UNVEILING THE IMPACT OF LEADERSHIP AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. MULTI ALFA MANDIRI

Dhea Febriana Hamdani[1], Dian Triana Putri[2], Isad Salsabila Nadhifa[3], Siti Nurhalimah[4], Muhammad Abdullah[5*]

[1,2,3,4] Department of Management, Faculty of Economics and Business, Universitas Bina Sarana Informatika, [5*] Department of Management, Faculty of Economics and Business, Universitas Nusa Mandiri
Email: deyafbrynhmdn@gmail.com[1], diantrianaptr05@gmail.com[2], isad.salsabila002@gmail.com[3], nurhalimahsiti074@gmail.com[4]
Corresponding email: muhammad.mau@nusamandiri.ac.id[5*]

ABSTRACT
This study aims to uncover the impact of leadership and motivation on employee performance at PT. Multi Alfa Mandiri. The primary issue addressed is the need to improve employee performance at the company, as well as the lack of previous scientific research on this topic at PT. Multi Alfa Mandiri. The research method employed is quantitative causal, with leadership and motivation as the independent variables and employee performance as the dependent variable. The population of this study consists of 150 employees, with a sample of 110 individuals selected using probability sampling with the simple random sampling technique. The results of the study indicate that leadership and motivation have both partial and simultaneous effects on employee performance at PT. Multi Alfa Mandiri. Based on these findings, recommendations are provided to the management of PT. Multi Alfa Mandiri to offer additional leadership training, implement open and honest communication with supervisors regarding team feelings when mistakes occur, enhance motivational aspects related to salary satisfaction by adjusting salaries to industry standards and employee performance capabilities, and provide regular training on the effective use of technology to increase work efficiency and prevent the misuse of technology for non-work-related purposes.

Keywords: Leadership, Motivation, Employee Performance, PT. Multi Alfa Mandiri

INTRODUCTION

In the face of increasingly complex competitive challenges, companies must prioritize the development of employees who can deliver the best and most consistent performance. High-performing employees become a critical asset for companies to maintain competitiveness and achieve a competitive edge in the global market (Abdullah, M. 2022a). To achieve business success and sustainability, companies need human resources that function effectively within the organization. To remain viable and relevant, and to maintain a positive image in the community, it is crucial to focus on improving the quality of human resources. The ability and willingness of individuals to perform specific tasks will not be optimal without adequate knowledge of what needs to be done and how to execute it (Abdullah & Rahmi, 2023). Achieving good performance requires a fair compensation system and a conducive work environment,

including facilities, security, cleanliness, and work morale. Meeting both the material and immaterial needs of employees is also essential to enhance employee performance (Simamora, Abdullah, Mulyadi, Basudani, & Wiharso, 2024). Additionally (Sarawit, 2024) asserts that achieving organizational goals requires attention to several key elements, including leadership. If available resources are not managed effectively, the desired goals will not be met.

Leaders play a vital role in leveraging their authority and leadership style to ensure goal achievement. Fundamentally, leadership involves a leader's ability to motivate and guide their team to collaborate and achieve optimal results, utilizing all available human resources. Leadership, derived from the term leader, refers to someone who influences their followers to achieve a vision. Leadership is also part of administrative science, particularly public administration, involving the relationship between leaders and followers, where followers comply due to the leader's authority and influence (Pratama, Hidayah, & Yusuf, 2024). Leadership has several indicators, such as fairness, giving suggestions, supporting goals, being a catalyst, creating a sense of security, representing the organization, being a source of inspiration, and showing appreciation (Latif, Mustanir, & Irwan, 2020). Beyond leadership, employee performance is closely linked to motivation, as motivation is a key element driving individuals to take action and commit to improving company performance. In the context of achieving better performance, employee motivation plays a crucial role in task execution. Moreover, motivation serves as an important measure of employee productivity and contribution to the company's operational processes (Harianto, Wardhani, & Sutapa, 2024). Motivation significantly impacts employee performance, with higher motivation leading to better performance. To enhance employee performance, companies must focus on providing adequate motivation, which includes fulfilling physiological, security, social, esteem, and self-actualization needs. By fostering high motivation, employees will work with strong enthusiasm and drive, both from internal and external sources, which in turn will improve their performance (Hanipah & Prasetiyo, 2024). Motivation encompasses various theories, including the Existence, Relatedness, and Growth (ERG) theory developed by Clayton Alderfer. This theory identifies three hierarchies of human needs: existence needs, which include physiological and material needs as well as security; relatedness needs, which encompass satisfaction in interpersonal relationships at work; and growth needs, which involve personal development, including self-actualization and achievement, driving individuals to maximize and develop their abilities (Tewal, Adolfina, Pandowo, & Tawas, 2017). All these aspects aim to improve employee performance, including employees at PT. Multi Alfa Mandiri, a company engaged in textiles and garment manufacturing. To advance this company, optimal performance from employees is necessary, as performance is a significant outcome resulting from the cumulative actions of each individual according to their roles in the company. The goal is to achieve company targets legally, in line with legal and formal aspects, and aligned with applicable moral and ethical standards (Chandrasari, Abdullah, Purwanto, Puspita, & Yulianto, 2024). Bernardin and Russel, as cited in (Huseno, 2016), propose six primary criteria as indicators of employee performance: quality (how close the work results are

