Employee Performance: An Exploration Based on Leadership Style and Work Motivation in Large-Scale Companies

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ABSTRACT

This study aims to explore employee performance in large-scale companies, focusing on the roles of leadership style and work motivation. Employee performance parameters are evaluated based on predictor variables of leadership style and work motivation, both individually and simultaneously. This research design uses a quantitative survey approach. A total of 34 research samples were selected using a total sampling technique approach. The main data source for this study is primary data collected from respondents' responses to the questionnaire. The data analysis methods include instrument validity and reliability tests, classical assumption tests, and descriptive statistics. In contrast, the influence test is carried out using correlation tests, the calculation and analysis of the Coefficient of determination (R^2), and multiple linear regression models. The results of the study confirm that leadership style and work motivation can explain and predict employee performance variance in large-scale companies. Leadership style positively influences employee performance. Work motivation positively influences employee performance. However, work motivation has greater explanatory power than leadership style. Furthermore, the exploration of activity relationships indicates that leadership style and work motivation together positively influence employee performance in large-scale companies. This study comprehensively demonstrates that leadership style and work motivation are two important foundations that synergize in the human resource management (HRM) process to improve employee performance, and that this is applicable not only in large companies but also in HRM practices across companies of various sizes.

INTRODUCTION

Since the emergence of the COVID-19 pandemic that hit the world almost two years ago, it has left so many impacts and changes in the world, including Indonesia. The Covid-19 pandemic has had a significant impact on all sectors of Indonesian life, from the health and economic sectors to others, which are not spared by the ferocity of this pandemic. The pandemic crisis has led to a global economic contraction (Firmansyah et al., 2022). At a glance, looking back, it can be remembered that the COVID-19 pandemic caused a crisis. However, this crisis is unlike previous ones; it affects not only the demand side of the economy but also the supply side. The drastic decline in global economic activity is expected to result in at least 195 million people losing their jobs and between 420 and 580 million people falling into poverty (KemenKeu RI, 2020). This condition is clearly a challenge that various companies, as actors with an important role in the Indonesian economy, must face.

In such conditions, only resilient companies can survive. According to Suwarsono (2019), structural market determinants include the advantages of absolute cost, economies of scale, capital requirements, and product differentiation, which

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indicate a company's resilience. However, it is undeniable that the relevance in responding to the uncertainty due to Covid-19 has hinted at the importance of adaptability and the uniqueness of management styles to change the style of play in managing the company both in terms of assets, operational systems and policies so that it has implications for the emergence of the company's ability to survive today and continue to rise out of this uncertainty to continue its survival (Firmansyah et al., 2022; Wahdiniwaty et al., 2022; and Saepuloh et al., 2022).

Along with its development, many companies in various regions are now showing signs of revival and returning to normal in carrying out their daily operations, even though the Covid-19 outbreak has not yet shown that they have really left this country. Likewise, one of the well-known companies in the Sukabumi area's shoe industry, West Java Province, now has the strength to survive and continue to grow as a leading producer of shoe products, with advantages amid today's fierce competition. The success of this company is inseparable from the leadership behavior, work motivation, and performance of its employees across its management and operational functions.

In the process of making various shoe components, it clearly requires precision in operating the machine and maintaining the effectiveness of the use of materials so that shoe midsole products can be produced massimally, where the human factor is one of the main factors that can be managed by management through the art and leadership style of the Spv. division in managing and motivating its employees to consistently deliver their best performance. Employee performance is the result of the quality and quantity of work an employee achieves in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2018: p). Employee performance can be influenced by leadership style and work motivation (Metalia & Aryani, 2023). Management: innovative and creative management talents are needed to manage, direct, empower, and influence work behavior, as well as to develop employees' competencies to improve performance and achieve the company's long-term goals (Budiarti & Firmansyah, 2025; Budiarti & Firmansyah, 2024).

