

# The Effect of Leadership and Personal Factors on Employee's Performance with Motivation as an Intervening Variable: The Case of PT. Pupuk Sriwidjaja Palembang

**Dian Kartika Fatrin, Fatimah, Trisniarty Adjeng Moelyati**

Universitas Muhammadiyah Palembang  
Corresponding author: [dkfatrin@gmail.com](mailto:dkfatrin@gmail.com)

## Article Information:

Received: January 24 2025, Accepted: January 29, 2025, Published: January 31, 2025

## Abstract

This research aims to determine the influence of leadership and personal factors on employee performance at PT. Pupuk Sriwijaya Palembang, with motivation as an intervening variable. This is an associative study. The variables used in this research include leadership, personal factors, motivation, and employee performance. The sample consists of 120 PT employees. Pupuk Sriwidjaya Palembang, selected using Cluster Sampling. The primary data used in this research was collected through a questionnaire. Data analysis was conducted using Structural Equation Modeling (SEM) with the Lisrel application. Research Findings: 1. Leadership positively and significantly affects work motivation. 2. Personal factors have a positive and significant effect on work motivation. 3. Leadership has a positive and significant effect on employee performance. 4. Personal factors negatively but not significantly affect employee performance. 5. Motivation has a positive and significant effect on employee performance. 6. Motivation strengthens the influence of leadership on employee performance. 7. Motivation also strengthens the influence of personal factors on employee performance at PT. Pupuk Sriwidjaya Palembang.

**Keywords:** Leadership, Personal Factor, Motivation, Employee Performance.

**JEL Codes:** M50, M51, M52

## 1. Introduction

Human resources are essential for a business or company to run well. Human resources (HR) are productive individuals who work as drivers of the organization, be it an organization in an agency or company, and are irreplaceable resources and are important assets. Sedarmayanti (2017), human resource management is an approach to managing human problems based on three principles: Human resources are the most valuable and important assets owned by an organization because the success of the company is possible to achieve if the policies, procedures, and regulations related to humans from the company are interconnected and mutually beneficial to all parties involved in the company.

An organization must own human resources to achieve its goals. Human resources are the main element of the organization when compared to other resource elements such as technology,

Published by:

capital, and raw materials because humans can control other factors. So an individual who works as a driver of the organization either in an institution or company and as a valuable asset that must be trained and continuously developed

his abilities are called Human Resources.

Employee performance is individual because each employee has a different ability level in carrying out their duties. Management can measure employees based on the performance of each employee. Performance depends on a combination of ability, effort, and opportunity obtained. Performance is the quality and quantity of a person's or group's work in a particular activity resulting from natural abilities or abilities obtained from the learning process to achieve specific achievements. Kasmir (2019) states that employee performance results from work and work behavior achieved in completing tasks and responsibilities given in a certain period.

Employee performance can also be measured by completing tasks effectively and efficiently and carrying out their roles and functions, which is positively related to a company's success. Good performance is an optimal performance that meets organizational standards and supports achieving organizational goals. A good organization strives to improve the capabilities of its human resources because this is a key factor in improving employee performance. Improving employee performance will help the company to survive in an unstable business environment of competition. According to Busro (2020), work motivation is one of the factors that affect performance; providing motivation is very important in a company; employees who have very high work motivation will get encouragement from these employees to work more enthusiastically and can make a positive contribution to the work that has become their responsibility. To provide the right motivation, employees will be encouraged to do their best in carrying out their duties, and they all believe that with the organization's success in achieving its goals and various targets, their interests will be well maintained. Motivation is a movement from within an individual to accomplish specific activities to attain a goal. According to Busro (2020), leadership influences leaders and their followers, leading to changes and accurate results that reflect common goals.

Personal factors or individual factors are factors of thought patterns and behaviors that exist in employees and how they behave and carry out their work as employees. Personal factors also determine social interactions that shape employee behavior and affect the employees themselves. Employees are required to complete their jobs effectively and efficiently, which will affect performance, but in this case, employee development must be carried out as a step in the hope of behavioral change and better abilities in carrying out the work given by superiors. According to Sopiah (2018), personal factors are a way of looking at particular objects and trying to interpret what they see, including similarities in individual characteristics, emotional stress, a person's abilities, and social isolation. Several previous studies have linked personal factors, Leadership, and performance motivation; research conducted by Hasibuan and Bahri (2018) shows that Leadership has a vivacious and significant influence on employee performance. In contrast to research conducted by Rivaldo and Ratnasari (2020), their study also stated that Leadership does not significantly affect performance. Then, the previous research conducted by Yanoto (2018) stated that Leadership has a positive and significant impact on work motivation. In contrast, the study conducted by Soetopo, Kusmaningtyas, and Andjarwati (2018) stated that Leadership has a positive but not significant effect on motivation. Nopiani's study (2016) stated that individual factors significantly positively affect employee performance. In contrast to the survey conducted by Emiyanti, Rochaida, and Irsan (2020),

personal factors have a positive and insignificant effect on performance. In addition, the study conducted by Lumanauw (2022) also stated that individual factors do not significantly affect performance. Research that links employee performance with motivation was conducted by Suhasto, and Lestariningsih (2021) and Rosmaini, & Tanjung (2019). which shows that motivation significantly affects employee performance. Then, research by Farisi, Irnawati, & Fahmi (2020), Rosmaini & Tanjung (2019), and Astuti & Suhendri (2020); The study concluded that there is a positive and significant influence between work motivation variables and employee performance. In contrast to the research conducted by Emiyanti, Rochaida, and Irsan (2020), motivation has a negative and insignificant effect on performance. In addition, research conducted by Widjaja and Ginanjar (2022) also found that work motivation does not affect performance. Research conducted by Kridharta and Rusdianti (2019) stated that individual characteristics positively and significantly affect motivation. In contrast, research conducted by Soetopo, Kusmaningtyas, and Andjarwati (2018) stated that individual characteristics have no significant effect on motivation.

