



The Role of Pathgoal Theory's Leadership Style in Improving Employee Work Motivation: A Literature Study in Various Multidisciplined

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Abstract. The work motivation of its employees influences the success of a company. As a determinant of the company's targets, a leader must be able to motivate employees to work optimally. Pathgoal theory is a type of leadership style that focuses on employee motivation. This literature review study aims to determine the influence of *path theory leadership style on work motivation*. The method used is a systematic literature review obtained with search tools such as Google Scholar and Researchgate. There are four scientific articles analyzed. The theory of leadership style path goals affects employee work motivation. There are four types of leadership styles based on pathgoal theory: directive, supportive, participatory, and achievement-oriented.

Keywords: leadership, path goal-theory, work motivation

INTRODUCTION

Work motivation is the driving force behind an employee's achievement of specific goals by optimizing their abilities. High work motivation affects employee performance and impacts company targets. (Arisman, 2022; Vo et al., 2022).

A leader has control over setting the company's goals and motivating the organization's resources. (Sarta et al., 2023) Effective leaders create a conducive environment and understand their employees' personalities so that employees will follow their leaders' directions. (Northouse, 2017; Saleem, 2019) To achieve the company's targets, the right leadership style must also be selected according to employees' needs. (Rana et al., 2019)

Pathgoal theory leadership style is one of the leadership styles that focuses on employees and also the work environment. This leadership style has clear company goals, can remove obstacles, provide support to employees, and adjust the leadership style depending on the needs of employees and the environment (Northouse, 2017). Leaders who are flexible and responsive in their leadership style adapt to the team's needs to optimize

team motivation and performance. In this literature review, we will discuss the type of role of pathgoal theory leadership on employee work motivation.

METHOD

This study uses a *systematic literature review* method by examining the results of previous studies that have been published. Researchers use tools to get articles, namely Google Scholar and Research Gate. Keywords used for the article search include leadership, path theory, and *work motivation*. The inclusion criteria for this review literature are research articles published from 2013 to 2024 that are published online and can be accessed in full-text pdf format. The exclusion criteria in this study are scientific articles in the form of research drafts. The results of the articles obtained were four research articles.

DISCUSSION

Pathgoal theory *Leadership style* is a type of leadership where leaders focus on the company's achievements by motivating their employees. (Northouse, 2017). Leaders are the spearhead of a company, so it is necessary to establish good communication with their employees.

Path goal theory applies several principles, including *clarify goals, removing barriers, providing support, and adjusting leadership styles* (Abdulrasheed et al., 2019; Northouse, 2017). *Clarifying the purpose* It is clarity from the leader about the company's goals. *A leader can remove and identify* obstacles that interfere with achieving goals. This will be useful for the creation of a conducive work environment. *Providing support* leaders provide support to employees in completing company targets if needed so that employee motivation increases. *Adjusting leadership styles:* Leaders must understand the characteristics and conditions of the work environment to apply the right leadership style.

Pathgoal theory has four types of leadership: directive, supportive, participatory, and achievement-oriented. The directive is reserved for novice officers. Leaders will maximize work efficiency by providing clear instructions and schedules and delegating work (Rana et al., 2019). Supportive is intended for employees who need higher confidence. Leaders will provide support by empathy, offering help, and prioritizing the team's needs. Participatory leaders involve group members in solving problems or making company decisions. Leaders trust their members to get the job done (Hu et al., 2019). This leadership style is suitable for employees with a high level of knowledge. Achievement-oriented is a

leadership style that encourages employees to maximize their abilities to achieve higher targets. Achievement-oriented, which involves goal setting, reward, and feedback. This leadership style suits team members who are good at solving problems and working on their abilities.

The pathgoal theory leadership style has benefits in increasing motivation. The author's search results are presented in Table 1.

Table 1. Matrix of Research Results

Not	Author	Title	Objective	Sample and population	Method Research	Result
1	Pacia & Guevarra, (2023)	The Influence of Path-Goal Theory of Leadership Style and the Moderating Role of Task Structure in Leadership on Teacher Satisfaction, Motivation, and Performance	Explore the relationship between the principal's goal-path theory on leadership style and teacher job satisfaction, job motivation, and performance, taking into account the task structure in leadership	579 junior high school teachers	Descriptive -correlation research design	1.Goal-path leadership has a positive effect on work motivation $r = 0.442$ 2.Each indicator of path theory significantly influences each of the indicators of work motivation. a. Satan the directive leadership style- Stats: Moderate to strong positive correlation with all work motivation factors: Attitude ($r = 0.377$), Commitment ($r = 0.384$), Reward ($r = 0.381$), Punishment ($r = 0.378$), Interest ($r = 0.427$), and Overall Work Motivation ($r = 0.417$) b. supportive leadership style showed a moderate to strong positive correlation with all work motivation factors: Attitude ($r = 0.397$), Commitment ($r =$

