

Impression Management and Work Motivation in Improving Employee Performance PT. Enseval Putera Megatrading, Tbk Bandung

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ABSTRACT

Human resources are one of the most important factors in the company because humans are the driving force for all activities within the company. As humans, employees have thoughts and feelings that affect the course of the company's activities. This study aims to determine the effect of Impression Management and Work Motivation on Employee Performance at PT. Enseval Putera Megatrading, Tbk Bandung. The sample used as many as 100 employees in the company. The method used is descriptive analysis with data collection through interviews, observations, and questionnaires. This study uses a model of factor analysis, reliability analysis, descriptive analysis, classical test analysis, analysis of determination and multiple linear regression analysis. Based on the research results from the questionnaire, it shows that impression management is categorized as good with an average score of 3.64 and work motivation is categorized as good with an average score of 3.66, the results of testing with smart PLS. Impression management and work motivation simultaneously (simultaneously) have a significant effect on employee performance, as evidenced in the F test. H₀ is rejected, indicating that the independent variables, namely impression management and work motivation, jointly affect employee performance. and the partial effect shows that impression management and work motivation have an effect on employee performance

Keywords: Impression Management, Work Motivation, Employee Performance.

INTRODUCTION

Impression management is an effort made both consciously and unconsciously to control projected self-images in social interactions or similarly to the process by which people try to influence other people's images of them (McFarland, Yen, Harold, Viera, and Moore, 2005). This kind of behavior is the work of a leader where attention and a positive image are very important to influence the achievement, dedication, loyalty and motivation of employees towards their work and organization. A leader will do his best so that the individuals he leads can achieve the expected goals. Impression management is a process by which people try to influence other images they have (Rosenfeld, Giacalone, & Riordan, 1995. Impression management is an activity that a person

does to look good to others as well as himself (West and Turner, 2008). management is the desire to build a positive impression or image of others, so we always try to look good in our first meeting with someone (Baron and Bryne, 2014). Some self-presentations are exaggerated and many lies but many people try to make an impression to do not deceive others. All individuals have many faces, and many situations, we can convey many different impressions of ourselves, all of which are true. Instead of lying, people usually prefer images that others want to see as genuine images themselves (Leary., 1995). The impressions they try to create in the mind other people are more often accurate than deception (Schlenker & Weigold, cited in Leary, 1995). There are two components of impression management (Leary & Kowalski,

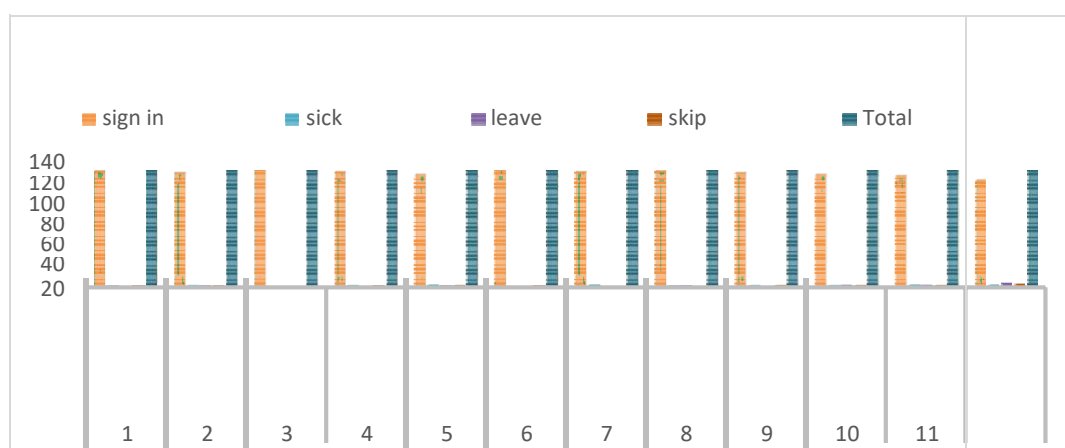
cited in Ward, HS Pratiwi 2017), including impression motivation is impression management motivation changing other people's perceptions of us to create the impression we want. In online dating, impression motivation can be seen from the motivation to download and use the application. Impression management applied by leaders to employees at PT. Enseval Putera Megatrading, Tbk Bandung is with an impression motivation attitude, namely the leader gives a description of the motivation that is owned to control other people in seeing themselves to create a certain impression in the form of other people's thoughts. In this way, employees are expected to be able to achieve company goals well.