PT. Pupuk Sriwijaya Palembang is a State-Owned Enterprise (BUMN) engaged in industry, trade, and services in fertilizers, petrochemicals, agrochemicals, agroindustry, and other chemicals. This includes developing the Government's mission of distributing and selling subsidized fertilizers in support of national food security. This study focuses on employees in PT's human resources, finance, and general departments. Pupuk Sriwidjaya Palembang. In terms of performance, PT. Pupuk Sriwijaya Palembang is often faced with problems that can cause a decrease or increase in employee work performance in the last 5 years PT. Pupuk Sriwijaya Palembang has experienced a drastic reduction in the number of employees and the many senior employees who have retired. This will continue to occur for the next 5 years. This situation causes employee performance to decline because the typical Pusri employee is not used to sharing knowledge, so much knowledge is lost along with the decreasing number of senior employees (HC PT. Pupuk Sriwijaya Palembang).

## 2. Literature Review

**The Influence of Leadership on Work Motivation.** According to Sutrisno (2019), The factors that influence motivation can be distinguished into internal and external factors originating from employees, namely internal employee factors consisting of the desire to be able to live, the desire to be able to have, the desire to gain appreciation, the desire to gain recognition, the desire to power. External employee factors include work environment, compensation, Leadership, job security, status and responsibility, and flexible regulations. Previous research studies conducted by Yanoto (2018) stated that Leadership positively and significantly affects work motivation. In contrast to research conducted by Soetopo, Kusmaningtyas, and Andjarwati (2018), Leadership has a positive but insignificant effect on motivation. The phenomenon at PT Pupuk Sriwijaya Palembang was problems in its relationship with visionaries, clear strategy, communication, and caring for members. These problems significantly impact the need for achievement and the need for power, highlighting their importance in the context of work motivation.

**The Profound Influence of Personal Factors on Work Motivation.** According to Triono et al. in (Abbas, 2023), factors that influence motivation also come from personal or individual factors of employees, including achievement, recognition, self-development, self-potential, and responsibility as elements that can grow from within a person, with the growth of these elements, a person will feel motivated both to work well and to become a better person overall.

Previous research studies conducted by Nopiani (2016) stated that individual factors significantly positively affect employee performance. Then, research by Hajati, Artiningsih, Nurul, (2018) showed that individual characteristics significantly positively affect employee performance. In contrast to research conducted by Emiyanti, Rochaida, and Irsan (2020), personal factors have a positive and insignificant effect on performance. In addition, research conducted by Lumanauw (2022) also stated that individual factors do not significantly affect performance. The phenomenon that occurred at PT. Pupuk Sriwidjaya Palembang has problems in relation to the equality of personal characteristics, emotional pressure, and employee abilities. This has a profound impact on the need for achievement and the need for power, raising concerns about the well-being of the employees.

**The Influence of Leadership on Employee Performance.** According to Kasmir (2019), several factors influence employee performance, including leadership. Previous research studies conducted by Hasibuan and Bahri (2018) showed that leadership positively and significantly influences employee performance. Wardhani (2016) concluded that leadership partially has a positive and significant effect on employee performance. Inaray et al. (2016) and Astuti & Prayogi (2020) have studied the relationship between leadership and employee performance; the conclusion of the study showed that leadership has a positive and significant effect on employee performance. In contrast, research conducted by Azizah, Thoyib, and Irawanto (2017) found that leadership did not significantly affect performance. In addition, research conducted by Rivaldo and Ratnasari (2020) the results of their study also stated that leadership did not have a significant effect on performance. The phenomenon that occurred at PT. Pupuk Sriwijaya Palembang has a problem in its relationship with visionaries, has a clear, communicative strategy and cares about members. This has an impact on employee performance regarding work quality, punctuality, supervision, and relationships between employees.

**The Influence of Personal Factors on Employee Performance.** Armstrong and Baron in Wibowo (2017) mentioned several factors that influence performance, one of which is Personal Factors. Previous research studies conducted by Nopiani (2016) stated that individual factors significantly positively affect employee performance. Hajati, Artiningsih, Nurul, (2018) showed that individual characteristics significantly positively affect employee performance. In contrast to research conducted by Emiyanti, Rochaida, and Irsan (2020), personal factors have a positive and insignificant effect on performance. Lumanauw's (2022) research results also stated that individual factors do not significantly affect performance. The case of PT Pupuk Sriwidjaya Palembang, for instance, experienced problems related to the similarity of personal characteristics, emotional stress, and employee abilities. These issues had a clear impact on employee performance, particularly in relation to work quality, punctuality, supervision, and employee relationships, as highlighted by the research findings.

