

The Influence of Leadership Style and Work Motivation on Employee Performance in the Oil Palm Processing Industry: A Study on PT Sawitmas Nugraha Perdana Sampit

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Abstract: Employee performance is a critical determinant of organizational competitiveness and sustainability, particularly in labor-intensive industries such as palm oil processing. Although previous studies have confirmed the importance of leadership style and work motivation in influencing employee performance, empirical findings remain inconsistent across organizational settings, indicating the need for further investigation in specific industrial contexts. Limited studies have also simultaneously examined the relative contribution of leadership style and work motivation in the Indonesian palm oil processing sector. This study aims to analyze the influence of leadership style and work motivation on employee performance at PT Sawitmas Nugraha Perdana Sampit. Using a quantitative approach with a cross-sectional design, data were collected from 38 employees through a saturated sampling technique and analyzed using multiple linear regression. The results reveal that leadership style has a positive and significant effect on employee performance ($\beta = 0.141$; $t = 2.358$; $p = 0.024$), while work motivation exerts a stronger positive effect ($\beta = 0.764$; $t = 8.698$; $p < 0.001$). Simultaneously, both variables significantly influence employee performance ($F = 68.367$; $p < 0.001$) and explain 79.6% of performance variation ($R^2 = 0.796$). The novelty of this study lies in providing empirical evidence from the palm oil processing industry, demonstrating that work motivation contributes more substantially to employee performance than leadership style. These findings enrich human resource management literature and offer practical implications for managers in designing leadership development and employee motivation strategies to improve organizational productivity.

Keywords: Leadership Style, Work Motivation, Employee Performance, Human Resource Management, Palm Oil Industry

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INTRODUCTION

The palm oil industry is one of the strategic sectors contributing significantly to Indonesia's economic growth, employment creation, and export revenues. As one of the world's largest palm oil producers, Indonesia relies heavily on the productivity and performance of human resources within palm oil processing companies to maintain competitiveness and operational efficiency. In labor-intensive industries such as palm oil processing, employee performance is critical to meeting production targets, maintaining product quality, and ensuring organizational sustainability.



PT Sawitmas Nugraha Perdana Sampit is a palm oil processing company operating in Central Kalimantan. Like many manufacturing organizations, the company faces challenges in human resource management, particularly maintaining employee performance amid rising production demands. Preliminary observations and internal discussions with management indicate several organizational issues, including communication barriers between supervisors and employees, variations in employee motivation levels, delays in task completion, and inconsistencies in work quality. These conditions suggest that leadership practices and employee motivation may influence performance outcomes and require further investigation.

Employee performance has been widely recognized as a key determinant of organizational effectiveness (Robbins & Judge, 2017). Previous studies have identified leadership style and work motivation as important antecedents of employee performance. Leadership style influences employee attitudes, behavior, and commitment through communication, direction, and decision-making processes (Yukl, 2013). Likewise, work motivation encourages employees to exert greater effort in achieving organizational goals (McClelland, 1987). However, empirical findings concerning the influence of leadership style and work motivation on employee performance remain inconclusive.

Several studies reported that leadership style has a significant positive effect on employee performance (Rohaeni, 2016; Adriyanti et al., 2023), while other studies found that the magnitude of the effect varies across industries and organizational contexts. Similarly, work motivation has consistently been associated with employee performance, yet the relative contribution of motivation compared to leadership style remains inconsistent across empirical studies. Most previous research has focused on service organizations, public institutions, or small business sectors, while evidence from the palm oil processing industry remains limited.

This condition creates a research gap. First, there is still inconsistency regarding the strength of the relationship between leadership style, work motivation, and employee performance across different organizational settings. Second, studies examining these variables within the Indonesian palm oil processing industry are relatively scarce. Third, limited empirical research has compared the relative contributions of leadership style and work motivation in explaining employee performance in labor-intensive agro-industrial organizations.

The novelty of this study lies in its focus on the palm oil processing industry, particularly PT Sawitmas Nugraha Perdana Sampit, which has received limited attention in previous human resource management studies. Unlike prior studies that examine only the significance of leadership and motivation, this study investigates the relative contributions of both variables in explaining employee performance. It provides empirical evidence from a strategic agro-industrial context. Therefore, this research contributes to the human resource management literature by extending existing evidence to the palm oil sector and offering practical insights for improving organizational performance through leadership development and employee motivation strategies.