The leadership style of the right leader can improve employee performance. Leadership is an important dynamic force that motivates and coordinates organizations to achieve goals (Afandi, 2018: p).. According to Edison (2017, p. 93)Leadership style is the way a leader acts and/or how they influence their members to achieve certain goals. Leadership style can be seen in the characteristics of effective leadership. Leadership is like strength, knowledge, attitudes, and behaviors used to influence and motivate people to achieve their desired mission. In fact, leadership applies to non-business organizations, particularly in institutions where it can affect subordinates' work behavior (Suparman et al., 2024). Regardless of which behavior and leadership style a leader adopts in an organization, whether it is a transformational, transactional, or laissez-faire leadership style, the leadership style with a fixed model can strongly influence the motivation, work behavior, and performance of his subordinates.

Motivation is likened to a driving force that creates a person's enthusiasm for work, enabling them to cooperate, work effectively, and integrate all their efforts to achieve satisfaction (Rizky, 2022). p. 127) stated that motivation is the willingness to exert a high level of effort toward organizational goals, conditioned by the ability of that effort to meet several individual needs (Firmansyah et al., 2021). According to p. 128), the best-known theory of motivation

is the hierarchy of needs theory from Abraham Maslow[5]. Motivation is important because it is expected that motivated employees will work hard and enthusiastically to achieve maximum productivity and performance (Adhan & Prayogi, 2021). Therefore, the low quality and quantity of work can be caused by the way leadership regulates, moves, empowers, and motivates employees to carry out their work in accordance with established regulations.

However, the problems identified during the preliminary survey and field observation empirically indicate that low employee performance remains a common problem for companies. The poor performance of employees in multi-division companies can be caused by several factors, including inadequate information and instructions during execution, and a lack of understanding of leadership style in organizing and managing employees during execution. The overlap of job desks is caused by, in addition to several employees resigning, as well as employees who do not come to work for certain reasons are forced to handle their work tasks (double job) by existing employees so that in a condition one employee performs more than one job task that he usually does, finally having an impact on work achievement that is not optimal.

In addition, the double job does not necessarily mean that the employee concerned gets more awards or compensation in return, this results in low employee work motivation coupled with the leadership (Spv.) not paying attention to such conditions so that employees are less motivated and work not with their best performance which results in their performance is very likely to continue to decline. This condition underscores the importance of a leader's adaptive style and approach, with greater attention and effort in managing employees, so that they are highly motivated to perform their jobs and achieve maximum performance. Leadership style and motivation can affect employee performance (Adhan & Prayogi, 2021). The research findings of Suparman & Purnama (2025) clearly demonstrate that effective leadership can motivate employees and improve performance in large-scale businesses.

The empirical problems above are the basis for the importance of this research. To address these problems, employee performance can be strengthened by clear work motivation and appropriate leadership behavior, as supporting factors, as seen from the perspectives of HR functional leaders and HR employees at the operational level. Therefore, the purpose of this study is to explore the relationship between leadership style and work motivation in predicting high and low employee performance. Employee performance parameters will be evaluated based on predictor variables of leadership style and work motivation, both individually (H1 and H2) and simultaneously (H3). This research contributes to adding and enriching insights in the literature on employee performance and work motivation that can affect employee performance. Especially about great human behavior, namely leaders and the leadership styles they apply to influence employee work behavior and their achievements in a company, especially in large-scale companies that already have a main management function, namely multi-divisions divided into several departments in carrying out their operations.

METHOD

This research method uses a quantitative approach, specifically a survey. The study population consists of all employees of the midsole division, totaling 34. This study uses population data, so the sample is 34 respondents using the total sampling technique; namely, the number of research samples is equal to the population (Firmansyah, 2022). Data collection techniques, including observation, interviews, documentation, and instrument distribution, were used to administer a series of questions to employees selected as respondents in this study. The main data source for this study was primary data, obtained from respondents' answers to a questionnaire administered to selected respondents, using a Likert scale with response options from 1 (strongly disagree) to 7 (strongly agree). The questionnaire was distributed face-to-face and online via WhatsApp and Google Forms from early September 2025 to mid-October 2025. Finally, the research team received 34 complete responses. Leadership style consists of two dimensions, each with eight indicators and instruments (LS1-LS8); work motivation consists of five dimensions, each with ten rules in the instrument (WM1-WM10); and employee performance consists of two dimensions, each described with six indicators (EP1-EP6).

