

THE INFLUENCE OF LEADERSHIP STYLE AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. CAHAYA ABADI PAINTING

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ABSTRACT

This study investigates the influence of leadership style and work motivation on employee performance at PT. Cahaya Abadi Painting. Using a quantitative research approach, data was collected from 60 employees within the company's Sample Room Department Development division. The study employed multiple linear regression analysis to assess the impact of the independent variables—leadership style and work motivation—on the dependent variable, employee performance. The findings indicate that while leadership style has a positive, albeit not significant, effect on employee performance, work motivation shows a strong and significant positive effect. The combined influence of leadership style and work motivation accounts for a substantial proportion of the variance in employee performance, suggesting that both factors are crucial in optimizing workforce productivity. These results are consistent with previous studies that highlight the pivotal role of motivation in enhancing employee performance. However, the limited impact of leadership style observed in this context suggests the need for further investigation into other organizational factors that may mediate or moderate this relationship.

Keywords: Leadership Style, Work Motivation, Employee Performance

1. INTRODUCTION

In building a company, it is essential to have competent Human Resources (HR) capable of effectively executing company strategies to achieve predetermined goals. Human factors are a primary aspect of various company activities because HR is a resource that brings potential in terms of intellect, desire, skills, and knowledge, all of which significantly influence the company's efforts in achieving its goals. As a vital organizational resource, HR plays a significant role in achieving company objectives. Therefore, the role of people in business competition, both short-term and long-term, is crucial. Organizations need to have a competitive edge by integrating the knowledge and skills of employees with other resources. This process requires time and good management skills to align HR with the ongoing business developments. To achieve the company's goals, improving employee performance becomes a priority. This can be done by increasing job satisfaction through appropriate motivation and effective leadership. Good leadership can influence employees to work optimally, thereby positively impacting the company. The success or failure of a company is often determined by the quality of its leadership. Therefore, the role of leaders is crucial in managing the available resources to achieve planned goals.

Leadership is how a leader influences their subordinates to be willing to cooperate and work effectively according to their direction. The leadership style possessed by a leader is used to guide human resources to maximize their abilities in achieving optimal performance. Thoha (2015:53) defines leadership as the traits, character, or way a person nurtures and motivates individuals or groups to willingly, committedly, and loyally carry out tasks and responsibilities to achieve the organizational goals that have been set. A leader is responsible for the success or failure in executing a task, and the need for a leader arises due to the varying abilities to lead among individuals.

In addition to providing direction, a leader also needs to understand the complexity of employees who have diverse thoughts, feelings, status, desires, and backgrounds. Employees are valuable assets to the company, and the company's goals cannot be achieved without their active participation, even if the company possesses advanced technology. Therefore, leaders must be able to integrate the company's interests with the needs of employees, one of which is through providing motivation. The ability to motivate subordinates is an essential managerial skill that every manager must possess. Managers are responsible for helping their subordinates perform tasks effectively and efficiently, and success in motivating subordinates will support the achievement of optimal work productivity. By understanding the importance of motivation,

managers can develop their subordinates' performance and job satisfaction. Motivation becomes a tool for superiors to encourage their subordinates to work hard and smart according to expectations.

According to Hasibuan (2016:142), motivation is the provision of encouragement that creates enthusiasm in someone so that they are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. Knowledge of motivation patterns helps managers understand the work attitudes of each employee, enabling them to provide motivation that suits individual needs. Motivation can come from external sources, known as extrinsic motivation, or from within oneself, known as intrinsic motivation.

Several negative factors can reduce employee performance, such as a decrease in the desire to achieve, lack of discipline in completing tasks, a poor work environment, and a lack of role models in achieving good performance. To improve performance, leadership style and work motivation become important factors that need to be considered.

The object of this research is PT. Cahaya Abadi Painting, a manufacturing company that produces helmets under the RSV brand. The types of helmets produced include half-face, full-face, and motocross orca helmets. The company currently requires full support from its employees to achieve the set vision and mission. Based on an interview with the head of HR at PT. Cahaya Abadi Painting, it was revealed that there is a gap among employees caused by leadership styles that do not align well. This issue includes a lack of facilities that support employees in their work, as well as leaders who do not provide opportunities for employees to grow or tackle bigger challenges. Additionally, leaders who are not engaged or close to employees negatively impact their performance.

