COMPARATIVE ANALYSIS OF SHARIA AND The Influence of Leadership and Motivation on the Work Performance of New Group Leaders at PT Pamapersada Nusantara Through Work Engagement

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Abstract : This research aims to determine the Influence of Leadership and Motivation on the Work Performance of New Group Leaders at PT Pamapersada Nusantara through Work Engagement. The sampling method used a probability sampling approach with a saturated sampling technique involving 220 respondents. Descriptive statistical methods were employed to analyze the data using the SmartPLS program. The results of this research indicate that: 1) Leadership has an impact on Work Performance. 2) Motivation does not affect Work Performance. 3) Leadership affects Work Engagement. 4) Motivation affects Work Engagement. 5) Work Engagement influences Work Performance. 6) Work Engagement mediates the relationship between Leadership and Work Performance. 7) Work Engagement mediates the impact of Motivation on the Work Performance of New Group Leaders at PAMA.

Keywords: Leadership, Motivation, Work Performance, Work Engagement

INTRODUCTION

The mining sector is one of the pillars of economic development in Indonesia due to its role as a provider of essential energy resources for economic growth. The rich potential in natural resources encourages the establishment of companies to explore these resources[1]. To operate mining companies effectively, mining services are required to support production operations and company expansion[2]. One of the companies that provide services to mining companies is PT. Pamapersada Nusantara, which is a pioneer in mining contractors in Indonesia, starting its operations since 1993, and so on. In the current rapidly growing mining business due to rising coal prices, there is a high demand for operators and Group Leaders in a short period to increase production capacity. As the company with the largest market share, Pama needs to improve the Work Performance of employees, particularly Group Leaders, who play a crucial role in production.

Work Performance is the result of an individual's effort and commitment to performing a task entrusted to them with competence, experience, and dedication in accordance with their responsibilities[3]. However, Pama still faces challenges with low Work Performance among new Group Leaders. The increased demand for coal and overburden production from PAMA Site MTBU at the beginning of 2022, with a 25.9% increase in the overburden production target and an 11.9% increase in coal production, has led to an increased need for Operator Operation PAMA Site MTBU to operate heavy equipment. Consequently, this also affects the increased demand for Group Leaders (GL) Operation. To fulfill the need for new GL Operations at PAMA Site MTBU, promotions were made from Operator to Acting GL Operation. Currently, the composition between new GL and senior GL at PAMA Site MTBU is 65% new GL and 35% senior GL because of the high percentage of new Group Leaders. Pama plans to provide Operator development programs to turn them into

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[1] Ka Yin Chau et al., "Exploring the Impact of Green Energy and Consumption on the Sustainability of Natural Resources: Empirical Evidence from G7 Countries," *Renewable energy* 196 (2022): 1241–1249.

[2] Claudio Bravo-Ortega and Leonardo Muñoz, "Mining Services Suppliers in Chile: A Regional Approach (or Lack of It) for Their Development," *Resources Policy* 70 (2021): 101210.

[3] Rosmi Rosmi and Syamsir Syamsir, "The Influence of Integrity and Work Experience on Employee Performance," *International Journal of Research and Analytical Reviews (IJRAR)*, 7, no. 1 (2020): 789–794.

Group Leaders within six months, known as Acting Group Leader Operation. This reflects the low Work Performance of new Group Leaders at Pama, and there is a need for factors that can boost Work Performance.

One of the factors that can enhance Work Performance is Leadership, which is a crucial factor in influencing Work Performance because the influence of leaders is the primary activity through which organizational goals can be achieved[4]. However, there are indications of low Leadership among new Group Leaders at Pama, where some new Group Leaders receive little attention, often due to external issues that are brought into the workplace. Another factor that can affect Work Performance is motivation, as mentioned by Mathis and Jackson[5]. Motivation is the drive to do something, whether it comes from within or from external sources. Among new Group Leaders at Pama, motivation appears to be low, as some new Group Leaders lack enthusiasm for their work, leading to reduced enthusiasm when performing their responsibilities. Work Engagement is also a factor that can influence Work Performance. Work Engagement means that employees connect with their work, actively participate in it, and perceive their achievements as valuable to their well-being. However, among new Group Leaders at Pama, Work Engagement seems to be low, with some new Group Leaders showing reluctance to work collaboratively as a team to assist each other in their tasks.