**The Influence of Motivation on Employee Performance.** According to Kasmir (2019), employee performance is influenced by several factors, including work motivation. Previous research studies conducted by Suhasto, and Lestariningsih (2021) and Rosmaini, & Tanjung (2019) showed that motivation significantly affects employee performance. Farisi et al. (2020), Rosmaini & Tanjung (2019), and Astuti & Suhendri (2020); the study concluded that there is a positive and significant influence between work motivation variables and employee performance. In contrast to research conducted by Emiyanti, Rochaida, and Irsan (2020), motivation has a negative and insignificant effect on performance. In addition, research conducted by Widjaja and Ginanjar (2022) also found that work motivation does not affect performance. The phenomenon that occurred at PT Pupuk Sriwidjaya Palembang is a problem

related to the need for achievement and the need for power. This has an impact on employee performance regarding work quality, punctuality, supervision, and relationships between employees.

### 3. Research Method

The object of the study is at the production head office of PT. Pupuk Sriwidjaya located on Jalan Mayor Zen, Kalidoni District, Palembang City 30118. The research method used in this study is quantitative research. The independent variables are leadership (X1), personal factors (X2), and motivation (Y1) as intervening variables, while the dependent variable is performance (Y2). The performance indicators are quantity, punctuality, supervision, and employee relationships. The motivation indicators are the need for achievement and the need for power. The leadership indicators are visionary and have a clear strategy, communicative and caring for members and the team. The personal factor indicators are similarities in personal characteristics, emotional pressure, and a person's abilities. The population used in this study were all employees in the HR, General, and Finance fields at PT. Pupuk Sriwidjaya Palembang totaling 165 people. The sample taken in this study was 120 employees from PT. Pupuk Sriwidjaya Palembang. The sampling technique used was probability sampling with the Cluster Sampling method. In this study, the data collection method used was a questionnaire. In this study, the data required are primary data obtained through questionnaires and secondary data obtained from the documentation of PT. Pupuk Sriwidjaya Palembang in the form of data on the number of employees and others. The analysis method used is structural equation modeling.

**Tabel 1. Definisi Operasional Variabel**

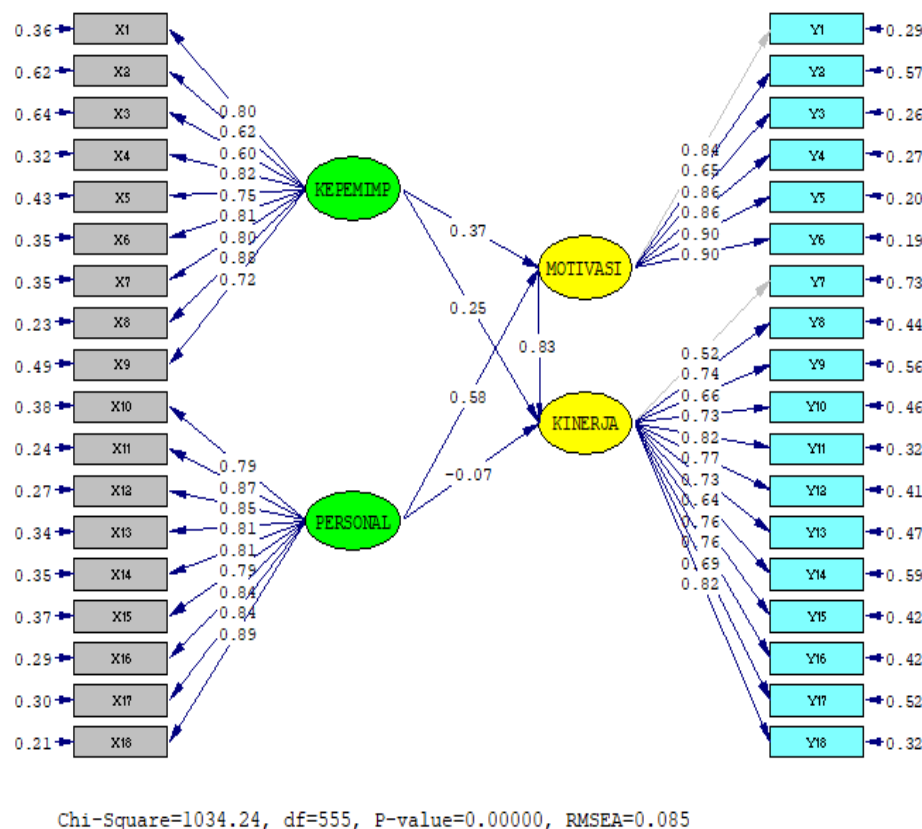
| Variabel Penelitian         | Pengertian Operasional                                                                                                                                                                                                                                                                                 | Indikator                                                                                                 | Item Pernyataan                    |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------|
| Kinerja( $\eta_2$ )         | Kinerja karyawan adalah hasil kerja secara kualitas dan kuantitas yang dihasilkan oleh karyawan di pengaruhi oleh berbagai faktor untuk mencapai tujuan organisasi sesuai dengan perannya di PT. Pupuk Sriwidjaya.                                                                                     | a. Kuantitas<br>b. Ketepatan waktu<br>c. Pengawasan<br>d. Hubungan Antar Karyawan                         | 1 – 3<br>4 – 6<br>7 – 9<br>10 – 12 |
| Motivasi( $\eta_1$ )        | Motivasi kerja merupakan penggerak dari dalam diri menciptakan kegairahan kerja seseorang agar mereka mau bekerja sama, efektif dan berintegritas dalam serangkaian proses perilaku manusia dalam pencapaian tujuan di PT. Pupuk Sriwidjaya                                                            | a. Kebutuhan Akan Prestasi<br>b. Kebutuhan Akan Kekuasaan                                                 | 1 – 3<br>4 – 6                     |
| Kepemimpinan ( $\xi_1$ )    | Cara seorang pemimpin mempengaruhi, menggerakkan orang lain untuk bekerja sama dan bekerja secara produktif untuk mencapai tujuan dan sasaran organisasi di PT. Pusri Palembang                                                                                                                        | a. Visioner dan memiliki strategi yang jelas<br>b. Komunikatif<br>c. Kepeduliaan terhadap anggota dan tim | 1 – 3<br>4 – 6<br>7 – 9            |
| Faktor Personal ( $\xi_2$ ) | Cara memandang ke obyek, cara mengumpulkan dan mengelompokkan konsistensi reaksi seorang individu terhadap situasi yang sedang terjadi menjadi sadar dan menilai akan adanya sifat atau hubungan melalui indera yang mempunyai dampak yang langsung terhadap perilaku konsumen di PT. Pupuk Sriwidjaya | a. Persamaan karakteristik personal<br>b. Tekanan emosional<br>c. Kemampuan seseorang                     | 1 – 3<br>4 – 6<br>7 – 9            |