According to Robbins (2016:310), performance is the result or level of achievement of a person in carrying out tasks during a certain period, compared to various established work standards or targets. To understand the performance condition of employees in the Sample Room Department Development Division at PT. Cahaya Abadi Painting, the researcher conducted a preliminary survey with several statements based on the research indicators. This preliminary survey was attended by 15 respondents who are also employees of the division. Based on the field data, it was found that in 2020 the performance evaluation of employees in the Sample Room Department Development Division at PT. Cahaya Abadi Painting scored 79.3. In 2021, the performance evaluation scored 76.8, and in 2022, it scored 71.3. It can be seen that over the three years, the average employee performance rating has been declining.

Fluctuations in company performance can be due to internal factors within the company. The internal factors occurring in the company are due to the declining performance of a leader in the Sample Room Department Development Division at PT. Cahaya Abadi Painting. Although the leader is always seen working and performing their duties, the results never meet the targets. This is not because the leader is irresponsible, but because they do not possess the ability to be a leader, constantly struggling to formulate company strategy concepts, and in meetings, the leader always discusses with their subordinates. Initially, this was seen as democratic, but later it was found to be part of their confusion. The lack of experience in making the right decisions and the inability to manage or treat existing employees well has led to employees doubting the leadership provided by their leader. To understand the leadership style conditions in the Sample Room Department Development Division at PT. Cahaya Abadi Painting, the researcher conducted a preliminary survey by asking several questions based on the indicators to be used in the research.

The results of the preliminary survey showed that the majority of respondents gave positive responses to several leadership style indicators. As many as 73.3% of respondents stated "yes" on the decision-making ability indicator, 60% on the motivation ability indicator, and 60% on the communication ability indicator. Meanwhile, 46.7% of respondents positively assessed the ability to control subordinates, and 53.3% positively assessed the leader's ability to control emotions. Furthermore, in terms of motivation, employees felt that the leader did not provide enough motivation to encourage subordinates to work harder and also lacked attention to employee work facilities such as bonuses and other allowances. The communication between employees and their

superiors was also lacking, leading to dissatisfaction in work, which in turn affected employee performance.

The preliminary survey results showed that the achievement of motivation data in 2020 only reached 57%, falling short of the target, while in 2021 it increased to 74% but still did not meet the company's target, and in 2022 it decreased to 58%, far from the company's target. The decline in employee motivation was due to high workloads exceeding their capacity, with limited available time and support systems, as well as a lack of authority to make decisions despite bearing significant responsibilities. Overall, the trend fluctuated each year, indicating that many employees still lacked motivation and enthusiasm in their work.

This research is important to conduct considering the significant decline in employee performance and motivation in the Sample Room Department Development Division at PT. Cahaya Abadi Painting over the past three years, which could potentially threaten the achievement of the company's vision and mission. Ineffective leadership styles and low employee motivation can lead to dissatisfaction and decreased productivity, ultimately disrupting the company's operational success. Therefore, this research is crucial to identify and address internal factors affecting employee performance and motivation, to find concrete solutions that can improve leadership styles, increase motivation, and restore the company's performance to an optimal direction.

2. RESEARCH METHODOLOGY

According to Sugiyono (2018), research methodology is a scientific approach aimed at obtaining valid data, which can then be used to discover, prove, and develop knowledge. This research methodology involves a series of stages that must be undertaken to obtain answers or conclusions related to the object being studied. This study employs a quantitative method with the aim of examining a specific population or sample through a case study approach and quantitative data. The research was conducted at PT. Cahaya Abadi Painting, located in Teluknaga District, Tangerang Regency, over four months from October 2023 to January 2024. The entire research process, from observation to the preparation of the final report, was carefully planned and scheduled.

