

The Effect of Leadership Style and Employee Motivation on Employee Performance of Pt. Indotoko Pangan Makmur

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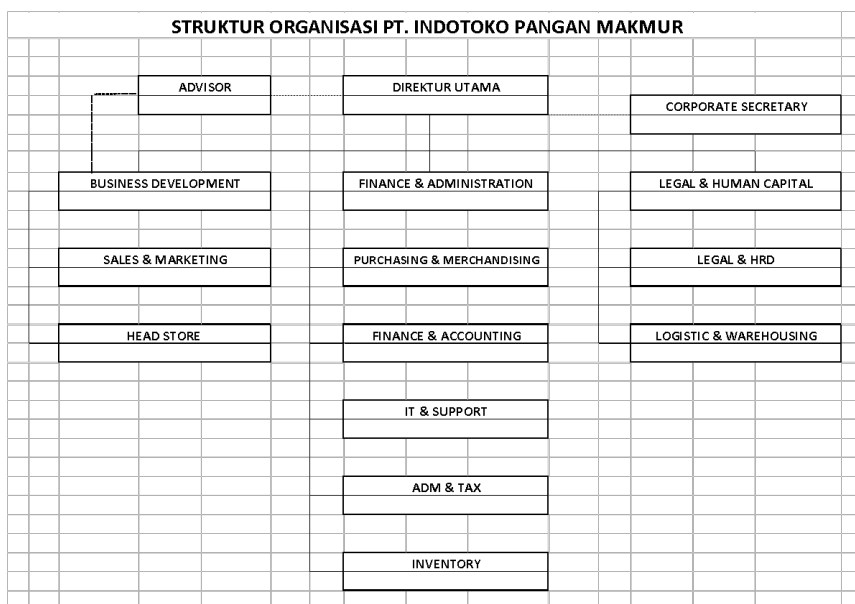
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ARTICLE INFO	ABSTRACT
<p>Keywords: Leadership Style; Motivation; Employee Performance</p>	<p><i>This study aims to analyze the influence of leadership style and employee motivation on employee performance at PT. Indotoko Pangan Makmur. A quantitative approach was used, and data were analyzed through multiple linear regression using SPSS... The results show that leadership style has a significant partial effect on employee performance, with a significance value of $(0.000) < \alpha (0.05)$ and a regression coefficient of 0.285. This indicates that an increase of one unit in leadership style improves employee performance by 28.5%. Employee motivation also has a significant partial effect, with a significance value of $(0.000) < \alpha (0.05)$ and a regression coefficient of 0.310. Motivation contributes 31% to employee performance, showing that motivated employees tend to perform better. Simultaneously, leadership style and motivation have a strong relationship with employee performance, with a correlation coefficient (R) of 0.936. These variables contribute 55.1% to performance, while the remaining 44.9% is influenced by other unobserved factors. This study aligns with previous findings that leadership style and motivation significantly impact employee performance. Companies are encouraged to improve leadership and employee motivation to achieve optimal productivity.</i></p>

INTRODUCTION

The company that will be the object of this research is PT. Indotoko Pangan Makmur which is headquartered at Jalan Gotong Royong No. 277 Karangwaru Tegalrejo Yogyakarta 55241 has 3 branch locations, Indowarung Sedayu Jl. 27, Bunder, Kec. Patuk, Gunung Kidul Regency, Special Region of Yogyakarta 55862. The scope of the company's activities includes minimarkets, supermarkets and distributors of *Fast Moving Consumer Goods (FMCG)*, in addition to 3 branch locations of PT. Indotoko Pangan Makmur has 6,000 grocery store/shop customers in the Special Region of Yogyakarta Province. The researcher chose the company because this company is owned by both of the researcher's parents, so the researcher is familiar with the situation and conditions in the company environment and wants to know to what extent the relationship between leadership style and employee motivation is on the performance of PT. Indotoko Pangan Makmur employees.