PT. Enseval Putera Megatrading, Tbk Bandung is a distribution and logistics service company that is integrated in the health sector through the provision of excellent services and competent human resources. Therefore, in an effort to increase organizational motivation, concrete efforts are needed through the development of human resources in it. So that employees can be more effective in carrying out their duties, the leadership must understand the situation in the organization or PT. Enseval Putera Megatrading, Tbk Bandung in particular. Thus, every leader

needs to know the factors that influence employee motivation and their implications for employee performance. One of the factors that influence employee motivation and employee performance is the leadership factor in implementing impression management.

Phenomena in the field, employees generally show that the leadership impression management system applied is not in accordance with what they expect. The leader feels too firm so that it does not increase motivation and make performance better, it actually makes employees feel pressured so that every time they come to the office they feel worried and uncomfortable.

The gap between management's impression of leaders who have a relationship with motivation and employee performance for employers and workers. The results of the study can be a recommendation to find out whether the applied leader's impression management has been effective or not. By knowing the relationship between the three variables is quite significant, it will be able to convince both parties to find common ground and plan the stages of improving the management of leader impressions that can be accepted by leaders and employees.



Source : PT. Enseval Putera Megatrading, Tbk Bandung (reprocessed)

Figure 1. Employee Attendance Level of PT. Enseval Putera Megatrading, Tbk Bandung January-December 2020 period

Based on figure 1, it can be seen that the level of employee absenteeism at PT. Enseval Putera Megatrading, Tbk Bandung shows an increasing trend in the last year for various reasons. The highest absenteeism rate occurred in December where the application for leave and employee alpha was quite high, possibly this was due to the year-end holidays. This is a reference for this research to justify the problems experienced by employees at the agency. When viewed from the perspective of human resources, it is clear that employees who are dissatisfied with their work will tend to violate the discipline and responsibility they carry.

Motivation is said to be important, because the leader or manager is not the same as employees, because a leader cannot do his own job. Low work motivation of course also affects employee performance which can also cause various negative impacts on the development of overall organizational performance in the long term, whereas for agencies with more motivated employees tend to be more effective than organizations with unmotivated employees. Therefore, it is important for organizations to pay attention to and maintain the level of motivation so that employee performance will increase. Impression management has received the attention and research of organizations and is recognized as commonplace in organizational control. Impression management has also been studied for a number of problems in organizations, such as performance appraisal (Wayne & Ferris, 1990). In addition, the impression management perspective has been applied to a number of research areas in organizational behavior and human resource management (Giacalone & Rosenfeld, 1987).

According to Dahlan (2018) Broadly speaking, performance can be understood as the result of work that can be achieved by a person or group of people in an

organization in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. According to Mangkunegara (2013), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Nawawi in Widodo (2015) states that performance is the result of carrying out a job, whether physical or material or non-physical or non-material. According to Kasmir (2016) performance is the result of work or work behavior, if performance is based on results, then what is seen is the amount of quality and quantity produced by someone. For example, someone's ability to sell goods that have been targeted. According to Ilyas in Dahlan (2018) that performance is an employee's achievement with assigned tasks. Winardi in Dahlan (2018) defines performance as a record of success resulting from the function of a particular job or activity over a certain period of time.

Impression management consists of (self-promotion) or self-talk, behavior in praising others (ingratiation), exemplification or serving as a role model, intimidation or acting in a threatening manner, and pleading behavior. (supplication) or acting as a helpless person (Bolino & Turnley 1999; Bolino, Kacmar, Turnley, & Gilstrap, 2008). Based on the above phenomenon, it can be formulated that the research problem is as follows:

1. How is the influence of leadership impression management on employee performance at PT. Enseval Putera Megatrading, Tbk Bandung
2. How does work motivation affect employee performance at PT. Enseval Putera Megatrading, Tbk Bandung:

The Relationship of Leader Impression Management to Employee Performance

Leader Impression Management is one of the important factors in encouraging an employee to work. Impression management can influence how subordinates are evaluated. Therefore, employees can positively influence the way in which their superiors evaluate their subordinates through interactions between subordinates and their leaders. Another benefit of impression management is to increase work enthusiasm so that work productivity is achieved. Villanova & Bernardin (1990) said that impression management is defined as behavior that seeks to maintain a person's image in the eyes of others and is a behavior that is owned as a goal for the achievement of some values in the organization. Likewise, in a company, employees will be motivated to work if the leader can implement impression management properly. So that hypothesis 1, namely the application of impression management has an effect on work motivation.