to perfection), quantity (the amount produced), timeliness (the time required to complete tasks), cost effectiveness (the extent of organizational resources used to achieve maximization), need for supervision (the ability of employees to perform tasks without supervision), and interpersonal impact (how employees maintain self-esteem, reputation, and cooperate with colleagues). Employee performance is crucial for PT. Multi Alfa Mandiri; however, there has been no scientific research attempting to uncover the factors influencing it. Therefore, this study aims to fill the research gap regarding employee performance at PT. Multi Alfa Mandiri so that in the future, the management of PT. Multi Alfa Mandiri can gain new insights to improve organizational performance. Based on the above, the hypothesis for this study is formulated:
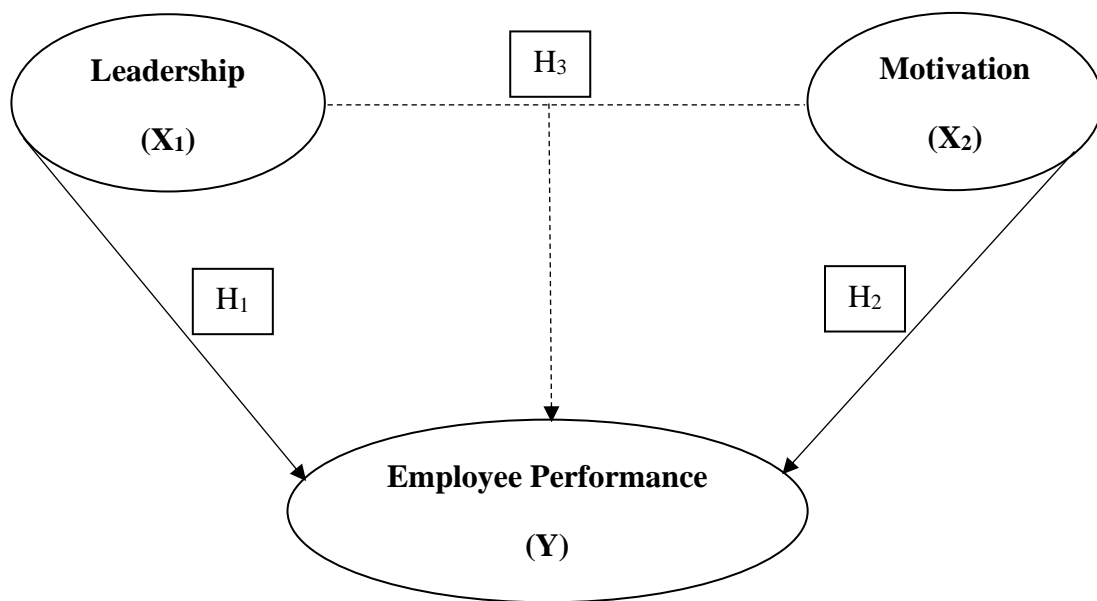

Figure 1. Research Framework for Unveiling the Impact of Leadership and Motivation on Employee Performance at PT. Multi Alfa Mandiri

Hypothesis 1: It is hypothesized that leadership, when considered individually, has an effect on employee performance at PT. Multi Alfa Mandiri;

Hypothesis 2: It is hypothesized that motivation, when considered individually, has an effect on employee performance at PT. Multi Alfa Mandiri;

Hypothesis 3: It is hypothesized that leadership and motivation, when considered together, have an effect on employee performance at PT. Multi Alfa Mandiri.

METHODS

This study employs a quantitative causal approach with the aim of uncovering the association and influence of the independent variables, leadership and motivation, on the dependent variable, employee performance (K. Abdullah et al., 2022). The population and sample in this study comprise 150 employees of PT. Multi Alfa Mandiri. The sample was determined using probability sampling, specifically simple random

sampling (Fauzy, 2019), selected through the wheel of names application. Additionally, the sample size was determined using the Slovin formula (Machali, 2021) with the formula:

$$n = \frac{N}{N(d)^2+1} \qquad n = \frac{150}{150(0.05)^2+1} \qquad n = \frac{150}{150\,(0.0025)+1} \quad n = \frac{150}{0.375+1} \qquad n = \frac{150}{1.375}$$

$$n = 109.09 \approx 110 \text{ respondents}$$

Where n is the sample size, N is the total population size, and d is the margin of error or error tolerance. Meanwhile, data collection was conducted through the distribution of online questionnaires using Google Forms, with a scale of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). The research analysis is supported by software tools such as SPSS 25 for Windows to test all the hypotheses formulated in this study.