Organizational Structure of PT. Indotoko Pangan Makmur



Source: Company Internal Data, 2024

Human resources are every human being who carries out a job for another party, namely through time, energy, services, and ideas/thoughts that they contribute to the company, who are also entitled to receive reciprocity/rewards in the form of compensation for the contributions they have contributed (Sodikin et al., 2017) While the Organization is a collection of interactions between humans who work together to achieve common goals that are bound by mutually agreed provisions (Pratama et al., 2017)). Achieving organizational goals is done through the utilization and use of various types of resources owned synergistically. Resources are defined as a component that is able to provide strength, power, power, and energy for the organization to be active for the progress of achieving organizational goals in a competitive environment ((Wirawan, 2010)). While in this case the organization must of course have quality and highly capable human resources. This is because the capacity of employees affects the performance they produce for the company ((Ahmad et al., 2015)).

Human resource management is the utilization of a group of individuals in order to achieve organizational goals ((Nadira, 2014)). The core focus that is the basis for developing human resource management is how to manage human resource performance as well as possible.

Performance is defined as a form of behavior aimed at achieving organizational goals or missions, including goods and services as a result of the implementation of such behavior ((Dwivedi et al., 2022)). (Mangkunegara & Agustine, 2016) in (Pratama et al., 2017)), identified performance into two different types, namely employee performance and organizational performance. To limit the problem, this study only focuses on one type of performance studied, namely employee performance. Employee performance is of course different from organizational performance. (Pratama et al., 2017) stated that employee performance is related to the results in terms of quality and quantity of work that has been done by employees individually in accordance with previously set work standards, while organizational performance is the total result of individual (employee) performance combined with group performance.

Employee Performance Expectations expected by PT. Indotoko Pangan Makmur is 6 out of a scale of 10, but employee performance data shows that it is below the expected expectations.

Table 1. Employee Performance Assessment

Employee	Evaluation 2022	Evaluation 2023	Employee	Evaluation 2022	Evaluation 2023	Employee	Evaluation 2022	Evaluation 2023
1.	5,4	5,4	38.	5,2	5,2	75.	4,2	4,1
2.	6,1	6,2	39.	7,8	6,4	76.	5,4	5,1
3.	6,4	4,8	40.	5,6	5,5	77.	7,6	7,2
4.	5,3	7,1	41.	6,4	6,4	78.	7,9	7,8
5.	7,7	8,5	42.	5,8	6,1	79.	5,2	5,3
6.	5,7	5,3	43.	5,4	5,2	80.	5,8	5,7
7.	6,2	6,2	44.	6,2	6,6	81.	5,1	5,2
8.	6,1	6,1	45.	5,1	5,1	82.	5,9	6,3
9.	5,7	5,7	46.	5,4	5,4	83.	5,7	6,4
10.	5,5	5,5	47.	5,6	5,6	84.	6,1	7,2
11.	7,5	7,5	48.	4,4	4,4	85.	6,6	7,6
12.	8,1	8,1	49.	7,9	5,9	86.	5,5	8,6

13.	7,6	4,3	50.	6,5	6,5	87.	5,1	5,1
14.	5,6	5,6	51.	5,9	5,9	88.	4,9	4,9
15.	6,8	6,8	52.	8,3	6,3	89.	7,6	7,6
16.	6,5	6,5	53.	7,7	7,7	90.	5,4	5,4
17.	6,5	6,5	54.	6,8	6,8	91.	5,9	5,9
18.	7,9	7,8	55.	6,6	6,7	92.	5,3	5,1
19.	4,9	4,9	56.	8,4	6,4	93.	5,1	5,1
20.	5,6	5,6	57.	4,9	4,9	94.	7,7	7,7
21.	4,8	4,8	58.	5,1	5,1	95.	6,7	6,7
22.	8,1	8,1	59.	5,3	6,3	96.	5,4	7,8
23.	5,6	5,6	60.	5,2	8,2	97.	6,2	5,6
24.	5,7	6,7	61.	6,6	5,7	98.	4,8	6,4
25.	4,8	6,8	62.	6,8	6,3	99.	7,1	5,8
26.	6,4	5,4	63.	5,8	7,7	100.	8,5	5,4
27.	5,5	6,1	64.	7,4	4,3	101.	5,3	6,2
28.	6,4	6,4	65.	5,9	5,9	102.	5,1	5,1
29.	6,1	5,3	66.	8,1	5,8	103.	6,3	6,3
30.	8,2	6,7	67.	5,1	5,1	104.	5,1	5,1
31.	7,7	5,7	68.	6,3	5,9	105.	7,6	7,7
32.	5,3	6,8	69.	5,4	6,7	106.	5,4	5,3
33.	7,7	5,8	70.	7,2	6,1	107.	5,2	5,1
34.	4,3	7,4	71.	7,6	6,6	108.	5,9	5,5
35.	5,9	5,9	72.	8,6	6,5	109.	5,7	5,2
36.	5,8	6,1	73.	5,1	5,2	110.	6,4	6,1
37.	7,8	5,8	74.	5,7	5,9			