In the process, the operationalization of variables is crucial for determining the type, indicators, and scale of the variables to be studied, allowing for accurate hypothesis testing using statistical tools. This study includes independent variables consisting of leadership style and motivation, and the dependent variable, which is employee performance. The indicators for leadership style include decision-making ability, motivating, communicating, controlling subordinates, and controlling emotions, while the motivation indicators refer to Maslow's theory, which includes physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. The population in this study consists of 60 employees in the Sample Room Department Development Division at PT. Cahaya Abadi Painting. A saturated sampling technique was used, where all members of the population were taken as samples to ensure that all aspects of the population were covered in the study.

Various methods were used to collect the necessary data, such as direct observation, questionnaires, documentation, and literature review. Observations were conducted on the employees in the relevant division to gather relevant data, while questionnaires were used to measure the attitudes and perceptions of employees using a Likert scale. Documentation was used to obtain historical and administrative data of the company, while literature review was conducted to build the theoretical foundation supporting this research. To ensure the data collected is highly valid and reliable, validity and reliability tests were conducted. The validity test ensures that the measurement instruments accurately measure what is intended, while the reliability test ensures the consistency of measurement results if repeated. In this study, instruments were tested using product moment correlation coefficients and Cronbach's Alpha to ensure that the data obtained is valid and reliable.

Furthermore, before conducting hypothesis testing, classical assumption tests were carried out to ensure that the regression model used is free from issues such as autocorrelation, heteroscedasticity, and multicollinearity. A normality test was also conducted to ensure that the data in the regression model is normally distributed, which is important so that the regression

analysis results can be reliable and used to draw accurate conclusions. The data collected was analyzed using simple and multiple linear regression to assess the influence of independent variables on the dependent variable. The t-test was used to test the influence of variables partially, while the F-test was used to test the influence of variables simultaneously. Correlation and determination coefficient analysis was also conducted to evaluate the degree of relationship between independent and dependent variables, as well as how much influence the independent variables have on the dependent variable. The results of this hypothesis testing are expected to provide clear answers regarding the influence of leadership style and motivation on employee performance at PT. Cahaya Abadi Painting.

3. RESEARCH RESULTS AND DISCUSSION

3.1 Company Profile

PT. Cahaya Abadi Painting originated from a machine shop business named "Cahaya Abadi," established on February 10, 2003, initially focusing on machining services. As customer demand and the need for innovation increased, the company began to adopt technological advancements supported by efficient and competent human resources. In 2004, the business evolved into PT. Cahaya Abadi Painting, expanding its services into General Contracting, Engineering, Fabrication, Steel Construction, and Machining. The company successfully built a reputation by producing various automated production machines as well as structural and mechanical steel constructions for various domestic companies.

The company continued to grow, and in 2009, PT. Cahaya Abadi Painting established a new workshop and office in Tangerang, Banten. In 2013, the entire company operation was relocated to this new site, which now serves as the central hub of the company's operational activities. With a vision to prioritize human health and happiness, PT. Cahaya Abadi Painting not only focuses on business growth but is also committed to supporting the welfare of its employees and the broader community through its products and services.

The company's vision is to become an entity that prioritizes human health and happiness, reflected in its mission to promote health and happiness through innovative products such as the 3H Smart Acupressure Bed. The company believes that by upholding humanitarian values, good health will be achieved, and ultimately, happiness will naturally manifest. The company's mission encompasses three main aspects: Humanism, Health, and Happiness, which guide every step of its operations.

The organizational structure of PT. Cahaya Abadi Painting is designed to support the efficiency and effectiveness of the company's operations. With a clear functional structure, each employee has responsibilities and authority aligned with their position, ensuring that the company's operations run smoothly. Key positions such as Commissioner, Director, Marketing Manager, and Financial Manager, among others, each play a vital role in ensuring the achievement of the company's vision and mission. Every position within the company is equipped with specific job descriptions, ranging from strategic tasks carried out by top management to operational tasks executed by field teams. This allows each employee to understand their role in supporting the company's overall goals and ensures that they can work optimally in a structured and organized work environment. As a result, PT. Cahaya Abadi Painting is able to maintain consistent performance and continuously adapt to changing market and technological needs.