RESULTS AND DISCUSSION
Respondent Characteristic
All respondents who are part of this study exhibit the following characteristics:

Table 1. Respondent Characteristic at PT. Multi Alfa Mandiri

Characteristic	Category	Total	Percentage
Gender	Male	30 respondents	27.27%
	Female	80 respondents	72.73%
	Total	110 respondents	100%
Age	17-25 Years Old	53 respondents	48.18%
	26-34 Years Old	23 respondents	20.91%
	35-43 Years Old	19 respondents	17.27%
	44-52 Years Old	11 respondents	10.00%
	$\geq$ 53 Years Old	4 respondents	3.64%
	Total	110 respondents	100%
Position	Staff	102 respondents	92.73%
	Assistant Supervisor	3 respondents	2.73%
	Supervisor	2 respondents	1.82%
	Manager	2 respondents	1.82%
	General Manager	1 respondent	0.91%
	Total	110 respondents	100%
Working Period	< 1 Year	32 respondents	29.09%
	1 Year	21 respondents	19.09%
	2 Years	13 respondents	11.82%
	3 Years	21 respondents	19.09%
	$\geq$ 4 Years	23 respondents	20.91%
	Total	110 respondents	100%

Source: Data processed by researchers (2024)

Based on the table above, the predominant gender in this study is female workers, comprising 72.03%, followed by male workers at 27.27%. This is attributed to PT. Multi Alfa Mandiri being a company that produces clothing and garments, thus requiring a significant number of female employees to support operations. Regarding

JIMUPB Jurnal Ilmiah Manajemen

E-issn:2549-9491   P-issn:2337-3350

age, the majority of respondents fall within the 17-25 years range at 48.18%, followed by the 26-34 years range at 20.91%, the 35-43 years range at 17.27%, the 44-52 years range at 10.00%, and those aged ≥ 53 years at 3.64%. The high proportion of respondents in the 17-25 years age bracket is due to the fact that individuals in this age group are typically productive and the company requires young and agile workers. In terms of positions, the majority of respondents hold staff-level positions at 92.73%, followed by assistant supervisors at 2.73%, supervisors at 1.82%, managers at 1.82%, and general managers at 0.91%. The dominance of staff-level positions among respondents is because higher positions at PT. Multi Alfa Mandiri are occupied by fewer individuals, which aligns with the general principle in organizations. Lastly, concerning length of employment, the largest group of respondents has been with PT. Multi Alfa Mandiri for less than 1 year, at 29.09%, followed by employees with ≥ 4 years of service at 20.91%, those with 1 year of service at 19.09%, employees with 3 years of service at 19.09%, and those with 2 years of service at 11.82%. The predominance of employees with less than 1 year of service in this study is due to a recent large-scale recruitment by PT. Multi Alfa Mandiri to fill positions within the company.

Score of Each Variable Indicator

The table below contains information on the scores for each indicator of the leadership variable:

Table 2. Results of the Leadership Variable Indicator Scores

Indicator	Questionnaire	Mean Score
Fairness	My supervisor at work treats all employees equally	3.95
	My supervisor at work listens to input and suggestions from all team members	3.91
Providing Suggestions	My supervisor at work sets a good example and is wise in their work	3.94
Supporting Goals	Leadership frequently provides ideas and guidance to improve employee performance	4.06
	My supervisor at work always offers support when I encounter difficulties or challenges in my job	3.84
Catalyst	My supervisor at work consistently encourages the team to complete tasks assigned by the company	4.09

	My supervisor at work provides examples and tips to the team for effective task completion	4.06
Creating a Sense of Security	My supervisor at work never corners the team when mistakes are made	3.66
	My` supervisor at work never uses harsh language (always polite) when communicating with the team	3.84
As a Representative of the Organization	My supervisor at work is always informed about all company information and is able to explain it to the team	4.08
Source of Inspiration	My supervisor speaks courteously, is well-groomed and attractive, and sets a good example for employees	3.99
Respectful Attitude	Leadership always appreciates and praises employee work when expected results are achieved	3.71

Source: data processed by researchers (2024)

The highest score for the leadership variable was attributed to the aspect of organizational representation, with the statement that supervisors at the respondents' workplace are fully aware of all forms of company information and are able to explain it to their teams. This indicates that the leadership concept adopted by leaders at PT. Multi Alfa Mandiri is performing well, as the company is able to communicate effectively with its leaders, enabling each leader to convey all necessary information to their respective teams.