Table 2. Employee Performance Assessment 2022 and 2023

NO	Performance	2022		2023	
		Amount	Percentage	Amount	Percentage
1.	<6	59	53.6%	63	57.7%
2.	≥ 6 < 7,5	27	24.5%	27	24.5%
3.	≥ 7,5	24	21.8%	20	18.1%
TOTAL		110	100%	110	100%

Source: Company Internal Data, 2023

From table 2 it can be seen that the company has a target that the minimum performance value for employees is 6, while in the table in 2022 & 2023 there are 59 & 63 employees who show below company standards. Leadership plays a key role that can determine the success or failure of achieving the vision, mission, goals, and employee performance expected by the organization ((Nugroho et al., 2020)). To develop effectiveness, leadership and supportive management are needed in every organization ((Wibowo, 2017)). The element that is the basis of leadership is the process of influence between leaders and followers. (Daft & Albers, 2015)) stated that the process of influencing and being influenced in an organization is not only one-way (i.e. leaders influence subordinates), but this process is multidirectional, meaning that subordinates can also influence leaders. This study focuses on how leaders influence their subordinates through the leadership style they apply.

Table 1.4 Leadership Styles 2023

No	Fenomena Kepemimpinan
1	Pemimpin datang terlambat
2	Komunikasi sepenuhnya kearah karyawan dan mengabaikan psikologis karyawan
3	Manajemen tidak mempercayai karyawan dan manajemen tidak memberi kesempatan karyawan untuk ikut serta dalam proses pengambilan keputusan

Source: Researcher Interview, 2023

Some of these facts make researchers interested in seeing how leadership style and employee motivation influence employee performance at PT. Indotoko Pangan Makmur. Because of the importance of the role of leaders, leaders must pay attention to employees in order to have good performance.

An effective and appropriate leadership style to be applied in a corporate environment can inspire, arouse a sense of awe in followers, which can then encourage employees to exert high levels of effort, arouse a willingness in employees to demonstrate commitment and a willingness to take risks which are then manifested through better performance in the organization ((Wright & Hamilton, 1978)). From this statement, it can be concluded that the leadership style applied by leaders also has an influence on the performance produced by employees. This

statement is supported by the research results of (Nugroho et al., 2020)), (Pawirosumarto et al., 2017) which state that leadership style has a positive and significant effect on the performance produced by employees.

In addition to leadership style, there are other variables that also affect employee performance, namely employee motivation. (Sedarmayanti, 2012)in (Widodo & Yandi, 2022)) stated that motivation is related to the emergence of an individual's willingness to exert high levels of effort to achieve organizational goals, the fulfillment of individual needs is the basis for the emergence of this attitude. Robbins and Judge (2019) explain that motivation in humans will provide direction, intensity, and persistence *in* each of their behaviors. Therefore, employees with high motivation will tend to produce more optimal performance, namely through a certain level of effort (*intensity*) that is exerted in completing a task by sacrificing a certain amount of time (*persistence*) in order to achieve a certain goal (*direction*). Through the opinions of these experts, it can be concluded that employee motivation possessed by employees will affect the performance they produce. This statement is supported by previous studies conducted by Barasa, Gunawan, and Sumali (2018), Riyanto, Sutrisno, and Ali (2017), and Raharjo and Sulistiasih (2019) which stated that motivation has a positive and significant effect on employee performance. The importance of employee motivation to organizational success is a concern for PT. Indotoko Pangan Makmur which has a way to increase employee motivation, namely by paying attention to the work environment, employee needs, employee satisfaction, etc. One of the variables measured is employee discipline, in this variable the research conducted is to measure the punctuality of employee check-in and checkout attendance, employees do attendance before 06.45, but based on data for the last 6 months of employee check-in attendance, there are employees who are late with a percentage above 42% per month which indicates a decrease in employee performance motivation.