The data analysis method was carried out by instrument testing, namely validity testing on the calculated r criteria; Sig. statistics > r critical 0,3 (Gujarati, 2012), and the reliability test of the instrument with the criterion of Crobanch's Alpha value greater than 0,7 (Hair Jr et al., 2020; Hair et al., 2011; Ghozali, 2014), then a classical assumption test was carried out, namely a normality test with a one-sample K-S Npart test at the criterion = Sig>0,05, a heteroscedasticity test with the *Glejser* model with the criterion of Sig.>0,05, a multicollinearity test with the criterion of VIF<10,0 (Ghozali, 2016), this study uses bias-free assumptions between the predictor variables used to meet the VIF < 3.3 collinearity criteria (Kock, 2017; Kock & Lynn, 2012). Referring to the sample data, this study is operationalized with population data, so the influence test is carried out using a correlation test, the calculation and analysis of the determination coefficient (R^2), and a multiple linear regression model test. The R^2 model summary criterion is also used as a measure of predictive ability and at the same time verifying the suitability of the regression model evaluated in the range from 0,25, 0,50, to greater than or equal to 0,75, respectively, weak, moderate, and strong criteria (Marselia & Firmansyah, 2025). The test estimate using the IBM SPSS v.26 program. The equation of the multiple linear regression model is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \qquad \dots (1)$$

So, the transformation of the regression model equation in this study is as follows:

$$EP = a + b_1LS + b_2WM + e \qquad \dots (2)$$

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RESULTS AND DISCUSSION

Respondent Profile Description

The respondents in this study were predominantly male (67,6%), with an average age of less than 25. The majority of respondents' education is at the high school level or equivalent (75,3%), and the requirement to work in this division is a minimum of high school graduation. The length of work between 1 and 3 years is more dominant than other measures of length of work, which is 52,9%, this shows that the majority of employees are new employees as a result of recruitment and job placement after Covid-19.

Research Data Analysis

To ensure the research data are of high quality, the instrument was tested for validity and reliability. A classical assumption test was also carried out by applying a multicollinearity test with a VIF < 3,3 criterion, to ensure that there is no correlation between independent variables that is too high, so that subsequent tests at the data analysis stage do not produce statistically biased findings.

Referring to the validity test results, it can be concluded that all items of the leadership style instrument (LS) from LS1-LS8 are declared valid because all statement items have a calculation value greater than 0,3 (r stat>r cidical value). Of the eight statement items, it is known that the statement item with the highest calculated r value is LS3, which is 0,823 but the total correlation does not exceed 0,90, while the lowest calculated r is LS6 = 0,542 but is still at the required criterion, which is still above the critical value of 0,3, at α = 0,05. Therefore, the findings indicate that all indicators used show strong correlation and reliability in measuring leadership style (LS). Similar findings for all items of work motivation instruments (WM), namely from WM1-WM10, test results were obtained that showed that all ten items of WM statements were valid. Statement items to measure employee performance (EP), namely EP1-EP6, also have a critical r value but do not exceed 0,90. The results of the instrument validity test indicated that all statement items for leadership style, work motivation, and employee performance met the criteria for a high level of instrument reliability.

Meanwhile, the results of the instrument reliability test showed that the leadership style (LS) had good consistency, with Cronbach's Alpha of 0,858, greater than 0,7, for the composite LS1-LS6. Work motivation (WM) had an Alpha Cronbach of 0,854 (WM1-WM11> 0,7). Employee performance (EP) also shows good consistency, with a Cronbach's alpha of 0,849 and a composite score of 0,7 from EP1-EP11. These findings conclude that leadership style (LS), work motivation (WM), and employee performance (EP) each of its statement-item composites has a good level of consistency in measuring constructs.