3.2 Respondent Characteristics

The preliminary analysis of this study began with a description of the respondents' characteristics obtained through a questionnaire, covering aspects such as gender, age, last education, and length of employment. Based on gender, out of a total of 60 respondents, 36 people or 60% were male, while 24 people or 40% were female. The respondents' ages varied, with the majority being in the 20-25 year age range, accounting for 38 people (63.3%), followed by 20 respondents (33.3%) aged 26-30 years. Only 1.6% of the respondents were over 41 years old, and one person (1.6%) was between 31-40 years old. In terms of education, the majority of respondents had a high school (SMA/SMK) background, with 33 people (55%). Respondents with a Bachelor's degree (S1) numbered 15 people (25%), while 7 people (11.7%) had a Diploma, and 5 people (8.3%) had a Postgraduate degree. This indicates a diversity of educational levels among the respondents. The length of employment also varied, with the majority of respondents having worked for 1 to 2

years, totaling 24 people (40%). A total of 10 people (16.7%) had worked for 3-4 years, while only 2 people (3.3%) had worked for more than 5 years. This data provides an overview of the distribution of work experience among the respondents involved in this study.

Based on the preliminary analysis of the respondents' characteristics, it can be concluded that the majority of respondents in this study are male, with most being in the 20-25 year age range. Their last education is mostly high school (SMA/SMK), with some having education up to the Postgraduate level. The respondents' length of employment varies, but most have worked for 1 to 2 years. These characteristics indicate that the study's respondents are predominantly young employees who have been working for a relatively short period, with diverse educational backgrounds.

3.3 Validity Test

Table 1. Validity Test of Leadership Style (X1)

Statement	r _{hitung}	r _{tabel}	Decision
P1	0,836	0,254	Valid
P2	0,815	0,254	Valid
P3	0,839	0,254	Valid
P4	0,881	0,254	Valid
P5	0,764	0,254	Valid
P6	0,836	0,254	Valid
P7	0,821	0,254	Valid
P8	0,832	0,254	Valid
P9	0,864	0,254	Valid
P10	0,762	0,254	Valid

Source: Data diolah dengan SPSS 26 (2023)

Table 2. Validity Test of Work Motivation (X2)

Statement	r _{hitung}	r _{tabel}	Decision
P1	0,844	0,254	Valid
P2	0,808	0,254	Valid
P3	0,744	0,254	Valid
P4	0,851	0,254	Valid
P5	0,855	0,254	Valid
P6	0,681	0,254	Valid
P7	0,709	0,254	Valid
P8	0,697	0,254	Valid
P9	0,686	0,254	Valid
P10	0,691	0,254	Valid

Source: Data diolah dengan SPSS 26 (2023)

Table 3. Validity Test of Employee Performance (Y)

Statement	r _{hitung}	r _{tabel}	Decision
P1	0,792	0,254	Valid
P2	0,692	0,254	Valid
P3	0,749	0,254	Valid
P4	0,740	0,254	Valid
P5	0,790	0,254	Valid
P6	0,753	0,254	Valid
P7	0,764	0,254	Valid
P8	0,841	0,254	Valid
P9	0,849	0,254	Valid
P10	0,592	0,254	Valid

Source: Data diolah dengan SPSS 26 (2023)

Based on the results of the validity test on all question items, it is evident that the calculated r-value (rhitung) is greater than the table r-value (rtabel) of 0.254. Therefore, it can be

concluded that all statement items are valid. Consequently, it can be concluded that all the statements in the questionnaire are suitable to be used as instruments for measuring research data.

3.4 Reliability Test

Table 4. Reliability Test Results

No	Variable	Cronbach Alpha	Criteria	Decision
1	Leadership Style (X1)	0.946	> 0.60	Reliable
2	Work Motivation (X2)	0.916		Reliable
3	Employee Performance (Y)	0.917		Reliable

Source: SPSS 26 Data Processing Results (2023)

Based on table 4, it can be seen that each variable Leadership Style, Work Motivation and Employee Performance has a Cronbach Alpha value > 0.60, thus the results of the reliability test for all variables are reliable, so that all question items can be trusted and can be used for further research.