According to Wirawan (2015), employee performance can be influenced by several things, namely those originating from within the internal environment of the organization, from within the employee, and from the external environment of the organization. Internal employee factors are usually still related to the characteristics possessed by an employee. While internal organizational factors are usually still related to the behavior or actions of leaders, subordinates or coworkers, organizational culture, work climate, and so on. Then the external environmental factors of the organization are related to several factors that cannot be controlled by the company, such as political life, social culture of society, religion, and so on.

One of the factors that can influence performance is employee performance motivation, data on lateness as an indicator of employee performance motivation can be seen in table 1.4.

Table 1.5
Percentage of Employee Attendance Level January – December 2023 PT. Indotoko Pangan Makmur

	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
Attendance Rate >06.45 (Late)	43%	56%	42%	61%	47%	44%	45%	51%	52%	46%	43%	42%
Attendance Rate <06.45 (Not Late)	57%	44%	58%	39%	53%	56%	55%	49%	48%	54%	57%	58%

Source: Company Internal Data 2023

From the table above, it can be seen that for 1 year the number of delays is quite high in the company environment, which indicates a decrease in employee motivation. Strong suspicions that cause the decline in employee performance are ineffective leadership and low employee motivation.

This study focuses on only two of the three factors mentioned above. The reason for choosing these factors as the basis for developing research variables is because the organization still has the ability to control these two types of factors. This is very different from the external environmental factors of the organization where organizational control over these factors is very unlikely. Thus, this study is expected to help managers understand the various factors and variables within the organization that they can still control and that affect employee performance. A more in-depth analysis of the variables in this study is expected to make it easier for leaders/managers to manage and improve employee performance in order to obtain optimal results.

In the motivation of PT. Indotoko Pangan Makmur employees obtained from external party assessments in 2023, it shows that most employees feel less motivated to achieve the performance targets that the company has set,

Table 1.6 Employee Motivation 2023

No	Evaluation	No	Evaluation	No	Evaluation
1	Currently	38	Tall	75	Low
2	Low	39	Low	76	Tall
3	Currently	40	Currently	77	Low
4	Low	41	Currently	78	Tall

5	Currently	42	Low	79	Tall
6	Currently	43	Tall	80	Low
7	Low	44	Low	81	Currently
8	Low	45	Tall	82	Low
9	Currently	46	Currently	83	Low
10	Tall	47	Low	84	Low
11	Currently	48	Low	85	Tall
12	Low	49	Currently	86	Low
13	Currently	50	Currently	87	Low
14	Low	51	Currently	88	Low
15	Low	52	Low	89	Low
16	Currently	53	Low	90	Low
17	Low	54	Low	91	Currently
18	Low	55	Low	92	Currently
19	Low	56	Low	93	Low
20	Currently	57	Currently	94	Tall
21	Currently	58	Low	95	Low
22	Low	59	Currently	96	Currently
23	Tall	60	Currently	97	Low
24	Tall	61	Low	98	Low
25	Currently	62	Low	99	Tall
26	Currently	63	Low	100	Tall
27	Low	64	Tall	101	Low
28	Low	65	Low	102	Tall
29	Currently	66	Low	103	Currently
30	Tall	67	Currently	104	Tall
31	Currently	68	Tall	105	Low
32	Low	69	Low	106	Tall
33	Currently	70	Low	107	Low
34	Tall	71	Low	108	Tall
35	Low	72	Tall	109	Low
36	Currently	73	Low	110	Currently
37	Currently	74	Currently		

Source: Company Internal Data 2023

Low Motivation = 23 people (20%); Medium Motivation 33 people (30%) Low Motivation 54 people (49%) Source: Company Internal Data 2023.

