



## The Influence of MSME Owner Leadership and Motivation on Employee Productivity in the Weaving MSME Business Environment in Bandar

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### ARTICLE INFO

*Keywords:* Leadership of MSME owners, Motivation, Employee Productivity

*Received :* 24, August

*Revised :* 25, September

*Accepted:* 31, October

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### ABSTRACT

The research aims to determine the influence of MSME Owner Leadership and Motivation on Employee Productivity. Case studies were conducted on MSME owners located in urban areas. Data was obtained by distributing questionnaires. The sample studied in this research was 35 respondents. Data analysis techniques: Validity Test, Reliability Test, Classical Assumption Test, Multiple Linear Regression Analysis Test, Coefficient of Determination Test. The results of this research show that (1) The results of hypothesis testing prove that MSME Leadership has a significant effect on Employee Productivity in the Weaving MSME Business Environment in Bandar. (2) The results of hypothesis testing prove that motivation has no significant effect on employee productivity in the MSME Weaving Business Environment in Bandar. (3) The results of hypothesis testing prove that MSME Owner Leadership and Motivation simultaneously have a significant effect on Employee Productivity in the Weaving MSME Business Environment in Bandar.

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## **INTRODUCTION**

Micro, Small and Medium Enterprises (MSMEs) are an integral part of the global economy, contributing to job creation, economic growth and innovation in various industrial sectors. MSMEs have a key role in advancing the economies of countries throughout the world. On the other hand, internal factors in MSMEs, such as human resource management (HRM), play an equally important role in determining the success and sustainability of this business.

The leadership of MSME owners, as a key element in HRM, has a significant impact on employee motivation and productivity. Effective leadership is able to inspire, direct and motivate employees to make maximum contributions to organizational goals and growth. On the other hand, ineffective or counterproductive leadership can hinder employee performance and reduce business productivity.

The aim is to determine the influence of leadership of MSME owners, motivation on employee productivity in the MSME business environment. This analysis is expected to provide deeper insight into how the leadership practices of MSME owners influence employees in small and medium scale businesses.

MSMEs are often faced with unique challenges, such as limited resources, lack of support infrastructure, and intense competition in the market. Therefore, a deep understanding of the leadership role of MSME owners in creating a motivating and productive work environment is essential to understand the factors that influence the success of MSMEs.

Previous studies show that good leadership in MSMEs can increase loyalty, employee retention and overall productivity. However, each MSME business environment has unique characteristics that can influence how the leadership influence of MSME owners occurs.

## **LITERATURE REVIEW**

### **Leadership of MSME owners**

Leadership is a person's ability to guide, motivate and direct individuals or groups in achieving common goals. It involves the influence exercised by a leader over the members of a team or organization to achieve the stated vision, mission, and goals. Leadership is not just about controlling or supervising, but also about inspiring, motivating and developing the potential of others (IVAN, 2016).

### **Motivation**

Motivation is a person's needs, desires, drives, and inner movements. The motivation that exists within a person will manifest a behavior that is directed at the goal of achieving satisfaction targets. So it can be concluded that motivation is the enthusiasm or encouragement within a person to carry out certain desires in order to achieve a goal which can have a positive effect on performance (Kristianti & Pangastuti, 2019).

### **Employee Productivity**

Productivity is a key concept in management and economics that measures the extent to which resources, such as time, labor, and capital, are used efficiently to produce goods and services. Employee productivity refers to how efficiently an employee uses available time and resources to produce output or work results (Sasuwe et al., 2018).