The table below contains information on the scores for each indicator of the motivation variable:

Table 3. Results of the Motivation Variable Indicator Scores

Indicator	Questionnaire	Mean Score
Existence	I am satisfied with the salary provided by the company	3.35
	I feel secure because my workplace meets occupational safety and health standards (such as	3.55

Indicator	Questionnaire	Mean Score
	having emergency exits, evacuation routes, fire alarms, and so forth)	
Relatedness	My supervisor is supportive and provides significant assistance to the team when facing difficulties	3.84
	I am pleased to collaborate effectively with my colleagues	4.22
Growth	I am free to contribute valuable ideas and opinions within this company	3.59
	The company offers foundational training and development programs that align with employee needs	3.41

Source: data processed by researchers (2024)

The highest score for the motivation variable was attributed to the relatedness component, which indicated that respondents felt satisfied due to effective collaboration with their colleagues. This suggests that the need for attachment, particularly with colleagues within PT. Multi Alfa Mandiri, has been well addressed and has positively impacted employee motivation in the company environment

The table below contains information on the scores for each indicator of the employee performance variable:

Table 4. Results of the Employee Performance Variable Indicator Scores

Indicator	Questionnaire	Mean Score
Quality	I minimize errors in every piece of work I produce for this company	4.36
	I complete my tasks neatly, accurately, and with attention to detail	4.25
Quantity	I am able to meet the job targets set by the company	4.15
	I am capable of handling a large volume of work assigned to me	4.17
Timeliness	I always arrive at work on time, ensuring that tasks are completed effectively	4.30
	I manage my work time effectively, allowing me to	4.07

	meet all deadlines set by the company	
Cost Effectiveness	I am proficient in using available technology to complete my tasks	3.95
	I effectively manage operational costs by avoiding excessive use of company resources for personal purposes	4.00
Need Supervision	I can perform well even without supervision from a superior	4.28
	I have never disappointed my supervisor when entrusted with responsibilities	4.11
Interpersonal Impact	I do not have conflicts with other colleagues	4.24
	I am able to build positive relationships with my supervisor	4.39
	If a colleague encounters difficulties in completing their tasks, I am willing to assist that team member	4.54

Source: data processed by researchers (2024)

The highest score for the employee performance variable was assigned to the interpersonal impact component, specifically the statement if a coworker experiences difficulties in completing their tasks, the respondent is willing to assist that team member. This indicates a high level of mutual support among employees and reflects the strong cohesiveness of the team performance within PT. Multi Alfa Mandiri.

Validity Test

Validity testing is conducted to ensure the legitimacy of the obtained data in accordance with research standards (Auliya et al., 2020). In this study, all questionnaires are considered valid as the computed r values exceed the critical r values from the Pearson product-moment correlation table (K. Abdullah et al., 2022).

Table 5. Results of Validity Testing

Questionnaire	R count	R table	Conclusion
$X_{1.1}$	0.668	0.187	Valid
$X_{1.2}$	0.761	0.187	Valid
$X_{1.3}$	0.788	0.187	Valid
$X_{1.4}$	0.692	0.187	Valid
$X_{1.5}$	0.780	0.187	Valid
$X_{1.6}$	0.755	0.187	Valid

JIMUPB Jurnal Ilmiah Manajemen

E-issn:2549-9491   P-issn:2337-3350

$X_{1.7}$	0.739	0.187	Valid
$X_{1.8}$	0.739	0.187	Valid
$X_{1.9}$	0.673	0.187	Valid
$X_{1.10}$	0.707	0.187	Valid
$X_{1.11}$	0.783	0.187	Valid
$X_{1.12}$	0.751	0.187	Valid
$X_{2.1}$	0.605	0.187	Valid
$X_{2.2}$	0.763	0.187	Valid
$X_{2.3}$	0.798	0.187	Valid
$X_{2.4}$	0.468	0.187	Valid
$X_{2.5}$	0.730	0.187	Valid
$X_{2.6}$	0.793	0.187	Valid
$Y_{1.1}$	0.642	0.187	Valid
$Y_{1.2}$	0.697	0.187	Valid
$Y_{1.3}$	0.705	0.187	Valid
$Y_{1.4}$	0.724	0.187	Valid
$Y_{1.5}$	0.584	0.187	Valid
$Y_{1.6}$	0.730	0.187	Valid
$Y_{1.7}$	0.690	0.187	Valid
$Y_{1.8}$	0.684	0.187	Valid
$Y_{1.9}$	0.682	0.187	Valid
$Y_{1.10}$	0.699	0.187	Valid
$Y_{1.11}$	0.539	0.187	Valid
$Y_{1.12}$	0.655	0.187	Valid
$Y_{1.13}$	0.577	0.187	Valid

Source: data processed by researchers (2024)

Reliability Test

This research instrument must meet reliability standards using Cronbach's Alpha, which should be greater than 0.60 (Purwanto, 2018). All questionnaires in this study are considered reliable, as the obtained Cronbach's Alpha value is 0.962, well above 0.60.

Table 6. Results of Reliability Testing

Reliability Statistics	
Cronbach's Alpha	N of Items
0.943	31

Source: Data processed by researchers (2024)

Normality Test

The Kolmogorov-Smirnov Test is used to assess the normality of data. However, at least 30 respondents are required, and the data is considered normal if the significance value exceeds 0.05 (Amrudin et al., 2022). In this study, the calculated significance level exceeded 0.05, indicating that the collected data meets the normality criteria.