3.5 Classical Assumption Test

A. Normality Test

Table 5. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals	
N		60	
Normal Parameters, b	Mean	.0000000	
	Std. Deviation	2.89896222	
Most Extreme Differences	Absolute	.101	
	Positive	.048	
	Negative	-.101	
Statistical Tests		.101	
Asymp. Sig. (2-tailed) c		.200d	
Monte Carlo Sig. (2-tailed) e	Sig.	.126	
	99% Confidence Interval	Lower Bound	.118
		Upper Bound	.135

- Test distribution is Normal.
 - Calculated from data.
 - Lilliefors Significance Correction.
 - This is a lower bound of the true significance.
 - Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.
- Source: Data processed with SPSS 26 (2023)

Based on Table 5 above, it can be seen that the value of Asymp. Sig. (2-tailed) of 0.200 > 0.05, it can be stated that the data from the population is normally distributed and can be carried out to the next stage of analysis.

B. Multicollinearity Test

Table 6. Results Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work motivation	.258	3,880
Leadership Style	.258	3,880

Source: SPSS 26 Data Processing Results (2023)

Based on table 6, it shows that from the results of calculating the tolerance values between independent variables, it is known that the independent variables have a tolerance value greater

than 0.10 and a VIF value smaller than 10. These results show that there is no correlation between the independent variables. So that in the regression model there is no multicollinearity, so the regression model is suitable for use and can be continued to the next testing stage because it meets the multicollinearity assumption.

C. Heteroscedasticity Test

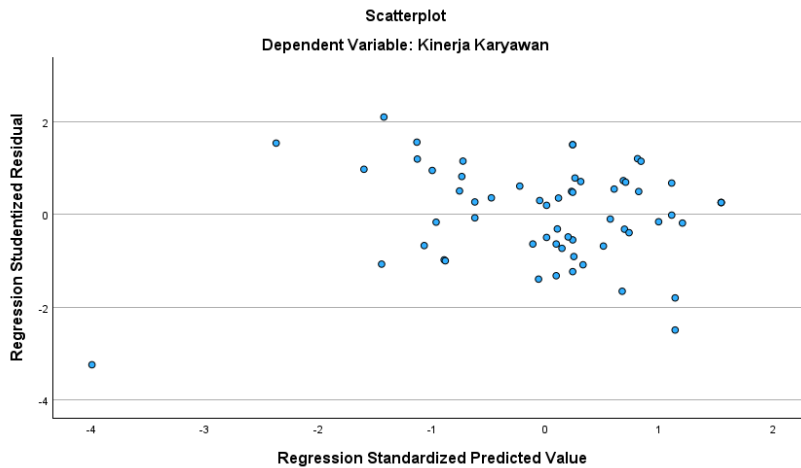


Figure 1. Heteroscedasticity Test Results

Based on Figure 1, it can be seen that the dots are spread out and do not form a clear pattern. So it can be concluded that there is no heteroscedasticity problem in this research.

3.6 Multiple Linear Regression

Table 7. Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12,259	2,227		5,504	,001
Work motivation	,688	,110	,808	6,264	,001
Leadership Style	,051	,095	,070	,543	,589

a. Dependent Variable: Employee Performance

Source: SPSS 26 Data Processing Results (2023)

Based on the results obtained from the multiple linear regression analysis above, a regression equation can be created as follows:

$$Y = 12.259 + 0.051X_1 + 0.688X_2$$

The interpretation of the multiple linear regression equation is as follows:

- A constant of 12.259 means that if the Leadership Style variable and the Work Motivation variable have a value of zero or do not increase, employee performance will still have a value of 12.259.
- The regression coefficient for the Leadership Style variable (X_1) of 0.051 states that if the Leadership Style variable increases by 1 point, while the other independent variable (Work Motivation) is constant, then the Employee Performance variable will increase by 0.051. Based on this table, it can be seen that the t value is $0.543 < t$ table 2.001 with a significance of $0.589 > 0.05$, so it can be concluded that there is an insignificant influence of Leadership Style on employee performance at PT. Eternal Light Painting.