Based on the aforementioned background, this study aims to analyze the influence of leadership style and work motivation on employee performance at PT Sawitmas Nugraha Perdana Sampit. The findings are expected to make theoretical contributions to the organizational behavior literature and to offer practical recommendations for managers to enhance workforce productivity and organizational effectiveness.

RESEARCH METHODS

Research Design

A quantitative methodology was applied in this study using an explanatory research design. This type of research is intended to evaluate cause-and-effect relationships among variables by testing hypotheses derived from established theories. Within the proposed research model, leadership style and work motivation function as the predictor (independent) variables, while employee performance represents the outcome (dependent) variable.

Research Site and Population

The research was conducted at PT Sawitmas Nugraha Perdana Sampit, a palm oil processing company in Central Kalimantan, Indonesia. The population consisted of all employees at the company during the research period, totaling 38.

Considering the limited number of employees in the target population, this study applied a saturated sampling (census) approach, in which every member of the population was selected as a research participant. Consequently, all 38 employees were included in the final sample.

Research Variables and Operational Definitions

This research investigated three main variables, consisting of two independent variables and one dependent variable. The study examined three variables:

Leadership Style (X1)

Leadership style refers to a leader's behavioral pattern in influencing, directing, and motivating employees to achieve organizational goals. The indicators were adapted from Kartono (2008):

1. Decision-making ability
2. Motivational ability
3. Communication skills
4. Ability to control subordinates
5. Responsibility
6. Emotional control

Work Motivation (X2)

In this study, work motivation is defined as the combination of intrinsic and extrinsic factors that encourage employees to carry out their responsibilities effectively and maintain high levels of job performance. The indicators employed to measure this construct were adopted from relevant previous studies from Sedarmayanti (2015):

1. Salary
2. Supervision
3. Work relationship
4. Recognition
5. Achievement

Employee Performance (Y)

Employee performance refers to the quality and quantity of work employees produce in carrying out assigned responsibilities. Indicators were adapted from Robbins and Judge (2017):

1. Quality of work
2. Quantity of work

3. Timeliness
4. Effectiveness
5. Independence

Questionnaire Development and Measurement Scale

Primary data were collected through a structured questionnaire distributed directly to respondents. The questionnaire items were developed based on previous empirical studies and established theoretical constructs.

All variables were measured using a five-point Likert scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Prior to data collection, the questionnaire was reviewed to ensure content validity and clarity of wording.

Data Collection Techniques

Data were collected through:

Observation

Direct observation was conducted to understand organizational conditions and employee work activities.

Questionnaire Survey

Structured questionnaires were distributed to all respondents to obtain quantitative data regarding leadership style, work motivation, and employee performance.

Documentation

Supporting documents, company reports, and organizational records were reviewed to strengthen research findings.

Validity and Reliability Testing

Validity Test

The validity of the research instrument was examined using the Pearson Product-Moment Correlation technique. Each questionnaire item was considered valid when its correlation coefficient was greater than 0.30 and the corresponding significance value (p -value) was less than 0.05.

Reliability Test

Instrument reliability was evaluated through Cronbach's Alpha analysis. A construct was regarded as reliable when the Cronbach's Alpha coefficient exceeded the minimum acceptable threshold of 0.60, indicating satisfactory internal consistency among the measurement items.

Classical Assumption Tests

Prior to estimating the regression model, a series of classical assumption tests was carried out to ensure that the data satisfied the underlying assumptions of multiple linear regression.

Normality Test

The normality of the residuals was assessed using both the Kolmogorov-Smirnov test and the Normal Probability Plot (P-P Plot). The data were considered to follow a normal distribution when the significance value was greater than 0.05, while the P-P Plot showed residuals distributed closely along the diagonal line.

Multicollinearity Test

To detect potential multicollinearity among the independent variables, Tolerance and Variance Inflation Factor (VIF) statistics were calculated. The regression model was considered free from multicollinearity when the Tolerance value exceeded 0.10 and the VIF value was below 10, indicating that the independent variables were not highly correlated.