Table 7. Results of Normality Testing

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		110
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	5.91144349
Most Extreme Differences	Absolute	0.081
	Positive	0.059
	Negative	-0.081
Test Statistic		0.081
Asymp. Sig. (2-tailed)		.071[c]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: data processed by researchers (2024)

Heteroscedasticity Test

The purpose of testing for heteroscedasticity is to identify whether there is inconsistent variation within a regression model. A model is considered to pass the heteroscedasticity test if the data plot displays a random pattern with a uniform distribution and values close to zero on the Y-axis (Widana & Muliani, 2020).
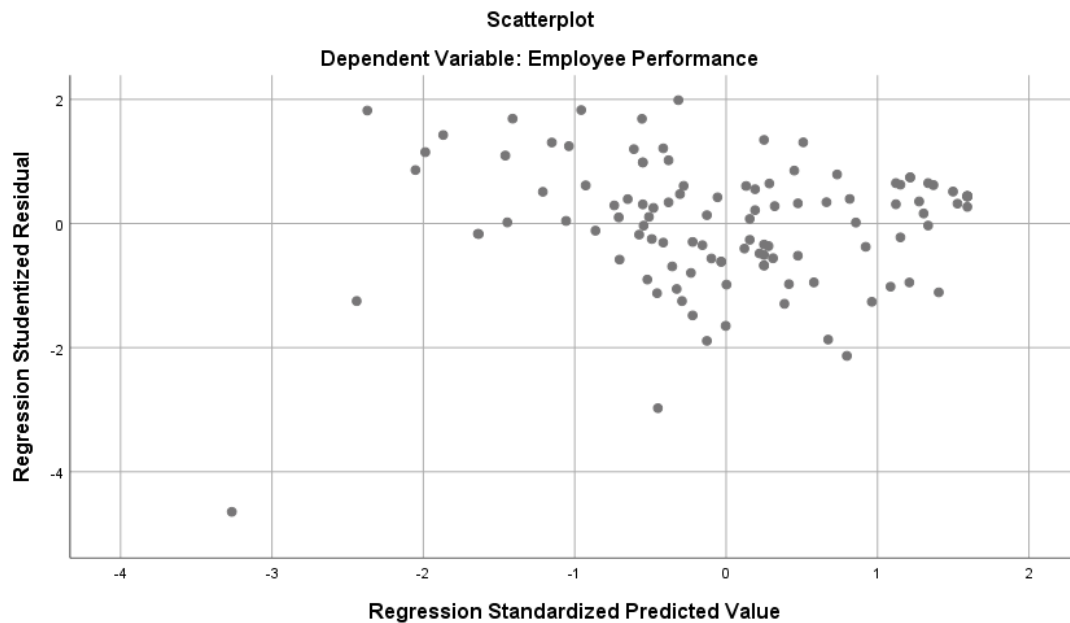

Figure 2. Results of Heteroscedasticity Testing
Source: Data processed by researchers (2024)

Multicollinearity Test

Multicollinearity testing aims to determine whether independent variables influence each other. Ideally, multicollinearity should be absent in any research. A condition is

JIMUPB **Jurnal Ilmiah Manajemen**

E-issn:2549-9491   P-issn:2337-3350

considered free from multicollinearity if the tolerance value is greater than 0.10 or the variance inflation factor (VIF) is less than 10 (Widana & Muliani, 2020).

Table 8. Results of Multicollinearity Testing

Coefficients[a]			
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Leadership	0.416	2.402
	Motivation	0.416	2.402
a. Dependent Variable: Employee Performance			

Source: data processed by researchers (2024)

Multiple Linear Regression Analysis

Regression analysis can be used to elucidate the impact of independent variables on dependent variables in a study. Additionally, regression analysis provides insights into how changes in independent variables affect the dependent variables (Amrudin et al., 2022).

Table 9. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	30.317	2.984
	Leadership	0.310	0.093
	Motivation	0.451	0.186
a. Dependent Variable: Employee Performance			

Source: data processed by researchers (2024)

The results from the table above can be used as a basis for the following equation: $Y = 30.317 + 0.310 X_1 + 0.451 X_2$. This indicates that the level of employee performance at PT. Multi Alfa Mandiri, when considering only the baseline without accounting for leadership and motivation, is 30.317. Additionally, leadership has a positive impact on employee performance, such that each 1-point increase in leadership results in a 0.310 increase in employee performance. Similarly, each 1-point increase in motivation results in a 0.451 increase in employee performance.

Correlation and Determination Coefficient Test

Correlation analysis is used to assess the relationship between variables, while the coefficient of determination aims to understand how one variable can influence the dependent variable (Zahriyah, Suprianik, Parmono, & Mustofa, 2021).