The results of another data quality test, namely the results of the classical assumption test by applying the multicollinearity test, showed that each independent construct (LS and WM) had a VIF value of 1,661 smaller than the value of 3,3 (VIF LS; VIF WM = 1,661<3,3), in addition, the correlation between LS and WM is at r = 0,631 (see table 4) this r value is less than 0,80 (0,631<0,80), meaning that no correlation was found too high between the independent variables. Therefore, the test results conclude that there is no multicollinearity problem between LS and WM. The results of the data normality test have also been fulfilled in Asymp. Sig. = 0,200 > 0,05, thus the results of the heteroscedasticity test were also significant at ABS_Res; Sig. LS =

0,79, and Sig. WM 0,559, all exceeding the criteria for hetersokedasticity (0,079; 0,559>0,05). Therefore, the data used in this study meet the classic assumption criteria and are suitable for estimation in the next stage.

Descriptive Analsysis

Respondents' responses regarding the description of leadership style (LS), work motivation (WM), and employee performance (EP) were estimated and extracted from the frequency distribution results and the tendency of the answers, as presented in Table 1.

Table 1. Respondents' Response to Leadership Style (LS)

Items	Indicators	Respondent's Answer
LS1	Role model	The majority of respondents' answers indicated that they were hesitant about as many as 20 people (hesitant and disagreed), or 61.8%.
LS2	Able to solve problems	The majority of respondents' answers indicated that they were hesitant, with as many as 21 people (hesitant and disagreed), or 58.9%.
LS3	Have honesty	The majority of respondents' answers indicated that they were hesitant about as many as 20 people (hesitant and disagreed), or 61.8%.
LS4	Communication skills	The majority of respondents' answers indicated that they were hesitant, with as many as 24 people (hesitant and disagreed) or 70.5%.
LS5	Motivator	The majority of respondents' answers indicated that they were hesitant, with as many as 24 people (hesitant and disagreed) or 70.5%.
LS6	Responsibility	The majority of respondents' answers indicated agreement with 19 people (agreed and strongly agreed), or 55.9%.
LS7	Make quick decisions	The majority of respondents' answers indicated agreement with 18 people (agreed and strongly agreed), or 53.0%.
LS8	Promotion fairness	The majority of respondents' answers indicated that they were hesitant, with as many as 19 people (hesitant and disagreed), or 55.9%.

Note: n = 34; The tendency to agree and disagree is >50% and <50%.

The data in Table 1 indicate that the leadership style applied is still not in accordance with the work behavior in this division, both in terms of leadership characteristics and in effectiveness in influencing and guiding employees to continue working according to the procedures and rules set for each implementation of their duties and responsibilities.

Table 2. Respondents' Responses to Work Motivation (WM)

Items	Indicators	Respondent's Answer
WM1	Lowest Requirement	The majority of respondents' answers indicated that they were hesitant, with 18 people (hesitant and disagreed), or 52.9%.
WM2	Fundamental needs	The respondents' responses indicated that 17 people (50.0%) agreed (agreed and strongly agreed). The response of respondents stated that they were hesitant by 17 people (hesitant and disagree) or by 50,0%
WM3	Protection needs	The majority of respondents' answers indicated that they were hesitant, with 19 people (hesitant and disagreed), or 55.9%.
WM4	The need to avoid various threats	The majority of respondents (24 people, or 60.5%) agreed or strongly agreed.
WM5	Requirements accepted	The majority of respondents' answers indicated that they were hesitant, with 21 people (hesitant and disagree), or 61.7%.
WM6	The need for cooperation	The majority of respondents' answers stated that they were hesitant as many as 20 people (hesitant and disagree) or 58.8%
WM7	Needs are respected	The majority of respondents (28 people, or 52.9%) agreed or strongly agreed.
WM8	Needs are valued	The majority of respondents' answers indicated that they were hesitant, with 16 people (hesitant and disagreed), or 64.7%.

Items	Indicators	Respondent's Answer
WM9	Skills need	The majority of respondents (18 people, or 53.0%) agreed or strongly agreed.
WM10	Need to have an opinion	The majority of respondents' answers indicated that they were hesitant, with 22 people (hesitant and disagreed), or 64.7%.

Note: n = 34; The tendency to agree and disagree is >50% and <50%.

The respondents' responses regarding work motivation (WM) indicate that the majority gave hesitant responses (see Table 2). Employees in this division are considered to have low work motivation.