LITERATURE REVIEW

According to Prasetyo, Motivation is a process that begins with physiological or psychological deficiencies that drive behavior or impulses directed towards a goal or incentive[6]. Therefore, the key to understanding the Motivation process depends on the understanding and relationship between needs, impulses, and incentives. Furthermore, Rivai et al defines Motivation as the process that explains the strength, direction, and persistence of an

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[4] Holly Wei et al., "The Impact of Nurse Leadership Styles on Nurse Burnout:: A Systematic Literature Review," *Nurse Leader* 18, no. 5 (2020): 439–450.

[5] R L Mathis and J H Jackson, "Human Resource Management. Edisi 10 Jilid 3," *Jakarta: Salemba Empat* (2016).

[6] Sugeng Prayetno and Hapzi Ali, "The Influence of Work Motivation, Entrepreneurship Knowledge and Advocate Independence on Advocate Performance," *International Journal of Innovation, Creativity and Change* 12, no. 3 (2020): 147–164.

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individual's efforts to achieve goals[7]. Since Motivation is generally related to efforts towards any goal, we narrow our focus to organizational goals and behaviors related to work[8]. Individual's needs range from the lowest to the highest[9]. According to Maslow, indicators used to measure work Motivation include: 1) physiological needs, 2) safety needs, 3) social needs, 4) esteem needs, and 5) self-actualization[10].

Leadership is an effort that uses leadership styles to influence, rather than force, individuals to achieve goals[11]. According to Bastari et al., Leadership is someone who uses authority and leadership to direct subordinates in performing part of their work to achieve organizational goals[12]. The Leadership indicators used in this study, according to Robbert House, are: 1) directive, 2) supportive, 3) participative, 4) achievement-oriented leadership[13]. Work Performance is the result of an individual's effort, seriousness, competence, experience, and dedication in carrying out a task entrusted to them in accordance with their responsibilities[14,15]. According to Hasibuan in an

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[7] David A Cook and Anthony R Artino Jr, "Motivation to Learn: An Overview of Contemporary Theories," *Medical education* 50, no. 10 (2016): 997–1014.

[8] Tim Urdan and Avi Kaplan, "The Origins, Evolution, and Future Directions of Achievement Goal Theory," *Contemporary Educational Psychology* 61 (2020): 101862.

[9] Maureen P Donnelly, Jerry J Vaske, and Alan R Graefe, "Degree and Range of Recreation Specialization: Toward a Typology of Boating Related Activities," *Journal of Leisure Research* 18, no. 2 (1986): 81–95.

[10] Elena Rasskazova, Tatiana Ivanova, and Kennon Sheldon, "Comparing the Effects of Low-Level and High-Level Worker Need-Satisfaction: A Synthesis of the Self-Determination and Maslow Need Theories," *Motivation and Emotion* 40 (2016): 541–555.

[11] Zulki Zulkifli Noor et al., "Jurnal: Model of Employee Performance The Empirical Study At Civil Servantsin Government Of West Java Province," *International Journal of Economic Research* 13, no. 3 (2016): 707–719.

[12] Ary BAstAri and HApzi Ali, "Service Performance Model Through Work Motivation: Analysis of Transformational Leadership, Managerial Coaching, and Organizational Commitments (At the Regional Development Bank of South Kalimantan).," *Systematic Reviews in Pharmacy* 11, no. 12 (2020).

[13] Renita Apriyanti, Khairul Bahrun, and Meilaty Finthariasari, "Pengaruh Kepemimpinan, Reward Dan Punishment Terhadap Kinerja Karyawan (Studi Kasus Pada PT. K3/SIL Ketahun Begkulu Utara)," *Jurnal Entrepreneur dan Manajemen Sains (JEMS)* 1, no. 2 (2020): 189–194.