Sumber : Berdasarkan teori (2024).

#### 4. Findings and Discussions

Confirmatory Factor Analysis (CFA). This analysis is conducted on all constructs separately to test the measurement model by evaluating construct validity and reliability. The results show that all loading factor variables have values more significant than the error value. This indicates that the CFA (Confirmatory Factor Analysis) test at the initial stage shown in the Figure has met the requirements for further testing.

Figure 1. Confirmatory Factor Analysis



The following explains the symbols in the image above, Employee Performance, Motivation, Leadership, Personal Factors.

Tabel 2. Employee Performance and Motivation

| Symbol Kinerja Pegawai<br>Employee Performance | Statement                                                                   | Symbol Motivasi<br>(Motivation) | Statement                                                        |
|------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------|------------------------------------------------------------------|
| Y7                                             | Employee work results always reach company targets                          | Y1                              | Employee get chance For excel in place Work                      |
| Y8                                             | Employees can complete work according to targets and with expected results. | Y2                              | Every employee is given the opportunity to take part in training |

Published by:

|     |                                                                                                 |    |                                                                                     |
|-----|-------------------------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------------|
| Y9  | The quantity of employee work always increases every day                                        | Y3 | Education and training the elders provided and financed by the company              |
| Y10 | Employees always complete work on time                                                          | Y4 | Employees get equality in work                                                      |
| Y11 | Employees utilize their time effectively at work                                                | Y5 | Employee No Once feel discriminated against at each work done                       |
| Y12 | Employees never delay the work given                                                            | Y6 | Employee always get power full on the work that becomes not quite enough the answer |
| Y13 | Employees are happy with the supervision carried out by management while employees are working. |    |                                                                                     |
| Y14 | Supervision is always carried out intensively                                                   |    |                                                                                     |
| Y15 | Employees are always present during working hours                                               |    |                                                                                     |
| Y16 | Employees always help coworkers who have difficulties in working                                |    |                                                                                     |
| Y17 | Employees have good working relationships with other co-workers.                                |    |                                                                                     |
| Y18 | Employees never behave rudely to coworkers                                                      |    |                                                                                     |

Table 3. Leadership and Personal Factor

| Kepemimpinan Leadership | Statement                                                                           | Symbol of Personal Factor (Personal Factors Symbols) | Statement                                                     |
|-------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------|
| X1                      | Leaders provide clear direction to employees                                        | X10                                                  | Employees are never ostracized by other employees             |
| X2                      | The strategy created by the leader is clear and can be understood by the employees. | X11                                                  | Employees are always treated fairly by fellow co-workers      |
| X3                      | The leader always gives the same direction to every employee                        | X12                                                  | Employees never discriminate based on ethnicity in their work |