Table 10. Results of Correlation Coefficients and Determination Coefficients

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629[a]	0.396	0.384	5.96643
a. Predictors: (Constant), Motivation, Leadership				
b. Dependent Variable: Employee Performance				

Source: data processed by researchers (2024)

The relationship between the independent variables of leadership and motivation and the dependent variable, referred to as employee performance, is strong, as indicated by a correlation coefficient (r) of 0.629, which is greater than 0.600 (Napitupulu et al., 2021). Furthermore, there is evidence that the independent variables of leadership and motivation have an impact of 39.60% on employee performance at PT. Multi Alfa Mandiri, which is the focus of this study.

Partial Hypothesis Test (t Test)

The acceptance of hypotheses related to the variables of leadership and motivation on employee performance is determined by the calculated t-value. If the calculated t-value is higher than the table t-value, the hypothesis proposed in this study is confirmed to be true (Sitepu & Sebayang, 2019). Based on the comparison of the calculated t-values with the table t-value, it is evident that $3.313 > 1.982$ and $2.429 > 1.982$. Therefore, the hypothesis regarding the impact of leadership and motivation on employee performance at PT. Multi Alfa Mandiri can be accepted.

Table 11. Results of Partial Hypothesis Testing

Coefficients[a]			
Model		t	Sig.
1	(Constant)	10.159	0.000
	Leadership	3.313	0.001
	Motivation	2.429	0.017
a. Dependent Variable: Employee Performance			

Source: data processed by researchers (2024)

Simultaneous Hypothesis Test (F Test)

The simultaneous hypothesis will be considered valid if the calculated F value is greater than the F table value (Sitepu & Sebayang, 2019). In this study, it was found that independent variables such as leadership and motivation collectively affect employee performance at PT. Multi Alfa Mandiri, as the calculated F value of 35.029 exceeds the F table value of 3.081.

Table 12. Results of Simultaneous Hypothesis Testing

ANOVA[a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2493.968	2	1246.984	35.029	.000[b]
	Residual	3809.023	107	35.598		
	Total	6302.991	109			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Motivation, Leadership						

Source: data processed by researchers (2024)

Partial Leadership Effects on Employee Performance at PT. Multi Alfa Mandiri

Leadership exerts a significant influence on employee performance. Employee performance tends to improve when led by a leader who possesses analytical skills, decisiveness, and courage in decision-making while still being responsive to

subordinates' concerns. Leadership reflects an individual's ability to influence others or groups. A leader must be adept at balancing individual needs with guiding individuals towards organizational goals (Astriana, Indrayani, & Satriawan, 2024). This is consistent with (Mayardi, Shalahuddin, & Fauzan, 2024) research, which suggests that leadership plays a crucial role in enhancing employee performance. Effective leadership enables organizations to motivate employees, increase productivity, and foster a more conducive work environment, ultimately contributing to the overall achievement of organizational goals. Similar findings were observed in this research, where employees at PT. Multi Alfa Mandiri felt that their performance would improve if the leadership practiced by their superiors was truly effective. The highest scores from the indicators representing the organization suggest that employees at PT. Multi Alfa Mandiri believe that their leaders are well-informed about important company information and are capable of communicating it to the team. This indicates that leaders at PT. Multi Alfa Mandiri are perceived as competent in leadership. However, there are recommendations for the management of PT. Multi Alfa Mandiri concerning the lowest scores related to creating a sense of security in the leadership variable, particularly regarding the statement that supervisors never corner their teams when mistakes occur. It is advised that the management of PT. Multi Alfa Mandiri provide additional leadership training and implement open and honest communication with supervisors about how the team feels when mistakes are made. Team evaluations are also important. Furthermore, providing training and development for employees can help minimize critical errors that may provoke leadership anger.

Partial Motivation Effects on Employee Performance at PT. Multi Alfa Mandiri

Motivation is fundamental to employee performance, as an individual's productivity can be influenced by the internal drives within them. Internal drives are mental states that propel individuals toward achieving optimal performance. Companies that are able to enhance various aspects of their members' motivation will inevitably be able to improve employee performance (Abdullah, M. 2022b). This finding is consistent with the research by (Ningrum, Sembiring, & Sinaulan, 2024), which indicates that there is a significant relationship between motivation and employee performance, with motivation potentially influencing employee performance by up to 33.8%. This suggests that efforts to enhance motivation in the workplace are not only important but also effective in driving employees to achieve better results. Therefore, it is crucial for companies to maintain or even improve employee motivation to maximize their performance. The above statement is also validated by the current research, which demonstrates that motivation influences employee performance at PT. Multi Alfa Mandiri. The highest score for the motivation variable was found in the relatedness indicator, meaning that respondents feel satisfied with their ability to collaborate effectively with their colleagues. This strong and positive connection among employees contributes to building the company's performance. However, there is a recommendation for the management of PT. Multi Alfa Mandiri to improve one of the motivation aspects that received the lowest score, namely the existence indicator. This indicator reflects that not all respondents feel satisfied with the salary provided by the company. It is highly recommended that the company align salaries with industry standards and employee performance capabilities. Additionally, the company should conduct benchmarking against other firms in the same industry to create a competitive compensation system.