Table 3. Respondents' Response to Employee Performance (EP)

Items	Indicators	Respondent's Answer
EP1	Employee capabilities	The majority of respondents' answers indicated that they were hesitant, with 23 people (hesitant and disagree), or 67.6%.
EP2	Skills in getting the job done	The majority of respondents' answers indicated that they were hesitant, with 22 people (hesitant and disagreed), or 64.7%.
EP3	Quality standards	The respondents' responses indicated that 17 people (50.0%) agreed (agreed and strongly agreed). The response of respondents stated that they were hesitant by 17 people (hesitant and disagree) or by 50.0%
EP4	Results	The majority of respondents' answers indicated that they were hesitant, with 18 people (hesitant and disagreed), or 52%.
EP5	Volume	The respondents' responses indicated that 17 people (50.0%) agreed (agreed and strongly agreed). The response of respondents stated that they were hesitant by 17 people (hesitant and disagree) or by 50.0%
EP6	Specified time	The majority of respondents' answers indicated that they were hesitant, with 19 people (hesitant and disagree), or 55.9%.

Note: n = 34; The tendency to agree and disagree is >50% and <50%.

Table 3 provides an overview indicating that the majority of respondents gave hesitant answers. Low employee performance (EP) in this division is still considered quite low or suboptimal, both in terms of results and work achievements, in terms of quantity and quality.

Correlation Analysis

The predictive relationships between leadership style (LS) and work motivation (WM) and employee performance (EP) for each parameter are presented in Table 4.

Table 4. Correlation of LS, WM, and EP

Variables	LS	WM
LS	-	-
WM	0.631	-
EP	0.550	0.825

Note: r value, 0.001 to +1.000.

Table 4 shows that leadership style (LS) and employee performance (EP) are positively correlated at the level of relationship closeness, in the moderate or fairly strong category, with a value of r = 0,550. The nature of a positive relationship means there is a one-way relationship: if the suitability of the leadership style increases, it is followed by an increase in employee performance.

Meanwhile, work motivation (WM) and employee performance (WM) have a value of r = 0,825, indicating a very strong relationship. The relationship between the two is confirmed to be positive or unidirectional.

Coefficient of Determination Models

The R^2 criterion in the sub-model summary was evaluated to determine the combined predictive power of LS and WM on EP, as well as to examine the suitability of the model in this studi, as presented in Table 5.

Table 5. Determination coefficients of the LS and WM on EP – Summary Models

Model	R	R^2	Adj. R^2	Std. Error of the Estimate
1	0.865[a]	0.748	0.731	1.923

Note: WM & LS (Predictors); R^2 is 0.75 or close to 0.75, strong predictive power.

Based on the data in Table 5, it can be seen that the Coefficient of determination R^2 is 0,748 or 74,8% (approaching the strong category), which means that leadership style and work motivation influence employee performance by 74.8%, and around 25,2% is influenced by other predictors not tested in the model. The findings of this study confirm that leadership style and work motivation have strong predictive ability in explaining employee performance in large-scale companies.

Multiple Linear Regression Models

Regression models were used to evaluate the nature and magnitude of the relationships between LS and EP, as well as between WP and EP, in the employee performance (LS) model based on leadership style (LS) and work motivation (WM; see Table 6).

Table 6. Coefficients[a], Multiple Linear Regression Models

Model		Unstdzd. Coefficients		Stdzd. Coefficients	t-Stat	Sig.
		B	S.E	Beta		
1	C	0.433	2.204		0.197	0.845
	LS	0.005	0.086	0.007	0.060	0.952
	WM	0.581	0.079	0.860	7.398**	0.000

Note: C, Constant (a); Dependent Variable, EP.

Therefore, the multiple regression equation in this study can be arranged as follows:

$$EP = 0,433 + 0,005 \ LS + 0,581 \ WM \qquad \dots (3)$$

The regression equation can be translated as: the value of the regression coefficient b1 for the leadership style variable (LS) is 0.005 and is positive. This means that if the leadership style variable increases by 1, the employee performance value (EP) will increase by 0.005, assuming the motivation variable is fixed. This shows that the leadership style variable (LS) is related to employee performance (EP). The magnitude of any change in leadership style (LS) can affect employee performance (EP).