As previously mentioned, through the two factors that influence performance (i.e. internal employee factors and internal organizational factors) the researcher developed the variables to be used in the study. Some of the variables in question are the leadership style applied by superiors and employee motivation. This study will discuss in more depth the influence between the independent variables (i.e. leadership style and employee motivation) on the dependent variable (i.e. employee performance).

This study aims to determine the level of leadership style, motivation, and performance based on the perception of employees of PT Indotoko Pangan Makmur, and to analyze the influence of leadership style on employee performance, the influence of motivation on employee performance, and the influence of leadership style and motivation together on employee performance. The benefits of this study include contributions to the development of science regarding factors that influence human resource performance in companies, assisting managers in identifying variables that influence employee performance to be used as a guide in improving performance, and facilitating companies in identifying problems related to leadership style and motivation that can affect overall employee performance.

This study offers valuable contributions to both theoretical and practical domains. From a theoretical perspective, the findings enrich the existing body of knowledge on the interplay between leadership style, employee motivation, and performance, providing a comprehensive understanding of how these factors interact within organizational settings. Practically, the research equips managers and leaders at PT. Indotoko Pangan Makmur with actionable insights to enhance employee performance. By understanding the impact of effective leadership and motivation, the organization can implement targeted strategies to address performance gaps, fostering a productive and motivated workforce. Furthermore, the results can serve as a guide for other similar companies in developing policies and practices that align with their organizational goals and workforce dynamics.

METHOD

This study has several main characteristics that define its approach and implementation. Based on the method, this study uses a quantitative approach to analyze data systematically. In terms of objectives, this study is descriptive and causal, which aims to describe phenomena while explaining the causal relationships between variables. Based on the type of investigation, this study focuses on the causal relationship between the variables studied. In the involvement of researchers, the approach used does not intervene in the data, so that data is collected naturally without direct influence from the researcher. The unit of analysis in this study is the individual, which allows observation and analysis at the individual level. In terms of implementation time, this study uses a cross-sectional design, where data is collected at a certain point in time.

RESULTS AND DISCUSSION

Classical Assumption Test

Before conducting multiple linear regression analysis, there are several assumptions that must be met, namely the normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. The classical assumption test is carried out first before the formation of the regression model, so that the regression model formed produces estimates that meet the BLUE (Best Liner Unbiased Estimated) criteria.

Normality Test

This test aims to test whether in a regression model the interfering variables or residuals have a normal distribution or not. A good regression model should have normally distributed residuals. To test whether the data distribution is normal or not. The criteria used in this test is to compare the level of significance obtained with the alpha level used. The data is said to be normally distributed if sig. > alpha = 0.05 (Ghozali, 2012).

Based on the test results using *IBM SPSS software version 25 for Windows*, the results of the normality test using Kolmogorov-Smirnov parametric statistics were obtained as follows:

Table 4.4
Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		110
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	3.01087464
Most Extreme Differences	Absolute	0.055
	Positive	0.055
	Negative	-0.038
Test Statistic		0.055
Asymp. Sig. (2-tailed)		0.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Processed primary data, 2024

Based on the Kolmogorov Smirov test, it can be seen that the significance value of 0.200 is greater than 0.05. So, it can be concluded that the data is normally distributed so that the model meets one of the assumptions for regression testing.

Multicollinearity Test

This test is carried out with the aim of finding out whether the variables independent in a multiple linear regression model are perfectly correlated with other independent variables or not. A good multiple linear regression model should be free from multicollinearity problems. To detect multicollinearity problems, it can be seen from the tolerance value and VIF value. If the tolerance value is more than 0.10 and the VIF is less than 10, it can be concluded that the model is free from multicollinearity problems. The multicollinearity test in this study using *IBM SPSS software version 25 for Windows* can be seen as follows:

Table 4.5
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Leadership Style	0.418	2.392
Employee Motivation	0.418	2.392

a. Dependent Variable: Employee Performance

Source: Processed primary data, 2024

Based on these data, it can be seen that the VIF value for leadership style and employee motivation of 2.392. While the tolerance value of leadership style and employee motivation is 0.418. where both variables have a VIF value < 10 and a tolerance value > 0.1. These results indicate that there is no very strong relationship between the independent variables that can cause estimates and their standard errors to be very sensitive to changes in the data and it can be concluded that there is no multicollinearity problem between the independent variables in the model.