- c. The regression coefficient for the Work Motivation variable (X2) is 0.688, stating that if the Work Motivation variable increases by 1 point, while the other independent variable (Leadership Style) is constant, then the Employee Performance variable will increase by 0.688. Based on this table, it can be seen that the tcount value is 6,264 > ttable 2.001 with a significance of 0.001 < 0.05, so it can be concluded that there is a positive and significant influence of Work Motivation on Employee Performance at PT. Eternal Light Painting.

Table 8. Correlation Coefficient Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.869a	.756	.747	2,949	.756	88,078	2	57	<.001

- a. Predictors: (Constant), Work Motivation, Leadership Style
Source: SPSS 26 Data Processing Results (2023)

Based on this table, it can be seen that the variable correlation value Leadership Style (X1) and Work Motivation (X2) are 0.869, entering the interval 0.80 – 1.000 with a very strong level of relationship. This means that the level of relationship between the variables Leadership Style and Work Motivation on Employee Performance has a very strong level of relationship. Based on the table, it can be seen that the value of the R Square coefficient of determination is 0.756, which means that the Leadership Style and Work Motivation variables simultaneously contribute to Employee Performance by 75.6%, while the remaining 24.4% is caused by other variables not examined in the research. This.

Table 9. Calculated F test ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1532.348	2	766,174	88,078	.001b
	Residual	495,835	57	8,699		
	Total	2028.183	59			

- a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Motivation, Leadership Style

Based on the ANOVA table, the F-test value of 88.078 is greater than the F-table value of 3.16, with a significance level of 0.000, which is less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. This indicates that, simultaneously, there is a positive and significant influence of Leadership Style and Work Motivation on employee performance at PT. Cahaya Abadi Painting.

4. DISCUSSION

4.1 The Influence of Leadership Style on Employee Performance

The results of this study reveal that the Leadership Style at PT. Cahaya Abadi Painting has a positive influence on employee performance, but this influence is not significant. While the leadership implemented at this company tends to encourage performance improvement, its effect is not strong enough to be the primary determinant of optimal performance. This suggests that although the current leadership style is headed in the right direction, its implementation has not been fully effective in significantly boosting employee performance. The insignificance of this influence indicates that other variables may be more dominant in affecting employee performance at PT. Cahaya Abadi Painting. Factors such as work motivation, work environment, job satisfaction, or even the overall organizational conditions might play a larger role in determining employee performance. This is important to consider as it shows that focusing on leadership alone is not sufficient to significantly enhance employee performance at this company.

These findings contrast with previous research conducted by Maulidia (2018), Arnawa & Heryanda (2021), and Potawari (2020). These studies consistently demonstrated that Leadership Style has a positive and significant impact on employee performance. In the context of those studies, effective leadership is seen as key to improving employee productivity and work quality. Leadership styles that can inspire, motivate, and guide employees directly enhance their performance. The difference in results between this study and previous ones may be due to various contextual factors. For example, differences in organizational culture, employee characteristics, and work environment at PT. Cahaya Abadi Painting compared to the organizations studied in previous research may affect how employees respond to certain leadership styles, resulting in different impacts on their performance.

Additionally, the level of employee motivation at PT. Cahaya Abadi Painting may also play an important role. If employees already possess high internal motivation, the influence of leadership style may be less significant. Conversely, if employee motivation is low, even effective leadership may not be sufficient to significantly improve performance. Therefore, it is essential to consider work motivation as a key variable in this analysis. The work environment can also be a factor influencing the significance of leadership style's impact on employee performance. A supportive work environment, with adequate facilities and harmonious working relationships, can amplify the positive effects of leadership. Conversely, an unsupportive environment can diminish the effectiveness of leadership in driving employee performance. Furthermore, it is possible that the application of leadership styles at PT. Cahaya Abadi Painting does not fully align with the needs and expectations of the employees. Leadership that fails to adapt to the individual needs of employees may not yield significant impacts. Leaders who lack flexibility or sensitivity to the situation and needs of their employees may fail to leverage the full potential of their leadership style.

