Influence of Leadership and Work Motivation on the Performance of Yamazaki Pan Employees Co., Ltd Okayama Branch

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This article contributes to:  

Highlights:
• Organization cannot be separated from the role of a leader in the organization
• Motivation affects employee performance because increased motivation can improve employee performance and productivity
• The Yamazaki company has grown and developed by providing various types of bakery products, and confectionery

Abstract

This study aims to explain leadership, work motivation, employee performance, and the relationship between the three variables at YAMAZAKI PAN Co., Ltd. Okayama branch. The research approach uses descriptive quantitative data collected from 60 workers, both rubato (アルバイト) part time and permanent employees of Yamazaki pan Co., Ltd. Data was collected using a structured questionnaire and then the data was analyzed using scale-range analysis, distribution analysis, and path analysis to explain the existing conditions and relationships between variables after previously the data was transformed into interval data via MSI. The relationship between the variables studied shows that leadership is significantly correlated with employee motivation (r = 0.456) meaning that increased leadership can increase work motivation or vice versa. Partially, leadership has a significant positive effect on improving employee performance with a path coefficient of 0.204, while motivation has a partially positive effect on employee performance with a path coefficient (β=0.686). This shows that employee motivation has a bigger role than leadership in increasing the work productivity of employees in the company.

Keywords: Leadership, Motivation, Performance

1. Introduction

Human resources are one of the important factors in an organization because the progress of the organization and the good and bad of an organization depend on the human resources themselves, in this era of globalization a company to have quality human resources and have
competitiveness and even companies that must be improved quality and create human resources with character and spirit of leadership so that they can compete competitively in the current era of globalization. Every company has a target to achieve, whether it’s a short-term target or a long-term target [1]. In order to achieve the goals set by the company, any company will always try to improve the execution of its workers [2]. Improve employee performance can be achieved of them with good leadership and work motivation by what employees need. In an organization, a person cannot be separated from the part of a pioneer, the role of a pioneer in an organization is exceptionally crucial, apart from having to set a good example, leaders are also required to be able to make wise decisions, be able to have a positive influence, increase employee motivation so that employee performance can increase as expected by the organization [3].

Motivation is a condition that can influence, generate, direct, maintain, and also maintain behaviors related to the work environment. Motivation is the reason that underlies the individual to do something. Motivation is another factor that greatly influences employee performance because increasing motivation also means increasing employee performance and productivity, therefore a leader needs to increase and maintain high employee motivation [4].

Yamazaki PAN Co., Ltd was founded on June 21, 1948, by Tojuro Iijima, after World War II. With the spirit of wholehearted hard work, Yamazaki Company has grown and developed by providing various types of bakery products, confectionery, and services with a work spirit that emphasizes ”good quality, reasonable price, customer-oriented”, a company that also has the motto “ヤマザキパン世界のパン” Yamazaki pan Sekai no pan which means “Yamazaki bread the world’s bread” also makes bread from various parts of the world with various flavors and of course according to the tastes of its customers. Yamazaki introduces the latest bakery equipment and technology developed in Europe and America.

Yamazaki Company Has been producing bread for more than half a century, has 28 factories and 41 group companies in Japan, and has developed its business in Southeast Asia, the United States, and France where it currently has 14 group companies worldwide. Expansion in Southeast Asia began in Hong Kong in 1981 and has continued to expand in Thailand, Taiwan, Malaysia, China, Singapore, Indonesia, and Vietnam. However, what happened to YAMAZAKI PAN Co., Ltd. OKAYAMA BRANCH was a less harmonious field atmosphere and a lack of two-way communication between leaders and subordinates, and a lack of work inspiration so that representative execution was not optimal and time targets were not achieved, requiring employees to work overtime. which many because of the researchers [5].

2. Literature Review

2.1. Management Theory

Management is an effort or process carried out through intermediaries of other people to achieve certain goals [6], both profit and non-profit. In every effort made by leaders or companies, good management is needed to ensure the survival of companies and organizations. Management of the process of planning, organizing, coaching, and supervising the work of members of the organization and the use of human resources and other organizational resources in order to accomplish organizational objectives that have been set [7].

2.2. Human Resource Management

Administration of Human Assets can be a way to monitor assets (labor) within the company. The framework is created to maximize everyone’s success, so that common goals can be achieved. Unlike that, Human Assets Administration has a duty to plan a Human Assets framework with the expectation that it will be linked in creating a business. In its development, Human Resource Management or commonly abbreviated as HRM can be a strategy formed to oversee the assets (labor) contained in a company. This framework was created with the aim of successfully maximizing everyone’s performance so that the company’s goals and objectives can be achieved [8].
2.3. Leadership

2.3.1. The Notion of Leadership

Leadership is a power or ability that exists within a person. The leadership attitude is used when leading. One of the influences arising from this leadership attitude is that it can influence someone. The influence given is intended in a job or organization. That is because generally a leadership attitude is needed by someone in leading a job or organization [9].

The purpose of this leadership attitude is to achieve a target or goal. Whether in the field of work or an organization, there is always a target that you want to achieve. The targets that have been determined can be accomplished because of the attitude of leadership. Leadership is an attitude that is in a leader. While the leader is someone who has been given trust. The trust is used to become a head or chairman in a company or organization [10].

2.3.2. Leadership Function

The leadership function is very important in realizing performance that is easily understood by employees and goes according to what the leader wants. Leadership is one of the factors that determine the achievement of the vision, mission and goals of an institution or organization. The leader plays an important role, because the leader is the person in charge of the organization according to his function as a coordinator, motivator, directing, influencing and establishing communication with his subordinates and mobilizing subordinates to achieve organizational goals so that they can be achieved as expected [11].