### Image of Research Hypothesis Thinking Framework

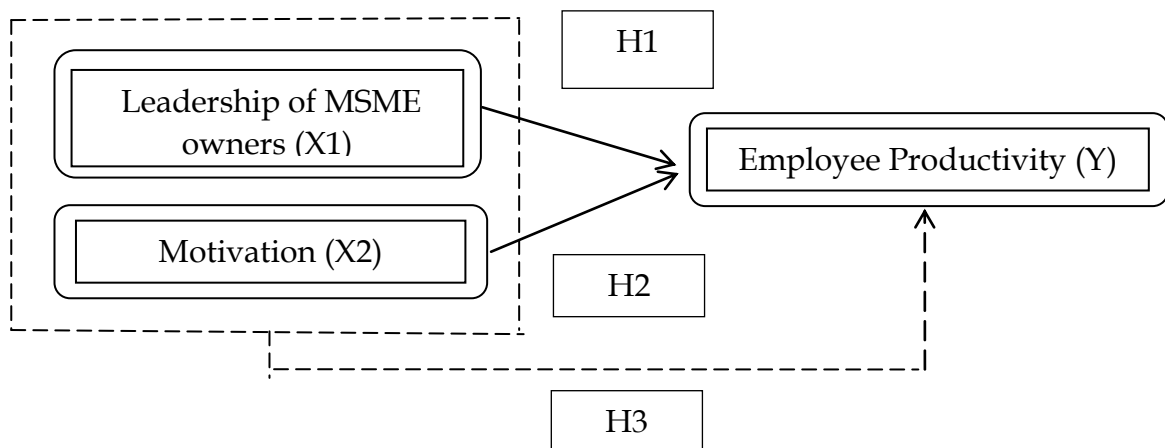


Figure 1. Image of Research Hypothesis Thinking Framework

Based on the framework that has been described, the research hypothesis can be formulated as follows:

- H1: The leadership of MSME owners partially influences employee productivity in the MSME business environment.
- H2: Motivation has a partial effect on employee productivity in the MSME business environment.
- H3: The leadership of MSME owners and motivation simultaneously influence employee productivity in the MSME business environment

## METHODOLOGY

This research uses a type of research with quantitative methods to understand the influence of MSME Owner Leadership and Motivation on Employee Productivity in the MSME weaving business environment. The research location used in this research is the Weaving MSME Business Environment in Bandar. The sample in this study was 35 people. Data collection techniques in this research are interviews, documentation and questionnaires

## RESEARCH RESULT

### Data analysis

#### *Test data validity*

The validity test is used to measure whether a questionnaire is valid or not. In this test, researchers distributed questionnaires to 35 respondents. The r table value with  $df = n - 2$  is  $35 - 2 = 33$ , so the r table value at the 5%

significance level is 0.334. If the value of  $r$  table  $<$   $r$  count, then the question item is declared valid, conversely if  $r$  table  $>$   $r$  count then it is invalid.

Table 1. Data Validity Test Results Table

No	Question	r tabel	r hitung	Information
MSME owner leadership variable (X1)				
1	X1.1	0,334	0,681	Valid
2	X1.2	0,334	0,591	Valid
3	X1.3	0,334	0,624	Valid
4	X1.4	0,334	0,778	Valid
5	X1.5	0,334	0,510	Valid
6	X1.6	0,334	0,660	Valid
7	X1.7	0,334	0,626	Valid
Motivation Variable (X2)				
1	X2.1	0,334	0,637	Valid
2	X2.2	0,334	0,615	Valid
3	X2.3	0,334	0,556	Valid
4	X2.4	0,334	0,560	Valid
5	X2.5	0,334	0,713	Valid
6	X2.6	0,334	0,602	Valid
7	X2.7	0,334	0,522	Valid
Employee Productivity Variables (Y)				
1	Y1.1	0,334	0,537	Valid
2	Y1.2	0,334	0,698	Valid
3	Y1.3	0,334	0,642	Valid
4	Y1.4	0,334	0,670	Valid
5	Y1.5	0,334	0,592	Valid

From the data table it can be seen that the calculated R value of all variables is greater than the R table, namely 0.334, so it can be concluded that all the questions used in the questionnaire are valid or reliable.

#### Data Reliability Test

Table 2. Data Reliability Test Results Table

No	Variabele	Cronbach's Alpha	Condition	Information
1	Leadership of MSME owners (X1)	0,758	Cronbach's Alpha $\geq$ 0,60	Reliabel
2	Motivation (X2)	0,706		Reliabel
3	Employee productivity (Y)	0,613		Reliabel

From the data table, it can be seen that the Cronbach's Alpha value of all variables is more than 0.60, so it can be concluded that all the questions used in the questionnaire are reliable, which means that there are similarities in data at different times and the resulting data is accurate.