In conclusion, although the leadership style at PT. Cahaya Abadi Painting shows a positive influence on employee performance, this impact is not significant, indicating that the company needs to reevaluate its leadership strategy. To effectively improve employee performance, the company may need to adopt a more holistic approach, which includes not only leadership but also work motivation, work environment, and other factors that may affect performance. Further research is needed to gain a deeper understanding of the other factors influencing employee performance at this company and how the interaction between these factors and leadership style can be optimized to achieve better outcomes.

4.2 The Influence of Work Motivation on Employee Performance

The research findings indicate that Work Motivation has a positive and significant influence on employee performance at PT. Cahaya Abadi Painting. This finding underscores the importance of motivation in enhancing employee performance, where motivated employees tend to perform better in carrying out their tasks. Motivation, whether internal or external, is proven to be a crucial factor that drives employees to work harder, more productively, and more efficiently. High work motivation enables employees to better achieve the targets set by the company. It also shows that motivated employees tend to have a greater commitment to their work, reflected in higher quality and quantity of output. At PT. Cahaya Abadi Painting, good work motivation appears to have successfully created a conducive work environment where employees feel valued and motivated to contribute to the best of their abilities.

This study's findings are consistent with previous studies by Maulidia (2018), Arnawa & Heryanda (2021), and Potawari (2020), which also found that work motivation has a positive and significant impact on employee performance. Collectively, these studies reinforce the argument that work motivation is one of the key factors in achieving optimal performance in various organizations. Good motivation can arise from various factors, such as rewards, recognition, fair compensation, and opportunities for career development.

Previous studies emphasized that work motivation is not just about material rewards, but also about how employees feel about their jobs. When employees feel valued, heard, and given the opportunity to grow, they are more likely to be motivated and give their best in their work. At PT. Cahaya Abadi Painting, effective work motivation appears to have successfully increased the sense of ownership and responsibility among employees, which in turn enhances their performance.

Significant work motivation can also be linked to high job satisfaction. When employees are motivated, they tend to feel more satisfied with their work, which then contributes to improved performance. This job satisfaction can come from various aspects, including good relationships with supervisors and colleagues, a supportive work environment, and a sense that their work has meaning and makes a real contribution to the company.

Moreover, high work motivation is also associated with lower stress levels in the workplace. Motivated employees are better able to manage stress and work pressure because they have clear goals and feel supported by the company. In the context of PT. Cahaya Abadi Painting, this may contribute to higher productivity and a reduction in issues related to absenteeism or declining work quality. Effective work motivation also plays an important role in employee retention. Motivated employees who are satisfied with their jobs tend to have higher loyalty to the company. This means that the company can not only improve performance but also reduce employee turnover, which is often a significant challenge for many organizations. At PT. Cahaya Abadi Painting, good work motivation seems to contribute to workforce stability, which in turn supports smoother and more efficient company operations.

The positive and significant impact of work motivation on employee performance also suggests that the company must continue to pay attention to and enhance the factors that influence motivation. This includes compensation policies, career development, work-life balance, as well as an inclusive and supportive work environment. Thus, PT. Cahaya Abadi Painting can continue to maintain and even improve the performance of their employees through an appropriate motivation approach.

Furthermore, this study's findings affirm that work motivation is not just an additional factor, but a central element that must be a focus in human resource management. To ensure that employees remain motivated, the company must regularly review their motivation strategies and policies, adjusting them to the needs and expectations of employees. This will ensure that employees feel valued and motivated to contribute to the company's success on an ongoing basis. In conclusion, this study confirms that work motivation has a significant and positive impact on employee performance at PT. Cahaya Abadi Painting. This highlights the importance of the company continuing to pay attention to the aspects that influence employee motivation, so as to ensure optimal performance and achieve the company's goals. Therefore, work motivation should be a top priority in the company's management strategy to maintain and improve employee performance sustainably.

4.3 The Combined Influence of Leadership Style and Work Motivation on Employee Performance

The statistical analysis conducted in this study reveals that the multiple linear regression equation shows a relationship between Leadership Style, Work Motivation, and employee performance at PT. Cahaya Abadi Painting. The constant in the regression equation, which has a positive value, indicates that even if the variables of Leadership Style and Work Motivation do not change or improve, employee performance will still remain at a positive level. This implies that there is a baseline performance that remains maintained in the company, regardless of fluctuations in leadership or motivation.