2.4. Work Motivation

Motivation is one of the things that influence human behavior, motivation is also known as a driving force for desires, supporters or needs that can make a person excited and motivated to fulfill their own motivation, so that they can act and act according to certain ways that will lead to the desired direction optimal. Motivation functions as a driving force or impetus to employees to want to work diligently in order to create good company goals [12]. Several things affect motivation, so that the motivation of these employees increases, namely salary or wages (rewards), achievement, affiliation, power, or career, with high, motivation can affect increased work productivity, [13]. In an organization the leader of a work unit or agency must motivate employees to work, so as to improve their performance, because it requires mutual understanding of the duties and functions of each work unit [14].

2.4.1. The Principles of Work Motivation

A leader establishing a policy in providing motivational opportunities to subordinates both material and non-material must be based on motivational principles [15]. The motivational principles according to are as follows [16] : The principle of participation. Principles of communication. The rule of recognizing the contribution of subordinates. The rule of delegation of authority. The rule of giving attention.

2.5. Employee Performance

Employee performance is something that's exceptionally compelling for the victory of a company. Great representative execution or execution will be specifically corresponding to good comes about within the company's commerce advancement [17]. Then performance is the result or achievement of one's business work. In the organization, performance can be interpreted as achieving the goals set in the organization. Employee performance in hospitality is assumed to be guest satisfaction with service, the higher guest satisfaction, the better employee performance is considered [18].
2.5.1. Factors That Affect Employee Performance

Performance is a multi-dimensional construct that includes many influencing factors. The factors that affect performance are [19] organizational structure as inside relations related to capacities that clarify organizational exercises, administration approaches, within the shape of organizational vision and mission, and human assets, which are related to the quality of representatives to work and work ideally, frameworks administration data, which relates to database administration to be utilized in improving organizational execution, possessed offices, and foundation, which relates to the utilize of innovation for organizational administration in each organizational movement.

2.6. Previous Research

Concurring to Jelita, The comes about of this consider appear that administration and inspiration at the same time noteworthy impact on worker execution at PT Amanah Fund, Manado. Mostly administration influences representative execution, but work inspiration mostly has no critical impact [20]. According to Linda, leadership and work inspiration incorporates a concurrent and halfway impact on representative execution at PT. Yamazaki Indonesia.

3. Method

3.1. Data Source

Quantitative approach used in this study, the number of respondents from 60 workers, both arubaito (アルバイト), part time and permanent employees of Yamazaki pan Co., Ltd. Information was collected through a organized survey and after that the information was analyzed using scale-range analysis, distribution analysis, and path analysis to explain the existing conditions and relationships between variables after previously the data was transformed into interval data via MSI.

4. Results and Discussion

The relationship between the variables studied shows that leadership is significantly correlated with employee motivation (r = 0.456) meaning that increased leadership can increase work motivation or vice versa. Partially, leadership noteworthy positive impact on improving representative execution with a way coefficient of 0.204. While inspiration encompasses a partial positive impact on worker execution with way coefficients (β=0.686). This shows that employee inspiration incorporates a bigger role than leadership in increasing the work productivity of employees in the company.

Table 1. correlations

<table>
<thead>
<tr>
<th></th>
<th>VAR0000 1</th>
<th>VAR0000 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>1</td>
<td>0.456**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Motivation</td>
<td>0.456**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
Dependent Variable: Employee Performance
### Table 2. Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>4,188</td>
<td>5,301</td>
<td>.790</td>
<td>.433</td>
</tr>
<tr>
<td>Leadership</td>
<td>.155</td>
<td>.068</td>
<td>2.283</td>
<td>.026</td>
</tr>
<tr>
<td>Motivation Work</td>
<td>.777</td>
<td>.101</td>
<td>7.676</td>
<td>.000</td>
</tr>
</tbody>
</table>

Dependent Variable: Employee Performance
Predictors: (Constant), Work Motivation, Leadership

### Table 3. ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>742,409</td>
<td>2</td>
<td>371,205</td>
<td>50,549</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>418,574</td>
<td>57</td>
<td>7,343</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1160,983</td>
<td>59</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Predictors: (Constant), Work Motivation, Leadership

### Table 3. Model Summary

<table>
<thead>
<tr>
<th>Mode</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Sd. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.800</td>
<td>.639</td>
<td>.627</td>
<td>2.70987</td>
</tr>
</tbody>
</table>

### Figure 1.
Comparison of Predicted Results with Production Plans

Relationship between Leadership, Motivation, and Representative Execution At the same time authority and inspiration have a critical impact on execution with a coefficient of determination of 80.00% and fulfilling the path relationship formulation $Y = 0.204 X_1 + 0.6866 X_2$ ($Y =$ Employee Performance; $X_1 =$ Leadership; and $X_2 =$ Employee motivation). The results of this study support the results of previous research conducted by Linda at PT. YAMAZAKI INDONESIA, that administration and work inspiration have a positive and critical impact on progressing representative execution shown in Figure 1.

### 5. Conclusion

Administration and work inspiration at the same time have a noteworthy impact on representative execution at Yamazaki Container Co., Ltd. Okayama department. Administration somewhat has no noteworthy impact on worker execution at Yamazaki Dish Co., Ltd. Okayama department. Inspiration somewhat includes a noteworthy impact on worker execution at Yamazaki Skillet Co., Ltd. Okayama department.
Authors' Declaration

Authors' contributions and responsibilities – The authors made substantial contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation, and discussion of results. The authors read and approved the final manuscript.

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Availability of data and materials – All data are available from the authors.

Competing interests – The authors declare no competing interest.

Additional information – No additional information from the authors.

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