Heteroscedasticity Test

Heteroscedasticity was examined using the Glejser test and scatterplot analysis. The model was considered homoscedastic when significance values exceeded 0.05 and no specific pattern appeared in the scatterplot.

Data Analysis Techniques**Descriptive Statistics**

Descriptive analysis was employed to describe respondent characteristics and summarize responses for each research variable.

Multiple Linear Regression Analysis

To examine the influence of leadership style and work motivation on employee performance, the following regression model was estimated:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y = Employee Performance

X_1 = Leadership Style

X_2 = Work motivation

α = Constant

β_1, β_2 = Regression Coefficients

ε = Error Term

Coefficient of Determination (R^2)

To evaluate the explanatory power of the regression model, the coefficient of determination (R^2) was employed. This statistic indicates the proportion of variance in employee performance that is jointly accounted for by leadership style and work motivation.

Partial Hypothesis Testing (t-test)

The t-test was conducted to evaluate the individual effect of each independent variable on employee performance. The hypothesis was accepted when the p-value < 0.05.

Simultaneous Hypothesis Testing (F-test)

The F-test was conducted to examine the simultaneous effect of leadership style and work motivation on employee performance. The proposed hypothesis was considered statistically supported when the p-value was less than 0.05.

Conceptual Framework

The conceptual framework of this study proposes that leadership style (X_1) and work motivation (X_2) directly influence employee performance (Y). Leadership style contributes through managerial direction, communication, and emotional control, whereas work motivation influences employees through recognition, achievement, supervision, and reward systems. Both variables are hypothesized to affect employee performance, individually and simultaneously, positively.

H1: Leadership Style positively affects Employee Performance.

H2: Work Motivation positively affects Employee Performance.

H3: Leadership Style and Work Motivation simultaneously affect Employee Performance.

Sugiyono (2014) stated that the conceptual framework will theoretically connect the research variables, namely, the independent variables and the dependent variables. In summary, a conceptual framework that explains the factors affecting Employee Performance, with Work Motivation as a moderating variable. The conceptual framework describes the influence of independent variables, namely Leadership Style (X_1) and Work Motivation (X_2), on the dependent variable, namely Employee Performance (Y). The conceptual framework of the research proposed in this study is described as follows:

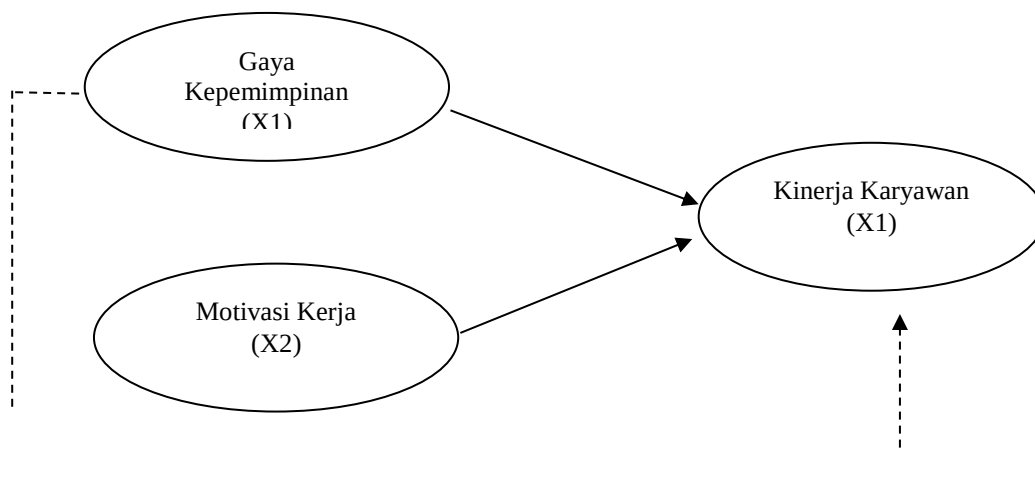


Figure 1. Conceptual Framework

Description :

—————→ : Partially influential
 -----→ : Affects simultaneously

Data source: Data created in 2024

Research Hypothesis

A hypothesis is a tentative statement developed from relevant theories to provide a preliminary explanation of the relationship between research variables. As stated by Sugiyono (2014), a hypothesis serves as a provisional answer to the research problem and requires empirical testing to determine its validity. Based on the theoretical framework and research objectives, the hypotheses proposed in this study are as follows:

H1: Leadership style has a positive and significant effect on employee performance at PT. A Tribute to the First Anniversary.