Simultaneous Effects of Leadership and Motivation on Employee Performance at PT. Multi Alfa Mandiri

A leader in an organization is required to perform their leadership role effectively in managing human resources to ensure that their administrative duties and responsibilities are carried out more efficiently. One of the key factors in enhancing employee motivation is the establishment of specific, challenging, and measurable goals. These goals are considered to stimulate employee behavior to increase their effort, guide them towards achieving objectives, and ultimately, improve the overall performance of the organization (Adriani, 2024). This is also consistent with the research conducted by (Diana, Amelia, & Noviryantika, 2024), which indicates that leadership and motivation collectively influence employee performance by 69.70% and have a very strong relationship. Effective leadership within a company can serve as a foundation for enhancing employee motivation, and with increased enthusiasm, employee performance can reach its optimal level. A similar finding is confirmed in this study, which indicates that both effective leadership and strong motivation can impact employee performance at PT. Multi Alfa Mandiri. The highest score in the employee performance variable was observed in the interpersonal impact indicator, where respondents expressed their willingness to assist team members facing difficulties in completing their tasks. This reflects the concern among employees for their teammates' performance and demonstrates internal cohesion at PT. Multi Alfa Mandiri. However, there is a recommendation regarding the cost effectiveness indicator, suggesting that respondents feel inadequately equipped to utilize existing technology to complete their work. Proper use of technology could yield various positive impacts, such as reduced operational costs and increased efficiency. It is strongly recommended that the company provide education and training on effective technology usage. Additionally, periodic training on technology maximization should be conducted to better understand how to use technology efficiently for task completion. The company should also establish guidelines to prevent the misuse of technology by employees for purposes unrelated to their work.

CONCLUSION

Based on the research findings outlined above, the conclusions that can be drawn are as follows: The first hypothesis, which states that leadership partially has a positive and significant effect on the performance of employees at PT. Multi Alfa Mandiri, is proven. The second hypothesis, which states that motivation also partially has a positive and significant effect on the performance of employees at PT. Multi Alfa Mandiri, is proven. Finally, the third hypothesis, which states that leadership and motivation simultaneously have a positive and significant effect on the performance of employees at PT. Multi Alfa Mandiri, is conclusively proven.

REFERENCES

Abdullah, K., Jannah, M., Aiman, U., Hasda Suryadin, Fadilla, Z., Ardiawan, Ngurah, K., & Sari, Eka, M. (2022). *Metodologi Penelitian Kuantitatif.* Aceh: Yayasan Penerbit Muhammad Zaini.

Abdullah, M. (2022a). Pengaruh Motivasi dan Kepuasan Kerja Terhadap Kinerja

Karyawan Di PT Monica Hijau Lestari. *Jurnal Ilmiah Edunomika*, *7*(1).

Abdullah, M. (2022b). The Influence Of The Work Environment On Motivation And Their Impact On Employee Performance At Distribution Center The Body Shop Indonesia. *Matriks Jurnal Sosial Dan Sains*, *3*(2 SE-Articles), 66–79. https://doi.org/10.59784/matriks.v3i2.89

Abdullah, M., & Rahmi, L. (2023). Analisis Faktor-Faktor Yang Mempengaruhi Kepuasan Kerja Karyawan PT. Mitra Andal Sejati. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, *10*(3), 854–873.

Adriani, R. (2024). Pengaruh Kepemimpinan Dan Motivasi Karyawan Terhadap Kinerja Organisasi. *Journal of International Multidisciplinary Research*, *2*(7), 184–190.

Amrudin, Priyanda, R., Agustina, S. T., Ariantini, S. N., Rusmayani, L. A. G. N., Aslindar, A. D., … Wicaksono, D. (2022). *Metodologi Penelitian Kuantitatif*. Sukoharjo: Pradina Pustaka.

Astriana, D., Indrayani, I., & Satriawan, B. (2024). Pengaruh Kepemimpinan, Beban Kerja Dan Diklat Terhadap Kinerja Karyawan Dengan Lingkungan Kerja Sebagai Variabel Intervening Pada Perumda Air Minum Tirta Kepri. *Jurnal Ilmiah Universitas Batanghari Jambi*, *24*(2), 1603–1609.

Auliya, N. H., Andriani, H., Fardani, R. A., Ustiawaty, J., Utami, E. F., Sukmana, D. J., & Istiqomah, R. R. (2020). *Metode Penelitian Kualitatif & Kuantitatif*. Yogyakarta: CV. Pustaka Ilmu.