[14] Ipong Dekawati, Nani Hermawati, and Aan Juhana Senjaya, "The Effects of Climate and Work Motivation on Junior High School Teachers' Work Performance in the Losari Sub-District of Brebes Regency," *Journal of Educational Management and Leadership* 2, no. 1 (2021): 16–28.

[15] Bruno Fabiano et al., "A Field Study on Human Factor and Safety Performances in a Downstream Oil Industry," *Safety science* 153 (2022): 105795.

organization, Work Performance is usually associated with the effort to determine the value of a job[16]. Work Performance is the result of an employee's work, achieved through their total capabilities in reaching the goals of the company or organization. The indicators used to measure Work Performance (Permata, 2021) are as follows: 1) Quality, 2) Quantity, 3) Task Execution, and 4) Responsibility.

Work Engagement refers to a state of energetic mental activity characterized by enthusiasm, dedication, and absorption[17]. All aspects of the work environment can be categorized into job demands and job resources, both of which positively or negatively affect Work Engagement. States that Work Engagement can be measured by three indicators: 1. Vigor (Morale) is an aspect of employee involvement characterized by high physical and intellectual abilities when completing company tasks. 2. Dedication is an aspect of job involvement characterized by employees' enthusiasm for work. Highly dedicated employees will make their work productive, inspiring, and challenging. 3. Absorption is one of the aspects of Work Engagement, characterized by employees' behavior that causes them to focus entirely on their work. While working, employees feel time passes quickly and find it difficult to separate themselves from work[18].

RESEARCH METHODS

Population refers to a generalized area consisting of objects and subjects with specific qualities and characteristics defined by the researcher for study and subsequent conclusions[19]. The population used in this research is all the New Group Leaders at PAMA, totaling 220 individuals. The sampling technique used in this study is saturation sampling, which is a sample

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[16] Tabitha Eliaba Kenyi and Ludo Bosco John, "Job Resources, Job Demands, Uncertain Working Environment and Employee Work Engagement in Banking Industry: Prevailing Evidence of South Sudan," *International Journal of Research in Business and Social Science (2147-4478)* 9, no. 2 (2020): 202–212.

[17] Arnold B Bakker, Simon L Albrecht, and Michael P Leiter, "Work Engagement: Further Reflections on the State of Play," *European journal of work and organizational psychology* 20, no. 1 (2011): 74–88.

[18] Agus Purwanto et al., "Pengaruh Kepemimpinan Terhadap Kinerja Guru Sekolah Dasar Dengan Keterlibatan Kerja Dan Budaya Organisasi Sebagai Mediator," *EduPsyCouns: Journal of Education, Psychology and Counseling* 2, no. 1 (2020): 50–63.

[19] Dr Sugiyono, "Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif Dan R&D" (2013).

determination technique where all members of the population are used as samples[20]. A sample is a subset of the population with the same characteristics. What is learned from the sample can be generalized to the population[21]. Based on this understanding, the respondents in this study are the New Group Leaders at PAMA, totaling 220 individuals. The data in this research is collected using a Likert scale. A Likert scale is designed to assess how strongly subjects agree or disagree with statements on a five-point scale[22].

Table 1. Descriptive Statistic

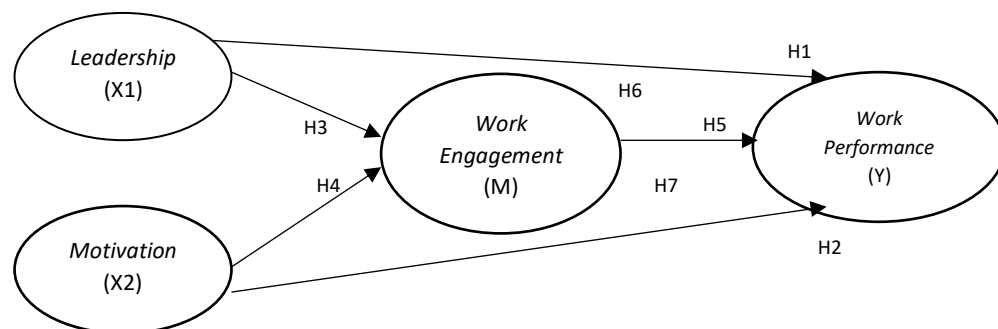| Variable	n	Minimum	Maximum	Std. Deviation
Leadership	000	26	35	2.56
Motivation	000	18	25	2.05
Work Engagement	000	23	30	2.37
Work Performance	000	23	30	2.37