Furthermore, the regression coefficient for the Leadership Style variable shows that any improvement in leadership style will contribute to an increase in employee performance, although in a relatively small amount. This suggests that leadership plays a role in improving employee performance, but its impact may be more limited compared to other factors such as work motivation. This could be due to various factors, such as a leadership approach that may not be fully optimal or the fact that employees may already have a certain performance standard that is not greatly affected by changes in leadership style. On the other hand, the regression coefficient for the Work Motivation variable yields more significant results. Any increase in work motivation contributes more significantly to improving employee performance. This confirms that work motivation plays a more dominant role in determining how well employees perform their tasks. Motivated employees tend to be more productive, more enthusiastic, and more committed to their work, all of which contribute to overall performance improvement.

The correlation between Leadership Style and Work Motivation shows a very strong relationship with employee performance. This indicates that while these two variables have individual influences, when combined, they create a strong synergy that significantly impacts employee performance. In other words, the best performance is achieved when effective leadership is balanced with high work motivation. This underscores the importance of balancing how leaders guide their teams and how employees feel motivated in their work environment.

The value of the determination coefficient shows that Leadership Style and Work Motivation together contribute significantly to employee performance, with about three-quarters of the total variation in employee performance being explained by these two variables. This indicates that other factors not examined in this study only contribute a small part of the performance variation, highlighting the importance of these two variables in the context of PT. Cahaya Abadi Painting. Additionally, the F-test results, which show that Leadership Style and Work Motivation collectively have a positive and significant impact on employee performance, provide strong empirical evidence that these two factors are not only important individually but also collectively. In other words, to achieve optimal performance, the company must ensure that effective leadership and high work motivation go hand in hand.

This study's findings are consistent with previous research conducted by Maulidia (2018), who found that Leadership Style and Work Motivation simultaneously have a significant impact on employee performance at PT. BESS Finance Banjarmasin. This study also supports the findings of Arnawa & Heryanda (2021), who demonstrated that Leadership Style and Work Motivation collectively have a positive and significant impact on employee performance at PT BPR Padma. Potawari's (2020) study also confirmed that these two variables together have a significant positive impact on employee performance.

The consistency of these results with previous studies strengthens the belief that both Leadership Style and Work Motivation are key variables that should be considered in efforts to improve employee performance. In different organizational contexts, these two factors seem to always play an important role in determining how well employees meet their targets and contribute to the company's overall goals. However, it is also important to note that although these two factors are highly significant, there are other variables not examined in this study that may also play a role in influencing employee performance. Factors such as the work environment, organizational culture, work-life balance, and other individual factors may be part of the remaining variation that is not explained by this model. Therefore, further research may be necessary to identify and understand the role of these other factors.

5. CONCLUSION

The results of the research conducted at PT. Cahaya Abadi Painting reveal that leadership style has a positive influence on employee performance, but this influence is not significant. This indicates that although the leadership implemented in this company has the potential to improve employee performance, its impact has not been strong enough to be the main factor in achieving optimal performance. Therefore, the company may need to evaluate and strengthen the existing leadership approach to provide a more meaningful impact on employee performance. On the other hand, work motivation has been proven to have a positive and significant influence on employee performance, affirming that work motivation is an important factor that drives employee productivity and effectiveness. Employees with high motivation tend to perform better in carrying out their tasks, which ultimately contributes positively to the achievement of the company's goals. This emphasizes the importance of the company to continuously maintain and enhance employee motivation as part of its human resource management strategy.

This study also found that when leadership style and work motivation are combined, they significantly contribute to employee performance, demonstrating a strong synergy between these two factors. Nevertheless, the study also shows that there are other variables not examined that also influence employee performance, indicating the need for further research to identify these other factors. By focusing on and developing both leadership and work motivation aspects simultaneously, PT. Cahaya Abadi Painting can improve employee performance and achieve greater success in the future.

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