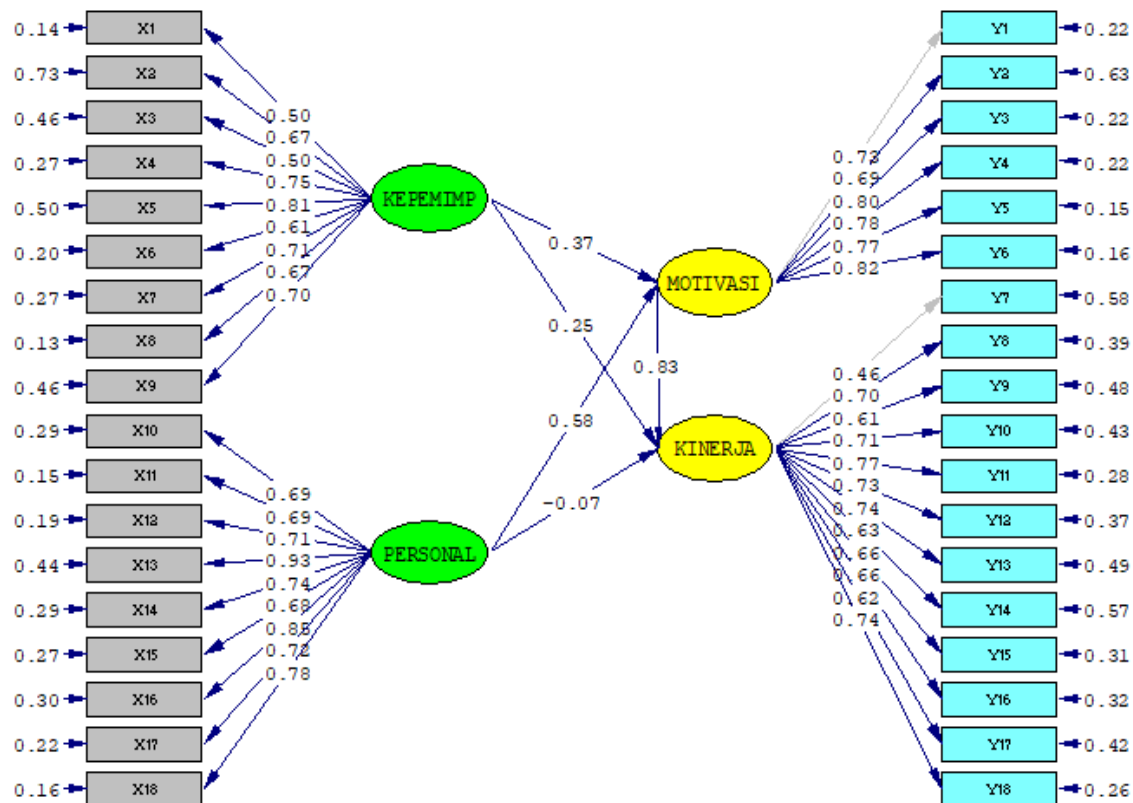
|    |                                                                             |     |                                                                                         |
|----|-----------------------------------------------------------------------------|-----|-----------------------------------------------------------------------------------------|
| X4 | Leaders provide messages and directions that employees can understand.      | X13 | Employees never mix work matters with problems outside of work.                         |
| X5 | The leadership's delivery is easy for employees to understand               | X14 | Employees are always able to control their emotions                                     |
| X6 | The message conveyed to employees is conveyed clearly                       | X15 | Employees are never provoked by emotions that could lead to mistakes at work.           |
| X7 | Leaders always pay attention to employees in their work                     | X16 | Employees have a background that matches their job                                      |
| X8 | The leadership considers every employee the same and does not discriminate. | X17 | Competent employees quickly get job promotions                                          |
| X9 | Leaders always give recognition in the form of awards to employees          | X18 | Employees are given the opportunity to improve their skills by taking part in training. |

Table 1 shows the goodness of fit and it can be concluded that the model is good because the overall goodness of fit index criteria are in the good fit category.

Table 4. Goodness of Fit

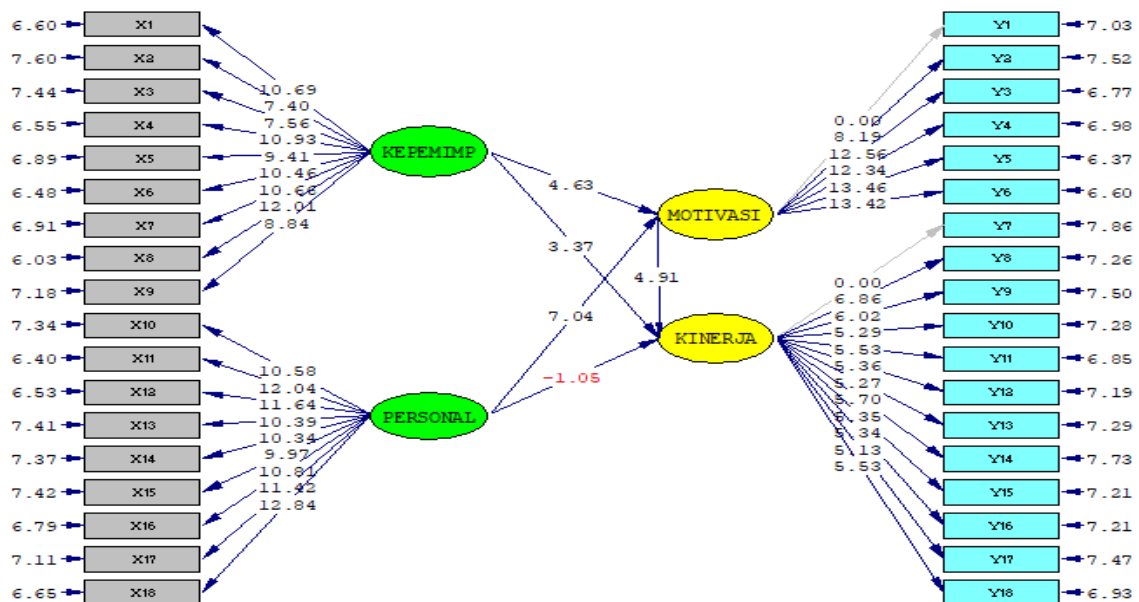
| <i>Goodness Of Fit Index</i> | <i>Cut Of Value</i> | Hasil Analisis | Evaluasi Model |
|------------------------------|---------------------|----------------|----------------|
| P-Value                      | $\geq 0,05$         | 0,             | Fit            |
| RMSEA                        | $\leq 0,1$          | 0,08           | Good Fit       |
| GFI                          | $\geq 0,90$         | 0,67           | Fit            |
| NNFI                         | $\geq 0,90$         | 0,97           | Good Fit       |
| SRMR                         | $\leq 0,1$          | 0,07           | Good Fit       |
| IFI                          | $\geq 0,90$         | 0,97           | Good Fit       |
| CFI                          | $\geq 0,90$         | 0,97           | Good Fit       |
| RFI                          | $\geq 0,90$         | 0,94           | Good Fit       |
| NFI                          | $\geq 0,90$         | 0,95           | Good Fit       |