No	Author	Title	Objective	Sample and population	Method Research	Result
						0.426), Reward (r = 0.417), Punishment (r = 0.398), Interest (r = 0.457), and Overall Work Motivation (r = 0.447).
						c. Exhibition Participatory Leadership Style Moderate to strong positive correlation with work motivation factors: Attitude (r = 0.374), Commitment (r = 0.396), Reward (r = 0.393), Punishment (r = 0.374), Interest (r = 0.442), and Overall Work Motivation (r = 0.422).
						d. Achievement-oriented leadership styles showed a moderate positive correlation with most work motivation factors: Attitude (r = 0.340), Commitment (r = 0.387), Reward (r = 0.351), Punishment (r = 0.366), Interest (r = 0.422), and Overall Work Motivation (r = 0.396)
2.	(Astakoni et al., 2019)	Leadership Path-Goal Model Implications on Teacher Performance Through Work	To analyze and explain the influence of the leadership pathway-goal model on teachers' work motivation.	80 teachers and education staff from 4 schools in Denpasar, West Bali	Research Explanation	Goal-path leadership has a positive effect on work motivation, T-statistic 36,299 (or T-statistic 36,299> 1.96)

No	Author	Title	Objective	Sample and population	Method Research	Result
3.	(Atikah et al., 2022)	Motivation as a Mediation Variable The Relationship Between Path-Goal Leadership Style and Nurse Work Motivation in Pidie Regional Hospital	to analyze Relationship of goal-path leadership style with nurses' work motivation	253 nurses at Pidie Regional Hospital	Descriptive -correlation research design	1. Bivariate results were obtained with directive leadership style with p-value 0.008, supportive leadership style with p-value 0.427, participatory leadership style with p-value 0.000 and achievement-oriented leadership style with p-value 0.000. 2. The multivariate test with the logistic regression test showed the results of participatory leadership style with an odds ratio value of 13.198 and a sub-variable of achievement-oriented leadership style with an odds ratio value of 0.321
4.	Prasetio et al., (2018)	Leadership Style and Employees Motivation at BNI Bandung branch	to explore leadership style on employee motivation in one of the main branches of public banking in Bandung	100 BNI bank employees in Bandung, Indonesia	Descriptive -correlation research design	Leadership style has a significant influence on employee motivation p value 0.00 R squared 40.1%

Based on the 4 articles above, path theory leadership can be applied in several job sectors, including education, nursing, and also banks. The location of the research based on articles found by researchers is 75% from Indonesia.

The application of the path-goal leadership style in employees shows a positive influence on increasing employee motivation. (Astakoni et al., 2019; Atikah et al., 2022; Pacia & Guevarra, 2023; Prasetio et al., 2018). This will undoubtedly impact the Agency's Success. (Hartati et al., 2024; Srem et al., 2023). Successful leaders are those who can understand their employees and maximize their abilities.

The path-goal theory indicators of each study consist of directive, supportive, participatory, and achievement-oriented leadership styles. These four types of path-goal theory leadership styles can be applied in various types of work. The results of the above study support this, showing that the four indicators are balanced in the type of teacher work. (Pacia & Guevarra, 2023) while in the research (Atikah et al., 2022) Supportive leadership does not affect the work motivation of nurses; it is only directive, participatory, and achievement-oriented. Based on this analysis, the application of indicators or types of leadership based on path-goal theory adjusts to the work environment, employee characteristics, and task characteristics.

Leaders need to understand each employee's character to adjust their employees' leadership style. Employee character in path-goal theory focuses on the need for affiliation, structural preferences, desire to control, and ability to perform tasks. (Northouse, 2017; Rahmawati et al., 2023) Leaders who understand their employees' character will increase job satisfaction and motivate employees to work optimally.

Employees with a character who needs affiliation are more suitable for a supportive leadership style because leaders are easy to make friends with and are an important source of employee satisfaction. Dogmatic and authoritarian employees who work in unclear situations should use a direct type of leadership because this style provides precise tasks and clear work arrangements.

The desire to control employees consists of 2 types, namely, internal locus control, which means that employees who have this control believe that everything that happens in their lives is their responsibility. The path-goal leadership style that suits these characters is participatory. Employees with external locus control think that opportunity and fate determine the events that occur, so using a directive leadership style is more suitable.

A leader needs to identify employees' ability to carry out tasks. Based on their ability, leaders can divide the proportion of work according to their level. When employees can independently complete the tasks given, the directive leadership style is no longer necessary.

In path-goal theory, it is also necessary to pay attention to the characteristics of the task. (Northouse, 2017; Rahmawati et al., 2023) . Task characteristics include task design, the organization's official authority system, and the main working groups of employees. Structured tasks, a recognized system of authority, and transparent rules in the group make it easier for employees to complete their tasks. Leaders do not need to give clear directions so that they can act as work controllers. In certain conditions, for example, there are obstacles in completing tasks; leaders can be involved in solving problems by discussing with employees to find solutions and eliminating existing obstacles.

CONCLUSION

Based on the literature study conducted by the author, it can be concluded that employee motivation can be influenced by leadership style based on path-goal theory. The types of leadership based on path-goal theory consist of 4 types: directive, supportive, participatory, and achievement-oriented. The application to employees adjust to the characteristics of employees, the characteristics of duties, and the work environment conditions. Leaders of an organization or agency can adopt this type of leadership to increase employee motivation. The results of this systematic review can be used as a basis for further research.

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