The value of the regression coefficient b_2 of the work motivation variable (WM) was 0.581 and was positive. This means that if the work motivation variable increases by 1 unit, it will cause the employee performance value (EP) to increase by 0,581 times. This shows that the variable of work motivation (WM) is related to employee performance (EP). The high or low of every change in work motivation (WM) can affect employee performance (EP).

Hypothesis Testing

Referring to the sampling technique used in this study automatically affects the structure and methods of the research work, the estimation of the parameter relationships for each construct in the model, and hypothesis testing, where the research sample data reflect the responses of the entire population of respondents in one department. The impact is that generalizing research findings becomes difficult, if

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not impossible, because this research is based on population data (Firmansyah, 2022). By appreciating the operationalization of this research work structure, the estimation of causal relationships from the output of the Coefficient in the regression model and the model summary is adopted and developed statistically as a basis for predictive measures and the magnitude of the impact in testing individual hypotheses and simultaneous hypotheses, the level of confidence in the given conclusion which is usually represented by the word significance is no longer too much attention. However, it is not ignored holistically; instead, the nature represented by the word 'positive' and the magnitude of the relationship value serve as the basis for hypothesis decisions (e.g., following Firmansyah, 2022). The results of hypothesis testing are presented in Table 7.

Table 7. Individual and Simultaneous Effect Test Results

Hypothesis	Path Coefficients	UnStdzd. Coeff. B	S.E	r	R	Results
H1	LS → EP	+0.005	0.007	+0.550	-	Support
H2	WM → EP	+0.581	0.581	+0.825	-	Support
H3	LS; WM → EP	+0.663	1.923	-	+0.865	Support

Note: r, individual correlation; R, combined- simultaneous correlation.

Based on the data in Table 7, the research findings indicate that LS and WM have a positive influence on EP. LS and WP together have a positive influence on EP. Where WM has a stronger predictive ability for EP than LS in the model, this finding supports the hypothesis that all hypotheses, namely H1, H2, and H3, are accepted. Employee performance, as measured by employee work output, is greatly influenced by work motivation and leadership style, two basic predictors that are very important in HR practices and assessments in large-scale companies.

Discussion

Descriptively, the leadership style, work motivation, and performance of employees in this division are still in the poor category, or the respondents' scores are still hesitant. The leadership style demonstrated in the division remains inappropriate, both in its leadership characteristics and in its effectiveness in influencing and guiding employees to continue working in accordance with the procedures and rules set for each implementation of their duties and responsibilities. Employees are considered to have low work motivation. This is inseparable from whether their needs as employees, who are willing to work for various motives, are the driving force. In addition, employee performance is still considered quite low or not optimal, both in terms of abilities and skills, clarity of set work quality standards, adequate working time, and work results in terms of quantity and quality.

The findings from the regression model indicate that leadership style has a causal relationship and is likely to be positive. Any change in leadership style can lead to a corresponding change in employee performance. These results support the proposed hypothesis, namely H1, which was accepted. Leadership is the core of subordinate behavior, facilitated by the leader's managerial, instructional, and supervisory approaches. Leadership style is one of the important human resource behavioral factors that can encourage improved employee performance. This result is reinforced by a study by Adhan & Prayogi (2021), which concluded that leadership style partially has a positive effect on employee performance. Therefore, the leadership behavior of the right leader can influence behavior, improve employee performance. In fact, it will affect overall organizational performance (Suparman et al.,

2024). A leader's managerial skills must support and guide subordinates toward the path expected by the company. Firmansyah (2023) documented a review of common practices regarding good and bad employee performance behaviors that can reflect their leadership style, so that leaders need to implement behavioral patterns that can truly influence employees consciously to work optimally according to the compensation provided by the company, so that good performance becomes the ideal goal above operations towards company sustainability can be achieved. As suggested by (2018), leaders need to adopt a leadership style that focuses on building trusting relationships and understand the model of issuing work orders and supervising subordinates to improve employee performance. A democratic and transformative strategic leadership model is likely to have practical effects on employee performance, which, in turn, positively affects overall business performance (Alghizzawi et al., 2024).