Figure 2 provides the structural equation modelling result and Figure 3 provides t-value.



Chi-Square=1034.24, df=555, P-value=0.00000, RMSEA=0.085

Figure 2. Coefficient Value



Chi-Square=1034.42, df=556, P-value=0.00000, RMSEA=0.085

Figure 3. t-value

Published by:

The Influence of Leadership on Motivation at PT. Pupuk Sriwidjaya Palembang. The test results, which were found to be statistically significant, demonstrate the positive impact of leadership on motivation at PT. Pupuk Sriwidjaya Palembang. Pupuk Sriwidjaya Palembang. The Lisrel application revealed a t-value of 4.63, exceeding the critical value of 1.96, thereby confirming the substantial influence of leadership on motivation. The results of this study, in line with Sutrisno's theory (2019), underscore the practical implications of leadership as a key factor influencing motivation in the workplace. This study is in line with research conducted by Yanoto (2018), which states that leadership has a positive and significant effect on work motivation. In contrast, research conducted by Soetopo, Kusmaningtyas, and Andjarwati (2018) states that leadership has a positive but not significant effect on motivation. Based on the results of respondents' answers show that leadership affects motivation. It can be seen in the distribution of answers to respondents that the problems are as follows: a. There are still employees who consider the strategy made by the leader to be unclear and cannot be understood by employees; b. There are still employees who state that the leader's delivery is not easy for employees to understand; c. There are still employees who think that leaders do not always pay attention to employees in their work. As a result of this problem, employee motivation is affected, namely that some employees are not allowed to participate in training. The company does not fund education or training attended by employees, and employees do not get equality at work. Given the findings that leadership quality significantly impacts employee motivation, the study strongly recommends a focus on improving leadership at PT. Pupuk Sriwidjaya Palembang. This includes enhancing the clarity of the leader's strategy, improving communication, and increasing leader-employee interaction.

The Influence of Personal Factors on Motivation at PT. Pupuk Sriwidjaya Palembang. The test results reveal that personal factors wield a substantial and positive influence on motivation at PT. Pupuk Sriwidjaya Palembang. Pupuk Sriwidjaya Palembang. The Lisrel application showed a t-value of 7.04, well above the threshold of 1.96, underscoring the significant impact of personal factors on motivation. The results of this study are based on Sutrisno's theory (2017), which states that personal factors influence motivation. Kridharta and Rusdianti's (2019) research found that individual characteristics positively and significantly affect motivation. This is in contrast to Soetopo, Kusmaningtyas, and Andjarwati's (2018) research, which found that individual characteristics have no significant effect on motivation. The results of the respondents' answers show that personal factors affect motivation. It can be seen in the distribution of answers to respondents that the problems are as follows: a. There are still employees who describe that employees think they have discriminated against ethnicities in their work; b. Some still state that they have mixed work matters with problems outside of work; c. Some still think they do not have a background that is in accordance with their work. The impact of this problem on employee motivation is that some employees are not allowed to take part in training. The company does not fund the education or training employees participate in; employees do not get equality in work. Researchers suggest paying attention to personal factors, especially those related to employee motivation, which is considered to have discriminated against ethnic groups in work, mixed other matters, and not having a background not by their work. Improvements are needed, and companies must also pay attention to employees so that employees feel cared for. Considering that this personal factor affects motivation, it is necessary to pay attention to and be able to improve personal factors.