Heteroscedasticity Test

Aims to test the homogeneity of residual variance in a regression model. A good model requires freedom from heteroscedasticity problems. If the residual variance from one observation data to another is constant, then it is called homoscedasticity, if it is different it is called heteroscedasticity. One way to detect heteroscedasticity is to use the glacier test. The Glacier test can be done by regressing the independent variable against the value of the absolute residual. It is said that there is no heteroscedasticity if the sig value > 0.05 the test results using *IBM SPSS software version 25 for windows* are presented in the following table:

**Table 4.6
Glacier Test**

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.725	1,702		2.188	0.031
Leadership Style	-0.031	0.041	-0.114	-0.766	0.445
Employee Motivation	0.014	0.052	0.041	0.276	0.783

a. Dependent Variable: ABRESID

Source: Processed primary data, 2024

Based on the data, it can be seen that the leadership style variable has a sig of 0.445 while the employee motivation variable has a sig value of 0.783, thus both have a significance of > 0.05 to the absolute residual value. This indicates that the absence of heteroscedasticity or the presence of homoscedasticity has been fulfilled for the regression equation.

Multiple Linear Regression Model

Multiple linear regression test is used to measure the strength of the relationship between two or more variables. In this study, testing was conducted to determine whether there is a relationship between leadership style variables and employee motivation on employee performance. In conducting multiple linear regression calculations in this study, it was carried out with the help of *IBM SPSS software version 25 for windows*.

The multiple linear regression equation in this study is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

The results of testing the multiple linear regression model in this study can be seen in the following table:

**Table 4.7
Multiple Linear Regression Test Results**

Coefficients ^a					
Model	Unstandardized B		Standardized Coefficients	t	sig
	B	Std.Error	Beta		
(Constant)	3.499	2,760		1.268	0.208
Leadership Style	0.285	0.066	0.430	4.329	0.000
Employee Motivation	0.310	0.084	0.367	3,692	0.000

a. Dependent Variable: Employee Performance

Source: Processed primary data, 2024

Based on the results of the multiple linear regression test, it can be seen that the constant value and regression coefficient of the independent variable are in column B (Unstandardized Coefficients). Then the multiple linear regression equation can be formulated as follows:

$$Y = 3.499 + 0.285X_1 + 0.310X_2$$

From the multiple linear regression equation above, it can be concluded that Y is the employee performance variable, X1 is the leadership style variable, X2 is the employee motivation variable. Based on the statement, it shows that:

- a. The constant value (a) is 3.499, which means that if the leadership style variables (X1) and employee motivation (X2) are assumed to be constant/fixed, then the financial behavior value is 3.499.
- b. The multiple linear regression coefficient of leadership style (X1) is obtained 0.285 (positive) meaning that if the leadership style increases, it will increase employee performance by 0.285 and vice versa if the leadership style decreases, it will decrease employee performance by 0.285. This applies with the assumption that the employee motivation variable is constant.
- c. The multiple linear regression coefficient of employee motivation (X2) is obtained 0.310 (positive) meaning that if employee motivation increases, it will increase employee performance by 0.310 and vice versa if employee motivation decreases, it will decrease employee performance by 0.310. This applies with the assumption that the leadership style variable is constant.

Hypothesis Testing

f test

Uji-f dilakukan untuk mengetahui apakah ada pengaruh antara seluruh variabel bebas secara bersama-sama terhadap variabel terikat. Tingkat signifikansi dalam penelitian ini ditetapkan sebesar 0,05 (5%). Jika nilai signifikansi diperoleh nilai $\leq 0,05$ maka variabel bebas secara bersama-sama dinyatakan berpengaruh terhadap variabel terikat. Apabila nilai signifikansi yang diperoleh $> 0,05$ berarti variabel bebas secara bersama-sama tidak berpengaruh terhadap variabel terikat. Pada tabel di bawah ini disajikan hasil uji analisis Uji f yang menggunakan software IBM SPSS versi 25 for windows sebagai berikut:

Table 4.8
Results of the f-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1253.839	2	626,919	67,887	0.000 ^b
	Residual	988.125	107	9.235		
	Total	2241.964	109			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Motivation, Leadership Style

Source: Processed primary data, 2024

Based on the table above, it can be seen that the significance value obtained is 0.000 or 0.00. This shows that the significance value is $0.00 \leq 0.05$, so H1 is accepted, so the first hypothesis is accepted. This means that the independent variables consisting of leadership style (X1), employee motivation (X2), together have a significant effect on the dependent variable of financial behavior (Y)

t-test

The t-test is conducted to determine whether there is an influence of each independent variable on the dependent variable partially. The table below presents the results of the t-test analysis using *IBM SPSS software version 25 for windows*.

Table 4.9
t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.499	2,760		1.268	0.208
	Leadership Style	0.285	0.066	0.430	4.329	0.000
	Employee Motivation	0.310	0.084	0.367	3,692	0.000

a. Dependent Variable: Employee Performance

Source: Processed primary data, 2024

Based on the t-test results in table 4.9 above, the explanation of the t-test results for each independent variable is as follows:

a. The Influence of Leadership Style on Employee Performance

The results of the test of the influence of leadership style on employee performance obtained a regression coefficient value of 0.285 (positive) and a sig.t value of 0.00 0 ≤ 0.05, then *H1* is accepted. This means that partially the leadership style variable has a positive effect on employee performance.

b. Employee Motivation on Employee Performance

The results of the test of the influence of employee motivation on employee performance obtained a regression coefficient value of 0.310 (positive) and a sig.t value of 0.00 0 ≤ 0.05, then *H2* is accepted. This means that partially the employee motivation variable has a positive effect on employee performance.

Coefficient of Determination

The coefficient of determination (*R*²) is used to determine how far the independent variable affects the dependent variable. If the value of the coefficient of determination (*R*²) approaches one, it can be interpreted that almost all of the variables determined are able to explain the variation of the variables used in the study. The following are the results of the analysis of the coefficient of determination (*R*²) in this study

Table 4.10
Results of Determination Coefficient Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.748 ^a	0.559	0.551	3,039

a. Predictors: (Constant), Employee Motivation, Leadership Style

b. Dependent Variable: Employee Performance

Source: Processed primary data, 2024

Based on the table above, it can be seen that the Adjusted R Square value in this study is 0.551 or 55.1%. This shows that the independent variables of leadership style (*X*₁), employee motivation (*X*₂) affect the dependent variable of employee performance (*Y*) by 55.1%, while the remaining 44.9% is caused by other variables outside the study that were not examined in this study.

Discussion

To find out how the influence of leadership style and employee motivation on employee performance is related to the theoretical study that has been explained previously and previous supporting research, the following discussion will be carried out. Leadership style basically contains the meaning as a manifestation of the behavior of a leader concerning the ability to lead. This manifestation usually forms a pattern of a certain form. The definition of leadership style as such is in accordance with the opinion expressed by Davisa and Newstraom (1995) which states that the overall pattern of leader actions as perceived or referred to by subordinates. Leadership style represents the philosophy, skills and attitudes of leaders in politics. Hallo et al. (2020) argue that the role of leaders who are able to participate in solving problems is supported by the ability to understand complexity, leaders must have a deep understanding of the nature of complexity in organizations including volatility, uncertainty, and ambiguity. This requires careful analysis of available information and the ability to identify important issues that need to be addressed, then decision making based on data, leaders must utilize accurate data and information to make the right decisions. This includes the use of tools and technologies that can help in analyzing situations and predicting potential outcomes of various decisions. Next is the transformational approach, research shows that a transformational leadership approach where leaders develop a vision for the future and lead followers towards that vision, is very effective in solving problems. Leaders must be able to motivate their teams and direct the organization towards achieving strategic goals.