Source: Processed data (2023)

Figure 1. Theoretical Framework

RESEARCH RESULT

The Effect of Leadership on the Work Achievement of New Group Leaders at PAMA

The results showed that Leadership has an influence on the Work Achievement of New Group Leaders at PAMA. This means that the influence or attitude of the leadership that can be accepted by PAMA's new group leaders does not make them bored and the leadership always gives understanding to

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[20] Prof Dr Sugiyono, "Metode Penelitian Manajemen," *Bandung: Alfabeta, CV* (2013).

[21] Rebecca Forman et al., "COVID-19 Vaccine Challenges: What Have We Learned so Far and What Remains to Be Done?," *Health policy* 125, no. 5 (2021): 553–567.

[22] Sugiyono, "Metode Penelitian Manajemen."

the new group leaders so that there is no misunderstanding or miscommunication so that the new group leaders will quickly complete their work. The findings of this study are supported by previous research conducted by which found the influence of Leadership on Work Performance. Humans are the most important human resources (HR) in an organization's efforts to achieve success. Individual work performance is part of the work performance of the work unit group, which in turn is part of the organization's work performance[28]. Work achievement is not something that is just a coincidence, but many influencing factors. Because achievement will be achieved if the work plans made are carried out in accordance with the tasks assigned to each employee in the organization[29].Work performance assessment is considered very important to improve the quality of employees in business organizations[30]. One of the factors that can affect work performance is leadership.

Leadership is an aspirational force, a power of enthusiasm, and a creative moral force, which is able to influence members to change attitudes, so that they are in line with the will and aspirations of the leader[31]. The spirit of leadership is certainly an important factor in social life because then humans can develop by managing themselves. Especially in an organization, leadership can be used as an indicator of the success of an organization[32]. Leadership in organizations also requires sensitivity to the culture contained in the organization. Culture in this organization has functions including: setting boundaries and authority, providing a sense of identity to its members[33]. Thus, it is concluded that increased Leadership will encourage better Job Performance among New Group Leaders at PAMA. In other words, when New Group Leaders at PAMA receive attention and assistance from their leaders in completing their tasks and when their leaders pay more attention to them, it will motivate them to work better, resulting in positive results and achievements.

The Effect of Motivation on Work Achievement of New Group Leaders at PAMA

The results showed that motivation has no influence on the work performance of new group leaders at PAMA. This means that by formulating appropriate or inappropriate motivation policies, both in terms of fairness and appropriateness, the new group leaders will continue to work with their responsibilities well and get the work performance expected by the company. New group leaders at PAMA, whether motivated or not, will carry out various

activities related to the achievement of the PAMA company and carry out their duties and responsibilities effectively and efficiently. The findings of this study are supported by previous research conducted by Kambunawati, who found no effect of motivation on work performance[23].

Work performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. By working, humans will be able to get what they want and want [34]. To measure work performance, performance appraisal is needed. Employee performance assessment can be seen through the work process. This work process can describe employees who have job satisfaction and also have a desire to excel at work. Performance appraisal is the most important part of the entire process of the employee's activities concerned[35]. As for motivation, it can be seen as a change in energy in a person characterized by the appearance of feelings, and preceded by a response to a goal. Motivation is the basic drive that moves a person or the desire to devote all energy because of a goal[34].