Relationship between Work Motivation and Employee Performance

Motivation is one of the important factors in encouraging an employee to work. Motivation is an individual's willingness to spend a high effort to achieve organizational goals (Stephen P. Robbins, 2003). With the fulfillment of each of these needs will encourage individual motivation to have better performance. The results of research by Sutadji (2008) which prove that work motivation has a significant effect on employee performance. Motivation factors have a direct relationship with employee performance. In accordance with the opinion of David Mc. Clelland (1997) which says that employee work motivation will arise when there is satisfaction of needs, namely: the need for achievement, the need for power and the need for affiliation. Chawdhury's research (2007) found that work motivation has a major influence in improving employee performance. Furthermore, the results of research conducted by Listianto and Setiaji (2007)

stated that work motivation has a positive and significant effect on employee performance. Hypothesis 2 is the application of work motivation affects employee performance

The Relationship between Impression Management and Work Motivation on Employee Performance

Dale Timple (2000), said that there are two factors that affect employee performance, namely internal factors and external factors. Internal factors are factors related to a person's characteristics including attitudes, personality traits, physical characteristics, motivation, age, gender, education, work experience, cultural background, and other personal variables. Previous research conducted by Wayne & Liden (1995), focused that impression management affects the value of performance predictors so that impression management will be negatively related to job performance. Previous research has also shown that certain forms of impression management can influence how an employee is evaluated leading to better ratings in performance appraisals. In addition, impression management has been investigated in a number of issues in organizations, such as performance appraisal (Wayne & Ferris, 1990). hypothesis 3, namely Impression Management and Work Motivation have an effect on Employee Performance.

METHOD

This study uses a descriptive research design that aims to make a systematic, factual, and accurate descriptive about the facts and characteristics of the population. The population in this study were all employees of PT. Enseval Putera Megatrading, Tbk Bandung as many as 135 employees. Sampling was taken using a purposive sampling method, because in determining the sample there were certain criteria considered. The number of samples is 100 respondents.

The data were analyzed using PLS-SEM where the data was processed with the SmartPLS 3 software program. First, the processing was carried out on the outer model to test the validity (convergent and discriminant) and reliability. Convergent validity test is seen from the value of outer loadings between 0.5-0.7 then $AVE > 0.5$. Furthermore, to test the discriminant validity, it refers to the Fornell-Larcker Criterion and Cross Loadings Ghozali (2014). Then in the reliability analysis, referring to the value of Cronbach's alpha and composite reliability > 0.7 .

Second, processing is carried out on the inner model to test the generated hypothesis. Before testing the hypothesis, first, the relationship between constructs was tested by looking at the R-square (R^2) value with the criteria (1 – 0.75) “strong”, (0.74–0.5) “moderate”, and (0 0 .25 “medium model feasibility”, and 0.36 “large model feasibility”. Next is hypothesis testing, to see the effect that occurs see (positive/negative) of the resulting coefficient, and use t-statistics > 1.645 (hypothesis is not rejected) and p-values < 0.05 (significant hypothesis) (Ghozali, 2014).

RESULTS AND DISCUSSION

Validity Test Results

In the results of convergent validity, all numbers > 0.7 in the outer loadings value for each statement, and all numbers > 0.5 in the Average Variance Extracted / AVE value, the statement used is valid with convergent validity. In addition, on the results of discriminant validity, the researcher uses the Cross Loadings value where the correlation value between the statement to the variable itself must be greater than the statement to the other variables based on

the SmartPLS 3 calculation results, it is found that all the numbers in the statement to the variable itself are greater than against other variables then the statement is valid with discriminant validity.

Table 1. Average Variance Extracted

Variable	Average Variance
	Extracted
Performance	0.773
Work Motivation	0.702
Impression Management	0.71

Source: SmartPLS 3.00 . data processing

Reliability test results

Table 2. Reliability Test Results

	Com posite Reliability	Cronbac h's Alpha
Performance	0.96	0.951
Work Motivation	0.966	0.961
Impression Management	0.961	0.954

Source: SmartPLS 3.00 . data processing

On the reliability results, based on the results calculated by the SmartPLS 3 program, all the numbers on the Cronbach's Alpha value for each statement are > 0.7 and on the Composite Reliability value all the numbers for each statement are > 0.7 . So the statement used in this study is reliable based on the two reliability values, namely Cronbach's Alpha and Composite Reliability.