The research findings also verified a strong causal relationship between work motivation and employee performance, with a positive value indicating a unidirectional effect. This finding supports the proposed hypothesis, and H2 is accepted: work motivation positively influences employee performance in this department. This confirms that work motivation is the basis for a high level of employee work readiness, with diligent adherence to work rules and SOPs significantly influencing employee performance. In fact, its influence on employee performance is greater and more dominant than the contribution of leadership style in this company, which is a large-scale business organization in the manufacturing industry. This result is reinforced by the findings of Firmansyah et al. (2021) and Hustia (2020), which conclude that motivation has a significant effect on employee performance. Work motivation is an important factor that contributes to both high and low employee performance. Leaders need to adopt a leadership style that focuses on building trusting relationships, and understand the model of giving work orders and supervising subordinates as a way to improve employee performance. Chien et al., (2020) stated that motivation is a fundamental strategic business priority that can effectively improve employee performance.

Meanwhile, the results of the exploration of the combined correlation parameters between leadership style and work motivation and employee performance are in the very strong category and meet the criteria for a relationship approaching +1 but still less than 0,9. This result means that if leadership style and work motivation increase simultaneously, employee performance will increase as well, and vice versa. Interestingly, employee work motivation plays a more dominant role in influencing changes in employee performance in this department than leadership styles do in large-scale business organizations. The summary of the Coefficient of determination model shows the simultaneous role of leadership style and work motivation in explaining their influence on employee performance variance, with predictive ability included in the strong category. This finding supports the proposed hypothesis H3 and the hypothesis is accepted that leadership style and work motivation together have a positive influence on employee performance in this department. This study comprehensively demonstrates that leadership style and work motivation are important foundations for improving employee performance in large and small companies alike, including small and medium enterprises (SMEs). The direction and style of leadership behavior in directing subordinates must be followed by various management that supports and motivates employees to work wholeheartedly so that

they can provide profitable results for the department strengthening the creation of the company's overall competitive advantage based on HR practices (Alghizzawi et al., 2024; Ohemeng et al., 2018). Motivation is a strong foundation that enables employees to work effectively in accordance with management directions and company regulations, demonstrating optimal behavior and completing work to consistently deliver the best performance (Chien et al., 2020).

The implication is that company leaders are highly responsible for managing and fostering work motivation and improving employee performance. Because leadership style and work motivation are important variables that affect employee performance. Good leadership behavior is behavior that is in line with the concept of great human beings, namely leadership behavior with all leadership styles that it applies can affect the work behavior of subordinates, employees and their achievements in a company, especially related to large-scale companies that already have the main function of management that is multi-division which is divided into several departments in carrying out its operations.

CONCLUSION

Descriptively, the leadership demonstrated by this division's leadership towards employees is still considered inappropriate. Work motivation is poor or still low, and employee performance is still considered poor or still low. The correlation between leadership style and employee performance is quite strong, and work motivation and employee performance are also strongly correlated. The results of the exploration of employee performance based on leadership style and work motivation confirm that these factors have a strong ability to explain and predict employee performance variance in large-scale companies. The research findings indicate that leadership style positively influences employee performance. Work motivation positively influences employee performance. However, work motivation has greater explanatory power than leadership style. Furthermore, the exploration of activity relationships also concludes that leadership style and work motivation together positively influence employee performance in large-scale companies. This study comprehensively demonstrates that leadership style and work motivation are two important foundations that synergize in the human resource management (HRM) process to improve employee performance, and that this is not only applicable in large companies but also in HRM practices across companies of various sizes.

This research can add and enrich insights into the employee performance literature and work motivation, which can affect employee performance. Leaders in a company are very responsible for managing and fostering work motivation and improving employee performance. Because leadership style and work motivation are important variables that affect employee performance. The limitations of the research are acknowledged: this research is difficult to conduct, as it works with population data methodologically. Therefore, from a methodological perspective, sample size, unit of analysis, and other factors that can affect employee performance should be considered for future research.

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