H2: Work motivation has a positive and significant effect on employee performance at PT. A Tribute to the First Anniversary.

H3: Leadership style and work motivation simultaneously have a positive and significant effect on employee performance at PT. A Tribute to the First Anniversary.

RESULTS AND DISCUSSION

Results of the Validity Test of Research Instruments

Instrument validity refers to the extent to which a measurement instrument accurately measures the construct it is intended to assess. According to Sugiyono (2013), a valid instrument is one that is capable of producing accurate and reliable measurements. In this study, the validity test was conducted to evaluate the ability of the questionnaire items to measure the constructs of leadership style (X_1), work motivation (X_2), and

employee performance (Y). Statistical analysis was performed using IBM SPSS Statistics version 25.0.

Following the criteria proposed by Sugiyono (2013), a questionnaire item was considered valid when the correlation coefficient exceeded 0.30 and the corresponding significance value (p -value) was below 0.05. Conversely, items with correlation coefficients below 0.30 were regarded as invalid. The validity analysis was based on responses collected from 38 respondents, and the results of the instrument validity test are presented below

Table 1. Results of the Validity Test of Research Instruments

Validity	n	Correlation	Signifikan	Remarks
X1.1 Leadership Style	38	0.587 > 0.3	0.000 < 0.05	Valid
X1.2 Leadership Style	38	0.814 > 0.3	0.000 < 0.05	Valid
X1.3 Leadership Style	38	0.665 > 0.3	0.000 < 0.05	Valid
X1.4 Leadership Style	38	0.680 > 0.3	0.000 < 0.05	Valid
X1.5 Leadership Style	38	0.644 > 0.3	0.000 < 0.05	Valid
X1.6 Leadership Style	38	0.474 > 0.3	0.003 < 0.05	Valid
X2.1 Work Motivation	38	0.679 > 0.3	0.000 < 0.05	Valid
X2.2 Product Work Motivation	38	0.591 > 0.3	0.000 < 0.05	Valid
X2.3 Product Work Motivation	38	0.791 > 0.3	0.000 < 0.05	Valid
X2.4 Product Work Motivation	38	0.592 > 0.3	0.000 < 0.05	Valid
X2.5 Product Work Motivation	38	0.506 > 0.3	0.001 < 0.05	Valid
Y1 Employee Performance	38	0.595 > 0.3	0.000 < 0.05	Valid
Y2 Consumer Employee	38	0.633 > 0.3	0.000 < 0.05	Valid
Y3 Consumer Employee	38	0.733 > 0.3	0.000 < 0.05	Valid
Y4 Consumer Employee	38	0.533 > 0.3	0.001 < 0.05	Valid
Y5 Employee Performance	38	0.659 > 0.3	0.000 < 0.05	Valid

As presented in Table 1, all questionnaire items designed to measure the constructs of Leadership Style, Work Motivation, and Employee Performance produced correlation coefficients exceeding 0.30, with corresponding significance values below **0.05**. These results confirm that every measurement item satisfies the established validity criteria and is appropriate for assessing its intended construct. Accordingly, the research instrument demonstrates satisfactory construct validity and is suitable for use in subsequent statistical analyses.