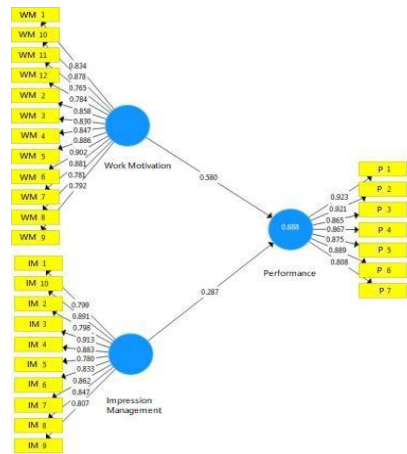


Figure 2 Loading Factors Diagram

Based on the results in the table above, it can be explained that the motivational and impression management variables have a strong enough influence on employee performance, namely 68.8%, while the remaining 31.2% is influenced by other variables not in this study.

Goodness of Fit (GoF) Test Results

To be able to test the fit of the model in this study, the GoF value (Goodness of Fit) value can be calculated manually by entering the AVE value and the coefficient of determination value. The following is the calculation of the value Goodness of Fit (GoF):

$$GoF = \sqrt{0.728 \times 0,688}$$

$$GoF = 0.707$$

Based on the results of the calculation of Goodness of Fit (GoF) above, it can be concluded that the model that can be used in this study fits the research model which is quite large. A GoF value of 0.1 is small, a GoF value of 0.25 is moderate and a GoF value of more than 0.38 is large.

Hypothesis Test Results

Table 4. Hypothesis Test Results (Bootstrapping)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation	T_Statistics (JO/STDEV)	P-Value
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Test Results R-Square (R2), Q-square, f-square and GoF (Goodness of Fit)

Table 3. Output R-Square

Variable	R-square
Performance	0.688

Source: SmartPLS Data Processing Results (PLS Algorithm)

			(STDEV)		
Work Motivation Performance	0.580	0.581	0.101	5.742	0.000
Impression Management Performance	0.287	0.290	0.094	3.051	0.002

Source: SmartPLS Data Processing Results (PLS Algorithm)

Based on the results of testing the motivation variable on employee performance, it can be concluded that H1 is accepted because motivation has a t-statistic value of 5.742 and a p-value of 0.00. The t-statistic value is greater than the limit of the criterion value, namely 1.96 and the p-values must be less than 0.05 or 5%. So it can be said that the motivation variable has a significant effect on employee performance.

Based on the results of testing the impression management variable on employee performance, it can be concluded that H2 is accepted because impression management has a t-statistic value of 3.051 and a p-value of 0.002. The t-statistic value is greater than the limit of the criterion value, namely 1.96 and the p-values must be less than 0.05 or 5%. So it can be said that the

impression management variable has a significant effect on employee performance.

Discussion

The first hypothesis shows that the motivational variable is proven to have a significant effect on employee performance because the results of the motivational t-statistic value of 5.742 which means greater than 1.96 and motivational p-values of 0.000 which means less than 0.05. So it can be concluded that motivation has a significant influence on employee performance. This is in accordance with research conducted by Handayani (2018), Rakhmalina (2017) and Erwin and Suhardi (2020) which conclude that motivation affects employee performance. In an organization an employee is required to be more active and active at work. To achieve this, it is necessary to have motivation in doing work, because an employee who has high work motivation usually has high performance as well. Motivation is a factor that can affect employee performance, the lack of motivation given has an impact on decreasing employee performance

For the second hypothesis, it can be concluded that impression management has a significant effect on employee performance with a 95% confidence level, because the results of the t-statistic value of impression management are 3.051 which means greater than 1.96 and the p-values of impression management is 0.002 which means smaller than 0.05. The results of this study are in line with the research of Villanova & Bernardin (1990) which

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concluded that impression management has an effect on employee performance. Impression management which is a learning process to acquire skills, concepts, rules, or attitudes in order to improve employee performance.

CONCLUSIONS and RECOMMENDATIONS

Conclusion

Based on the results of the analysis and discussion, it can be concluded that:

1. There is a significant influence between motivation on the performance of employees of PT. Enseval Putera Megatrading, Tbk Bandung. The better the motivation provided by the company, the more it will improve employee performance.
2. There is a significant influence between impression management on the performance of employees of PT. Enseval Putera Megatrading, Tbk Bandung.

Suggestion

After researching and knowing the existing problems, the suggestions that can be given to companies and other researchers are that companies can improve employee performance by seeking good work motivation. Companies should further increase the salaries given to employees, because this is the indicator that has the lowest effect on employee performance. Because with sufficient salary for employees will improve employee performance.

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