**Classic assumption test**

*Normality test*

The normality test aims to find out whether the residual values are normally distributed or not. The following is the normality test approach:

1. Kolmogorov-Smirnov

The assessment criteria for the Kolmogorov-Smirnov approach normality test is if the significance level is  $> 0.05$  or the Asymp value. Sig. (2-tailed)  $> 0.05$  means the residual variable is normally distributed.

Table 3. of Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	1,37114567
Most Extreme Differences	Absolute	,105
	Positive	,105
	Negative	-,094
Test Statistic		,105
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the table of Kolmogorov-Smirnov normality test results, it can be seen that the value of Asymp. Sig. (2-tailed)  $0.200 > 0.05$ , it can be concluded that the residual value is normally distributed.

2. Normal Probability Plot

The normality test using a graph plot approach or Normal P-P Plot of Regression Standardized Residual is if the data is spread around the line and follows the direction of the diagonal line then it is normally distributed

### Image Normal Probabilty Plot

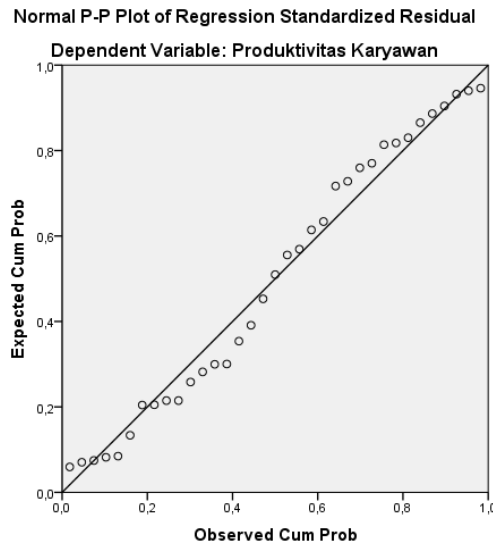


Figure 2. Normal Probabilty Plot

### 3. Histogram

As follows, it can be seen that the distribution is normal, this can be seen from the bell-shaped histogram graph, the graph does not tilt to the left or right as seen in the following image (Sinollah et al., 2020).

#### 1.2.2 Multicollinearity Test

The multicollinearity test aims to test whether a correlation is found in the regression model between the independent variables. In a good regression model there should be no correlation between the independent variables (Ghozali, 2005) in (Sujarweni, 2019). The multicollinearity test can be seen from the tolerance value of Variance Inflation Factor (VIF). Multicollinearity can be detected with a cut off value which shows a tolerance value  $> 0.1$  or the same as a VIF value  $< 10$ .

Table 4. of Multicollinearity Test Results

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	leadership of SME owners (X1)	1,000	1,000
	Motivation (X2)	1,000	1,000

a. Dependent Variable: Employee productivity (Y)

Based on the table above, it is known that the Variance Inflation Factor (VIF) value for the MSME Owner Leadership variable (X1) and the Motivation variable (X2) is  $1,000 < 10$  and the tolerance value is  $1,000 > 0.1$ , so there is no multicollinearity in the data.

#### 1.2.3 Heteroscedasticity Test

The heteroscedasticity test is a condition where the confounding variance and error are not constant for all variables.

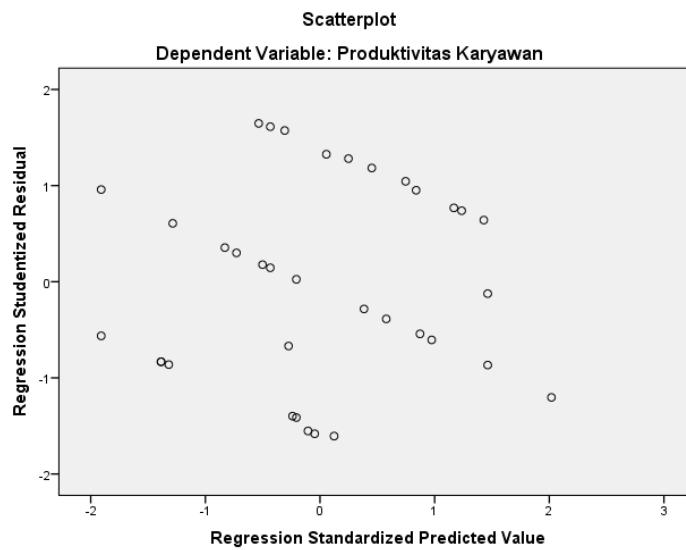


Figure 3. of Heteroscedasticity Test Results

Based on the image above, it is known that the residual distribution is irregular and does not form a pattern. Things can be seen from points or plots that spread out. The conclusion that can be drawn is that heteroscedasticity does not occur.