The results of this study indicate that partially the leadership style variable has a significant influence on employee performance at PT. Indotoko Pangan Makmur, this is shown by the sig value (0.000) < alpha (0.05). based on the results of data analysis, it can be seen that the value of the regression coefficient is 0.285 which indicates a large change in the average employee performance score influenced by employee leadership style where every time there is an increase in the score on the employee leadership style variable by one unit and other variables are considered constant, the positive direction means that if the employee leadership style that occurs is also higher, conversely the lower the employee leadership style owned, the lower the employee performance. In addition, leadership style has an influence of 28.5% on employee performance. This study is in line with Fajar Wiratama's research (2015) where the results of the study stated that the leadership style variable partially has a significant influence on employee performance at PT. Warna Alam Indonesia.

Panando et al., (2022) found that motivation has a significant effect on employee performance at PT Kereta Api Indonesia (Persero) Divre III Palembang. Then based on the results of research conducted by Ardini and Pradana (2021) revealed that motivation has an effect on employee performance. The same thing was

expressed by Rialmi and Sasmina (2021), that there is an influence between motivation and employee performance. Furthermore, according to Mu barok & Putra (2018) motivation will have a significant effect on employee performance. Higher individual motivation will produce excellent performance. Meanwhile, employee motivation according to Alderfer (2005) said that motivation is a driving force from within a person's heart to do or achieve a goal. The company as a place for employees is expected to be able to provide motivation for employees. The company needs employees to help achieve the company's goals that have been set, conversely employees also need the company to achieve individual goals. The company must try as hard as possible to make employees feel motivated. So if employees are fully motivated, employees are expected to bring out all their best abilities through all their power and efforts to help the company achieve the company's goals that have been set.

The statement is in line with the results of the study which shows that partially the motivation variable has a significant influence on employee performance at PT. Indotoko Pangan Makmur, this is shown by the sig value ($0.000 < \alpha (0.05)$). based on the results of data analysis, it can be seen that the value of the regression coefficient is 0.310 which shows the magnitude of the change in the average employee performance score influenced by motivation where every time there is an increase in the score on the motivation variable by one unit and other variables are considered constant, the positive direction means that if motivation is higher, employee performance will be higher too. Conversely, the lower the motivation, the lower the employee performance. In addition, motivation has an influence of 31% on employee performance. This study is in line with the research of Bryan Johannes Tampi (2014) which states that the motivation variable has a positive and significant effect on employee performance at PT. Bank Negara Indonesia, Tbk.

The degree of relationship between leadership style and motivation variables with employee performance can be determined by multiple linear regression analysis. The results of the SPSS output of multiple linear regression analysis show a correlation coefficient value of $R=0.936$. This value is in the interval of 0.80 - 1.00, so it can be concluded that the relationship between leadership style and motivation variables with employee performance is very strong. For multiple regression equations, it can be arranged based on the SPSS output of the multiple regression analysis that has been carried out. The calculated F value is 67.887 and the probability value of the joint influence obtained from multiple linear regression is 0.000. Thus, simultaneously, leadership style and employee motivation have a significant effect on employee performance at PT. Indotoko Pangan Makmur. Where the magnitude of the simultaneous influence is 55.1% on employee performance, while the remaining 44.9% is influenced by other factors not observed in this study. The results of this study are in line with previous research conducted by Fajar Wirawan (2015) where the results of the study stated that the variables of leadership style and employee motivation simultaneously have a significant effect on employee performance at PT. Natural Colors of Indonesia.

CONCLUSION

Based on the results of data analysis and discussion on "The Influence of Leadership Style and Motivation on Employee Performance of PT. Indotoko Pangan Makmur," several conclusions can be drawn. First, leadership style has a significant influence on employee performance, as indicated by a significance value of $0.00 < \alpha 0.05$ and a regression coefficient of 0.285 in a positive direction, meaning that an increase in leadership style correlates with improved employee performance. Second, motivation significantly affects employee performance, supported by a significance value of $0.00 < \alpha 0.05$ and a regression coefficient of 0.310 in a positive direction, indicating that higher motivation leads to better performance. Finally, leadership style and motivation together have a significant simultaneous effect on employee performance, demonstrating that these two factors jointly contribute to performance improvements, while other factors outside the scope of this study may also have an influence.

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