The Influence of Leadership on Employee Performance at PT. Pupuk Sriwidjaya Palembang. Based on the test results, leadership positively and significantly affects employee performance

at PT. Pupuk Siwidjaya Palembang. The test results showed a t-value of  $3.37 > 1.96$ , so leadership positively and substantially affects employee performance. This study's results follow the theory according to Kasmir (2019), who said that leadership is one of the factors influencing employee performance. Research conducted by Hasibuan and Bahri (2018) showed that leadership positively and significantly influences employee performance. In contrast to research conducted by Azizah, Thoyib, and Irawanto (2017) in their study, they found that leadership did not significantly affect performance. The respondents' answers in Table IV.14 show that leadership affects employee performance. It can be seen in the distribution of answers to respondents that the problems are as follows: a. There are still employees who consider the strategies made by the leadership to be unclear and cannot be understood by employees; b. Some still state that the leader's delivery is not easy for employees to understand; c. There are still employees who think that the leader does not always pay attention to employees in their work. The impact of this problem is on employee performance, namely that employees cannot complete work according to targets and expected results, employees do not always complete work on time, employees are not happy with the supervision carried out by the leader when employees are working, employees often postpone the work given. The researcher suggests that the leadership that is owned is especially related to employee performance who consider the strategy made by the leader to be unclear and cannot be understood by employees, the delivery is not easy to understand and employees think that the leader does not always pay attention to employees. The company needs attention to improve the leadership it has in order to improve employee performance.

The Influence of Personal Factors on Employee Performance at PT. Pupuk Sriwidjaya Palembang. Based on the test results, personal factors negatively but not significantly affect employee performance at PT. Pupuk Sriwidjaya Palembang. The test results showed a t-value of  $-1.05 < -1.96$ , so it can be concluded that personal factors negatively but significantly affect employee performance. The results of this study follow the theory according to Armstrong and Baron in Wibowo (2017), which states that personal factors are one of the factors that influence performance. In a research study conducted by Emiyanti, Rochaida, and Irsan (2020), individual factors have an influence and are not significant on performance. This differs from research by Hajati, Artiningsih, Nurul, (2018), which shows that individual characteristics significantly positively affect employee performance. The reasons why personal factor variables have no significant effect on performance are: first, because the elements in the indicators other than those asked by the researcher, namely social isolation, if added, may affect performance, meaning that in this case, the researcher in conducting the study only took three indicators that were close to the goal in asking questions to respondents because according to the researcher, these indicators are the indicators that best represent or are following the phenomena and facts when making observations. However, the results obtained by the researcher from the questionnaire that had been distributed and processed stated that the personal factor variables had no significant effect on employee performance, so the indicators of personal factors that were not included in this study may have an impact on employee performance.

The Influence of Motivation on Employee Performance at PT. Pupuk Sriwidjaya Palembang. The test results show that motivation significantly affects employee performance at PT. Pupuk Sriwidjaya Palembang. The test results using the Lisrel application showed a t-value of  $4.91 > 1.96$ , so consumer satisfaction significantly affects consumer loyalty. Suhasto, and Lestariningsih (2021) and Rosmaini, & Tanjung research (2019) showed that motivation

significantly affects employee performance. In contrast to research conducted by Emiyanti, Rochaida, and Irsan (2020), motivation has a negative and insignificant effect on performance. The results of the respondents' answers show that motivation impacts performance. It can be seen in the distribution of answers to respondents that the problems are as follows: a. There are still employees who are not allowed to take part in training; b. There are still employees who do not get equality in work. The result of this problem is that employees are not happy with the supervision carried out by the leadership when employees are working, and the work given is delayed. The results of employee work do not always reach the company's targets. Researchers suggest paying attention to intrinsic motivation, especially related to the performance of employees who are not allowed to take part in training and get equality in work. There needs to be a change of employees to take part in training; the value has been given to employees who have never been so that all employees get equality in the workplace.

The Influence of Leadership on Employee Performance with Motivation as an Intervening Variable. Based on the results of the test, the direct influence of leadership on performance is 0.37, while the indirect influence of the leadership variable on performance with motivation as an intervening variable is 0.31. This means that motivation weakens the influence of leadership on performance. This statement is based on the results of the distribution of questionnaires and responses to the existing statement items showing that leadership influences employee performance through the intervening variable of motivation with the results of the questionnaire statements from the consumer satisfaction variable dominated by respondents' answers disagreeing and strongly disagreeing, even neutral, relatively high. However, out of 120 respondents, some respondents agreed and strongly agreed.

The Influence of Personal Factors on Employee Performance with Motivation as an Intervening Variable. Based on the results of the test, the direct influence of personal factors on motivation is 0.58, while the indirect influence of personal factors on employee performance with motivation as an intervening variable is 0.48. This means that motivation weakens the impact of individual factors on performance. This statement is based on the results of the questionnaire distribution and responses to the existing statement items indicating that personal factors influence employee performance through the intervening variable of motivation with the results of the questionnaire statements from the motivation variable dominated by respondents' answers disagreeing and strongly disagreeing, even neutral, relatively high, however, out of 120 respondents, some respondents agreed and strongly agreed.

## 5. Conclusion

It can be concluded that: 1. Leadership positively and significantly affects Work Motivation at PT. Pupuk Sriwidjaya Palembang; 2. Personal factors have a positive and significant effect on Work Motivation at PT. Pupuk Sriwidjaya Palembang; 3. Leadership has a positive and significant impact on Employee Performance at PT. Pupuk Sriwidjaya Palembang; 4. Individual factors have a negative but insignificant effect on Performance at PT. Pupuk Sriwidjaya Palembang; 5. Motivation has a positive and significant effect on Employee Performance at PT. Pupuk Sriwidjaya Palembang. So, it is necessary to provide attention and supervision to each employee and encourage employees to work better so that employees are motivated and their performance increases. Leadership on employee performance has a positive effect, so there must be an increase in terms of employee performance, such as employees are more total in carrying out tasks given by leaders, and the author advises employees to understand better and understand what tasks they will do so that they can be effective and efficient. Personal

factors/employee development continues to be carried out routinely for both new employees and senior employees in the Human Resources and General Affairs Department of PT. Sriwidjaya Palembang Fertilizer as a way to improve employee performance.