**Multiple Linear Regression Analysis Test**

This analysis is to determine the direction of the relationship between the independent variable and the dependent variable, whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the independent variable experiences an increase or decrease.

Table 5. of Multiple Linear Regression Analysis Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31,179	3,810		8,184	,000
	leadership of SME owners (X1)	-,212	,090	-,368	-2,349	,025
	Motivation (X2)	-,188	,105	-,280	-1,786	,084

a. Dependent Variable: Employee productivity (Y)

Based on the results of calculations using Multiple Linear Regression analysis in the table above, the following equation is obtained ;  
 $Y = 31,179 + -0,212X1 + -0,188X2 + e$

From the multiple linear regression equation above, it can be explained that each variable has decreased by the value of the regression coefficient for each variable itself.

### Coefficient of Determination Test (R<sup>2</sup>)

Determination analysis in multiple linear regression is used to determine the percentage contribution of the influence of the independent variables (X<sub>1</sub>, X<sub>2</sub>, ..., X<sub>n</sub>) simultaneously to the dependent variable (Y).

Table 6. of Determination Coefficient Test Results (R<sup>2</sup>)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,465 <sup>a</sup>	,216	,167	1,41334
a. Predictors: (Constant), Leadership of MSME Owners, Motivation				
b. Dependent Variable: Employee productivity				

Based on the table above, it can be seen that the coefficient of determination (R<sup>2</sup>) is 0.216 or 21.6%. This means that the ability of all variables X to explain variable Y is 21.6% and the remaining 78.4% is influenced by other variables outside this research.

### Hypothesis test

#### Partial test (t test)

The partial test or t-test shows how far the influence of one independent variable (Variable X) individually in explaining the dependent variable (Variable Y) (Ghozali, 2005) in (Sujarweni, 2019). If the significance probability value is smaller than 0.05 (5%) then an independent variable (Variable X) has a significant effect on the dependent variable (Variable Y). The hypothesis is accepted if the significance level (a) < 0.05 and the hypothesis is rejected if the significance level (a) > 0.05.

Criteria :

1. If t count > t table then Ho is rejected and Ha is accepted
2. If t count < t table then Ho is accepted and Ha is rejected Or
3. If the P-value (sig. value) < 0.05, then Ho is rejected and Ha is accepted
4. If the P-value (sig. value) > 0.05, then Ho is accepted and Ha is rejected

Table 7. of Partial Test Results (t Test)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31,179	3,810		8,184	,000
	Leadership of MSME Owners	-,212	,090	-,368	-2,349	,025
	Motivation	-,188	,105	-,280	-1,786	,084
a. Dependent Variable : Employee productivity						

### 1. Hypothesis Testing of MSME Owner Leadership on Employee Productivity

Based on the table above, the Sig value is obtained.  $0.025 < 0.05$ , so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that the Leadership of MSME Owners has a significant influence on Employee Productivity in the Weaving MSME Business Environment in Bandar.

### 2. Motivation Hypothesis Testing on Employee Productivity

Based on the table above, the Sig value is obtained.  $0.084 > 0.05$ , so it can be concluded that  $H_0$  is accepted and  $H_a$  is rejected. This means that motivation does not have a significant effect on employee productivity in the MSME Weaving Business Environment in Bandar.

### Simultaneous Test (F Test)

The simultaneous test or F test is used to test whether there is an influence between the independent variable (X) on the dependent variable (Y) simultaneously. If the sig value  $< 0.05$  then the independent variable has an effect on the dependent variable.