Chandrasari, A., Abdullah, M., Purwanto, E. O., Puspita, R., & Yulianto, A. R. (2024). Kinerja Karyawan Dalam Kajian Multifaktorial: Memahami Aspek Determinan Dalam Perspektif Yang Berbeda. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, *11*(1), 146–162.

Diana, T., Amelia, & Noviryantika. (2024). Pengaruh Kepemimpinan Dan Motivasi Terhadap Kinerja Karyawan Pada PT. Arwana Jaya Raya Sintang. *Jurnal Ekonomi Integra*, *14*(2), 154–164.

Fauzy, A. (2019). *Metode Sampling*. Tangerang Selatan: Universitas Terbuka.

Hanipah, S., & Prasetiyo, B. (2024). Pengaruh Gaya Kepemimpinan Dan Motivasi Terhadap Kinerja Karyawan PT. Central Georgette Nusantara Printing Mills (Kabupaten Bandung Barat). *Journal of Social and Economics Research*, *6*(1), 1285–1298.

Harianto, K., Wardhani, R. K., & Sutapa, H. (2024). Disiplin Kerja Sebagai Pemediasi Pengaruh Motivasi Dan Dukungan Rekan Kerja Terhadap Kinerja Karyawan. *Entrepreneur: Jurnal Bisnis Manajemen Dan Kewirausahaan*, *5*(2), 126–138.

Huseno, T. (2016). *Kinerja Pegawai: Tinjauan Dari Dimensi Kepemimpinan, Misi Organisasi, Budaya Organisasi, Dan Kepuasan Kerja*. Malang: Media Nusa Creative.

Latif, A., Mustanir, A., & Irwan. (2020). *Kepemimpinan Pemerintahan Desa, Partisipasi Masyarakat, & Perencanaan Pembangunan*. Pasuruan: CV. Penerbit Qiara Media.

Machali, I. (2021). *Metode Penelitian Kuantitatif: Panduan Praktis Merencanakan, Melaksanakan dan Analisis dalam Penelitian Kuantitatif*. Yogyakarta: Fakultas Ilmu Tarbiyah dan Keguruan Universitas Islam Negeri (UIN) Sunan Kalijaga Yogyakarta.

Mayardi, R., Shalahuddin, A., & Fauzan, R. (2024). Pengaruh Kepemimpinan dan Iklim Organisasional Terhadap Kinerja Karyawan Yang Di Mediasi Oleh Stres Kerja Pada Perusahaan Media (Tribun Pontianak). *Equator Journal of Management and Entrepreneurship (EJME)*, *12*(2), 155–168.

Napitupulu, R. B., Simanjuntak, T. P., Hutabarat, L., Damanik, H., Harianja, H., Sirait, R. T. M., & Tobing, C. E. R. L. (2021). *Penelitian Bisnis, Teknik Dan Analisa Dengan SPSS-STATA-Eviews*. Bekasi: Madenatera.

Ningrum, D. P., Sembiring, M., & Sinaulan, J. H. (2024). Pengaruh Motivasi Dan Kompensasi Terhadap Kinerja Karyawan Pada PT. Usaha Garda Arta Cabang Jakarta. *Neraca: Jurnal Ekonomi, Manajemen Dan Akuntansi*, *2*(10), 485–498.

Pratama, I. Y., Hidayah, T., & Yusuf, H. F. (2024). Pengaruh Kepemimpinan, Motivasi Kerja, Disiplin Kerja Dan Kompensasi Terhadap Kinerja Pegawai Di Kelurahan Badean Bondowoso. *JMBI: Jurnal Manajemen Bisnis Dan Informatika*, *5*(1), 1–18.

Purwanto. (2018). *Teknik Penyusunan Instrumen Uji Validitas Dan Reliabilitas Penelitian Ekonomi Syariah*. Magelang: Staia Press.

Sarawit, U. (2024). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Aparatur Sipil Negara (ASN) Pada Kantor Kecamatan Hutabargot Kabupaten Mandailing Natal. *J-MABISYA*, *5*(1), 1–15.

Simamora, V. T., Abdullah, M., Mulyadi, H., Basudani, W. A., & Wiharso, G. (2024). In-Depth Analysis And Exploration Of Essential Aspects In Employee Performance And Job Satisfaction At PT Paskomnas Niaga Utama. *Jurnal Ekonomi*, *13*(02), 828–841.

Sitepu, K. K. R., & Sebayang, B. V. (2019). *Metode Kuantitatif Untuk Manajemen*. Bogor: CV. Sinar Jaya.

Tewal, B., Adolfina, Pandowo, M. C. H., & Tawas, H. N. (2017). *Perilaku Organisasi*. Bandung: CV. Patra Media Grafindo.

Widana, W. I., & Muliani, L. P. (2020). *Uji Persyaratan Analisis*. Lumajang: Klik Media.

Zahriyah, A., Suprianik, Parmono, A., & Mustofa. (2021). *EKONOMETRIKA: Teknik dan Aplikasi dengan SPSS*. Jember: Mandala Press.

;