## References

- Abbas, S. A. (2023). Faktor - Faktor Pendorong Motivasi dan Perannya dalam Mendorong Peningkatan Kinerja. *Jurnal Ekonomi dan Bisnis Islam*, Vol 5 (1) 45 55.
- Astuti, R. & Suhendri. (2020). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Pada Pt. Tunas Jaya Utama. *Jurnal Manajemen Bisnis Eka Prasetya Penelitian Ilmu Manajemen*, 5(2), 1-10. <https://doi.org/10.47663/jmbep.v5i2.22>
- Busro, M. (2020). *Teori - Teori Manajemen Sumber Daya Manusia*. Jakarta: Pramedia Group.
- Emiyanti, L., Rochaida, E., & Tricahyadinata, I. (2020). Pengaruh Karakteristik Individu Dan Motivasi Intrinsik Terhadap Komitmen Afektif Dan Kinerja Pegawai. *The Manager Review*, Hasibuan, Siti Maisarah, and Syaiful Bahri. 2018. "Pengaruh Kepemimpinan, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja." *Maneggio: Jurnal Ilmiah Magister Manajemen* 1(1): 71–80. <https://doi.org/10.30596/maneggio.v1i1.2243>
- Farisi, S., Irnawati, J., M & Fahmi, M. (2020) Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan, *Jurnal Humaniora : Jurnal Ilmu Sosial, Ekonomi dan Hukum*. Vol 4. No. <https://doi.org/10.30601/humaniora.v4i1.420>
- Hajati, D. I., Artiningsih, D. W. Nurul, H. (2018). Pengaruh Karakteristik Individu, Karakteristik Pekerjaan dan Karakteristik Organisasi terhadap Kinerja Pegawai (Studi pada Politeknik Kotabaru). Vol 7 No. 1. Wahyuni. <http://dx.doi.org/10.20527/jbp.v7i1.4739>
- Kasmir. (2019). *Manajemen Sumber Daya Manusia Teori dan Praktik*. Depok: PT RajaGrafindo Persada.
- Kridharta, D., Rusdianti, E. (2017). Analisis Pengaruh Karakteristik Individu, Komitmen Organisasi, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening, *Jurnal Riset Ekonomi dan Bisnis*. Vol 10, No 3. <http://dx.doi.org/10.26623/jreb.v10i3.882>
- Lumanauw, M. K. (2022). Pengaruh Kompetensi dan Karakteristik Individu Terhadap Kinerja Karyawan CV. Bumi Kencana Jaya. (2022). *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 6(1), 49-57. <https://doi.org/10.35130/jrimk.v6i1.182>
- Nopiani. (2016). Pengaruh Karakteristik Individu dan Lingkungan Kerja terhadap Kinerja Karyawan TVRI Lampung. Laporan Skripsi Fakultas Ekonomi dan Bisnis Universitas Lampung. Bandar Lampung.
- Rivaldo, A., & Ratnasari, D. (2020). Pengaruh Kepemimpinan terhadap Kinerja Karyawan: Studi Empiris. *Jurnal Manajemen*, 18 (2), 123 – 34
- Rosmaini, R., anjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*. Vol 2 No. 1. PP 1-15.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia Reformasi Birokrasi dan*

*Manajemen Karyawan Negri Sipil*. PT Refika Aditama: Bandung.

- Soetopo, I., Kusmaningtyas, A., & Andjarwati, T. (2019). Pengaruh Gaya Kepemimpinan Transformasional, Karakteristik Individu, Lingkungan Kerja Terhadap Motivasi Kerja Dan Kinerja Guru Smk Negeri 1 Tambelangan Sampang. *JMM17 : Jurnal Ilmu Ekonomi Dan Manajemen*, 5(02). <https://doi.org/10.30996/jmm17.v5i02.1947>
- Sopiah. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: PT Ghalia Indonesia.
- Suhasto, I., & Lestariningsih, T. (2021). Analisis Pengaruh Kompetensi, Motivasi, Kedisiplinan Dan Kompensasi Terhadap Kinerja Sumber Daya Manusia Menggunakan Analisis Partial Least Square. *Jurnal AKSI (Akuntansi Dan Sistem Informasi)*, 3(1). <https://doi.org/10.32486/aksi.v3i1.63>
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Pranada Media Group.
- Wibowo. (2017). *Manajemen Kinerja*. Jakarta: PT RajaGrafindo Persada.
- Widjaja, Y. R., & Ginanjar, A. (2022). Pengaruh Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Sains Manajemen*, 4(1), 47-56. <https://doi.org/10.51977/jsm.v4i1.692>
- Yanoto. A. 2018. Pengaruh Gaya kepemimpinan terhadap kepuasan kerja melalui Motivasi dan Kinerja Karyawan PT. Nutrifod Indonesia Surabaya. *Agora*. Vol.6, No.1

## Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

