to be addressed to improve employee performance. This is done by increasing appreciation and practice of corporate culture such as high discipline, communication and so forth.

In addition, company management needs to pay attention to employment pressure from its employees. Job pressure needs to be revisited. Excessive job pressures can result in employees feeling stressed with work but too weak job pressures will also impact employees' unpreparedness in getting the job done. Jobs are very slow to complete.

Work motivation also needs to be improved. High motivation can improve employee performance. High motivation can be met if the employee is fulfilled such as adequate salary and financial benefits. Therefore, companies need to consider it so that motivation can be improved.

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