In contrast to the research results, previous research states that if work motivation is good, employee performance will also be good, and vice versa, if work motivation is inadequate and does not function properly, employee performance will also not be maximize[36]. High work motivation will encourage employees to work with enthusiasm in accordance with their responsibilities and can make a positive contribution to the organization. providing work motivation to employees by providing appropriate salaries is one of the efforts that can be taken by companies[37].

Based on the results of the study, it is stated that having better Motivation does not necessarily lead to better Work Performance among New Group Leaders at PAMA. In other words, motivated or not, New Group Leaders at PAMA are not necessarily able to carry out their duties and responsibilities effectively and efficiently to achieve work performance.

Influence of Leadership on Work Engagement of New Group Leaders at PAMA

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[23] Ariyanti Prima Kambunawati, "Pengaruh Keterlibatan Kerja Terhadap Prestasi Kerja Dimediasi Komitmen Afektif Dan Kepuasan Kerja Pada ASN Di Lingkungan Pemerintah Kabupaten Mahakam Ulu," *Jurnal Produktivitas: Jurnal Fakultas Ekonomi Universitas Muhammadiyah Pontianak* 9, no. 1 (2022).

The results showed that Leadership has an influence on the Work Engagement of New Group Leaders at PAMA. This means that someone who gets personal support, inspiration and quality coaching from their leader will have a challenging work experience, will be engaged and satisfied. Contributing leadership can keep new group leaders substantially engaged at work, as it has motivational and inspirational power comparable to that provided by their leader. Therefore, having good leadership will certainly encourage the emergence of new group leaders involved in work at PAMA. The findings of this study are supported by previous studies, such as those conducted by Purwanto et al, who found the influence of Leadership on Work Engagement[24]. Work engagement describes the level of work experienced by employees that affects self-esteem and performance. Work involvement is related to personal characteristics and the nature of tasks that can increase social factors such as teamwork, decision-making participation, the amount of support for organizational goals, showing achievement and progress in their work[38].

There are 2 benefits of employee involvement, namely: First, it increases the likelihood of good decisions, better plans, or more effective improvements because it also includes the views and thoughts of those directly related to the work situation. Second, employee involvement also increases the sense of ownership and responsibility for decisions by involving the people who must carry them out[39]. By involving employees in every particular situation, it will create a sense of kinship between employees so that employees will later improve their performance, and the success of the company cannot be separated from its employees with their insights and skills that are able to make this company compete with other companies[40]. In involving employees, of course, it needs the support of leaders, so leadership affects whether or not an employee is involved. Thus, this research suggests that better Leadership will lead to better Work Engagement among New Group Leaders at PAMA. In other words, when leaders are able to pay attention and help the New Group Leaders at PAMA, they will feel valued for their work, which will motivate them to be more engaged in their work to achieve company goals.

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[24] Purwanto et al., "Pengaruh Kepemimpinan Terhadap Kinerja Guru Sekolah Dasar Dengan Keterlibatan Kerja Dan Budaya Organisasi Sebagai Mediator."

The Influence of Motivation on Work Engagement of New Group Leaders at PAMA

The results showed that Motivation has an influence on the Work Engagement of New Group Leaders at PAMA. This means that Motivation that is well implemented will have a positive effect on Work Engagement. If motivated, the new group leaders at PAMA will be enthusiastic about working so that employee work engagement will increase. Therefore, good motivation will certainly encourage the emergence of Work Engagement of new group leaders at PAMA. The findings of this study are supported by previous studies, such as those conducted by Marina et al, who found the influence of Motivation on Work Engagement[25]. This can be explained by stating that having better Motivation will encourage better Work Engagement among New Group Leaders at PAMA. In other words, when understanding the attitudes of New Group Leaders at PAMA regarding their feelings and emotions at work is combined with providing work motivation, they will experience job satisfaction which leads to enthusiasm at work.