Criteria:

1. If F count  $>$  F table then  $H_0$  is rejected and  $H_a$  is accepted
2. If F count  $<$  F table then  $H_0$  is accepted and  $H_a$  is rejected. Or
3. If the P-value (sig. value)  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted
4. If the P-value (sig. value)  $> 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected

Table 8. of Simultaneous Test Results (F Test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17,621	2	8,811	4,411	,020 <sup>b</sup>
	Residual	63,921	32	1,998		
	Total	81,543	34			
a. Dependent Variable: Employee productivity						
b. Predictors: (Constant), Motivation, Leadership of MSME Owners						

Based on the table above, the Sig value is obtained.  $0.020 < 0.05$ , so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that the Leadership of MSME Owners and Motivation

## DISCUSSION

### The Influence of Leadership of MSME Owners on Employee Productivity in the Weaving MSME Business Environment in Bandar

Based on the research above, the Sig value was obtained.  $0.025$ . If the P-value (sig. value)  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, then the Leadership of the MSME Owner has a significant effect on Employee

Productivity in the MSME Weaving Business Environment in Bandar. Likewise, if the P-value (sig. value) is  $> 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected, then the Leadership of the MSME Owner has no significant effect on Employee Productivity in the Bandar Weaving MSME Business Environment. In this case, the Sig value is obtained.  $0.025 < 0.05$ , so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that the Leadership of MSME Owners has a significant influence on Employee Productivity in the Weaving MSME Business Environment in Bandar.

### **The Influence of Motivation on Employee Productivity in the Weaving MSME Business Environment in Bandar**

Based on the research above, the Sig value was obtained. 0.084. If the P-value (sig. value)  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, then motivation has a significant effect on employee productivity in the MSME Weaving Business Environment in Bandar. Likewise, if the P-value (sig. value) is  $> 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected, then motivation has no significant effect on employee productivity in the MSME Weaving Business Environment in Bandar. In this case, the Sig value is obtained.  $0.084 > 0.05$ , so it can be concluded that  $H_0$  is accepted and  $H_a$  is rejected. This means that motivation does not have a significant effect on employee productivity in the MSME Weaving Business Environment in Bandar.

### **The Influence of MSME Owner Leadership and Motivation on Employee Productivity in the Weaving MSME Business Environment in Bandar**

Based on the research above, the Sig value was obtained. 0.020. If the P-value (sig. value)  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, then the Leadership of MSME Owners and Motivation have a significant effect on Employee Productivity in the MSME Weaving Business Environment in Bandar. Likewise, if the P-value (sig. value) is  $> 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected, then MSME Owner Leadership and Motivation do not have a significant effect on Employee Productivity in the Bandar Weaving MSME Business Environment. In this case, the Sig value is obtained.  $0.020 < 0.05$ , so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that the Leadership of MSME Owners and Motivation simultaneously have a significant effect on Employee Productivity in the MSME Weaving Business Environment in Bandar.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the research conducted, several conclusions can be drawn as follows:

1. The results of hypothesis testing prove that the Leadership of MSME Owners has a significant effect on Employee Productivity in the Weaving MSME Business Environment in Bandar. Judging from the results of the calculations that have been carried out, the Sig value is  $0.025 < 0.05$ .

2. The results of hypothesis testing prove that motivation has no significant effect on employee productivity in the MSME Weaving Business Environment in Bandar. Judging from the results of the calculations that have been carried out, the Sig value is  $0.084 > 0.05$ .
3. The results of hypothesis testing prove that MSME Owner Leadership and Motivation simultaneously have a significant effect on Employee Productivity in the Weaving MSME Business Environment in Bandar. Judging from the results of the calculations that have been carried out, the Sig value is obtained.  $0.020 < 0.05$ .

#### **ADVANCED RESEARCH**

The results of this research can be used as a reference for further researching the influence of MSME Owner Leadership and Motivation on Employee Productivity. Apart from that, it is hoped that the research can add a variety of other variables that have not been used in this research, as well as increasing the number of samples or even expanding the scope to get more accurate results.

#### **ACKNOWLEDGMENT**

We would like to thank the participation and cooperation of the parties, colleagues and research partners involved in this research. We hope that the results of this research can provide useful outcomes for interested parties

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