The Effect of Work Engagement on the Performance of New Group Leaders at PAMA

The results showed that Work Engagement has an influence on the Performance of New Group Leaders at PAMA. This means that when the new group leader has a sense of involvement, in other words, feels bound or involved in his work, so that when working he will be more enthusiastic in doing his job and encourage good work results, then this can lead to work performance in the new Group Leader at PAMA. The findings of this study are supported by previous studies, such as those conducted by Eguchi et al, who found the influence of Work Engagement on Work Performance[26]. Thus, having better Work Engagement will encourage better Work Performance in New Group Leaders at PAMA. In other words, when the New Group Leaders at

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[25] Rosa Marina, Tabroni Yusuf, and Z Zulkifli, "PENGARUH QUALITY OF WORK LIFE DAN WORK MOTIVATION DIMODERASI OLEH CHANGE MANAGEMENT TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR MELALUI WORK ENGAGEMENT SEBAGAI VARIABEL INTERVENING (Studi Kasus Pada AOCC PT Angkasa Pura I (Persero))," *EKOBISMAN: JURNAL EKONOMI BISNIS MANAJEMEN* 5, no. 2 (2020): 109–122.

[26] Hisashi Eguchi et al., "Work Engagement and Work Performance among Japanese Workers: A 1-Year Prospective Cohort Study," *Journal of Occupational and Environmental Medicine* 62, no. 12 (2020): 993–997.

PAMA make contributions that exceed the company's targets and consider their performance as self-esteem, the company will recognize their work achievements and reward them.

Work Engagement mediates the effect of Leadership on Work Achievement of New Group Leaders at PAMA

The results showed that Work Engagement mediates the effect of Leadership on Work Achievement. This means that PAMA's new group leaders are fully involved and have high work enthusiasm in their work and in matters related to long-term company activities, and having leaders who care about the welfare of their subordinates will not necessarily encourage the emergence of new group leader work performance at PAMA. The findings of this study are supported by previous studies, such as those conducted by Yi Lai et al. who found that Work Engagement mediates the effect of Leadership on Work Performance[27]. Thus, it is concluded that when Work Engagement effectively mediates Leadership, it leads to better Work Achievement. In other words, when Group Leaders receive attention from their leader and feel that their leader cares about their work, they will not hesitate to be involved in completing tasks and making their best contribution to the company, which leads to work achievement.

Work Engagement mediates the effect of Motivation on Work Achievement of New Group Leaders at PAMA

The results showed that Work Engagement mediates the effect of Motivation on Work Achievement. This means that when new group leaders have involvement, satisfaction and enthusiasm at work and are accompanied by the right motivation, both in terms of fairness and suitability and will carry out their duties and responsibilities effectively and efficiently, this will encourage Job Achievement in new group leaders at PAMA. The findings of this study are supported by previous studies, such as those conducted by Riyanto et al. who found that Work Engagement mediates the effect of Motivation on Work Achievement [28].This can be explained by stating that when

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[27] Fong-Yi Lai et al., "Transformational Leadership and Job Performance: The Mediating Role of Work Engagement," *Sage Open* 10, no. 1 (2020): 2158244019899085.

[28] Setyo Riyanto, Endri Endri, and Novita Herlisha, "Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement," *Problems and Perspectives in Management* 19, no. 3 (2021): 162.

Work Engagement effectively mediates Motivation, it leads to better Work Performance. In other words, when New Group Leaders feel motivated, they will be enthusiastic in completing their tasks and willingly engage in work to achieve company goals, even exceeding the targets that have been set, resulting in work performance.

CONCLUSION

This research investigates the impact of leadership and motivation on the work performance of new group leaders at PAMA, focusing on the mediating role of work engagement. The findings suggest that leadership significantly influences the work performance and work engagement of new group leaders, whereas motivation does not directly affect work performance. However, motivation does play a role in influencing the work engagement of these leaders. Additionally, work engagement is identified as a key factor that mediates the relationship between leadership and work performance among new group leaders at PAMA.Overall, this research provides a profound insight into the challenges and opportunities faced by PAMA as a coal mining company. This research can serve as a foundation for formulating long-term strategies that enhance the performance and sustainability of PAMA in the future.

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