Results of the Instrument Reliability Test

Reliability analysis was conducted to evaluate the internal consistency of the research instrument. According to Sugiyono (2013), an instrument is considered reliable when it yields consistent results across repeated measurements under similar conditions. In this study, reliability was assessed using Cronbach's Alpha with the assistance of IBM SPSS Statistics version 25.0. Following Sugiyono's (2013) recommendation, a Cronbach's Alpha coefficient of 0.60 or higher indicates acceptable reliability, whereas values below **0.60** suggest that the instrument lacks sufficient internal consistency. The reliability analysis was performed using responses from **38 participants**, and the results are presented in the following table:

Table 2. Results of the Reliability Test of Research Instruments

Variabel	Alpha Cronbach (α)	Remarks
Leadership Style (X1)	0,701 > 0,6	Reliabel
Work Motivation (X2)	0,612 > 0,6	Reliabel
Employee Performance (Y)	0,603 > 0,6	Reliabel

As shown in Table 2, all research variables achieved Cronbach's Alpha coefficients above the recommended minimum value of 0.60, indicating acceptable internal consistency. Specifically, the Leadership Style variable recorded a reliability coefficient of 0.701, followed by Work Motivation with 0.612, and Employee Performance with 0.603. Since all coefficient values exceed the established threshold, the measurement instrument can be considered reliable. These findings confirm that the questionnaire provides consistent measurements and is appropriate for collecting data and supporting subsequent statistical analyses.

Normality Test

Table 3. Normality Test Results

Test	Sig. Value	Criterion	Conclusion
Kolmogorov-Smirnov	0.200	>0.05	Normal

The Kolmogorov-Smirnov test yielded a significance value greater than 0.05, indicating that the residuals are normally distributed. Therefore, the normality assumption required for multiple linear regression analysis has been satisfied.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF
Leadership Style	0.742	1.347
Work Motivation	0.742	1.347

Table 4 shows that all tolerance values exceed 0.10 and VIF values are below 10. These findings indicate the absence of multicollinearity among the independent variables, suggesting that Leadership Style and Work Motivation provide distinct explanatory information in the regression model.

Heteroscedasticity Test

Table 5. Glejser Test Results

Variable	Sig.
Leadership Style	0.312
Work Motivation	0.518

The significance values of all independent variables exceed 0.05, indicating that heteroscedasticity is not present. Consequently, the regression model fulfills the homoscedasticity assumption.

Data Analysis Results

Results of Destructive Analysis

The analysis in this study is differentiated based on gender, age, and level of education:

1. By Gender

Regarding the gender-based characteristics in Table 4.1 of this study, male respondents accounted for 31 (81.58%) of the total 38 respondents, and female

respondents accounted for 7 (18.42%). In this case, PT. Sawitmas Nugraha Perdana Sampit has more male employees than women.

2. By Age

For age-based characteristics in Table 4.2 of this study, respondents under 20 years old are absent or 0%, respondents aged 20 to 30 years are 16 people or 42.1%, respondents aged 31 to 40 years are 10 people or 26.3%, and respondents over 40 years old are 12 people or 31.6%. In this case, PT. Sawitmas Nugraha Perdana Sampit has the most employees aged 20 to 30, with 16 out of 38 respondents. The characteristics of the respondents aged 20 to 30 were as follows: 16 people.

3. Based on Recent Education

According to Table 4.3 of this study, the majority of respondents at the last level of education were high school graduates, totaling 18 people (47.4%). The S1 level accounted for 13 people (34.2%), the elementary level for 1 person (2.6%), and from the S2, D3, and junior high school levels, 2 people each (5.3%) of the total 38 respondents. In this case, PT. Sawitmas Nugraha Perdana Sampit has the most employees with a high school education, with 18.

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis was performed to examine the effect of the independent variables on the dependent variable. The analysis was conducted using **IBM SPSS Statistics version 25.0**, which was employed to estimate the regression model and evaluate the relationships among the study variables. The results of the regression analysis are presented in the following table:

Table 6. Multiple Linear Regression Test Results

Variabel	B	Beta	T	Sig
Konstan	1.417		.972	.338
Leadership Style (X1)	.141	.208	2.358	.024
Work Motivation (X2)	.764	.769	8.698	.000
R	=	0,892		
R Square (R2)	=	0,796		
Other variables	=	0,204		
Adjusted R-Square	=	0,785		
F Calculate	=	68,367		
Significant f	=	0,000		

Error Rate = 5% (0.05)

Table 6 demonstrates that both Leadership Style and Work Motivation positively affect Employee Performance. The coefficient of Leadership Style ($\beta = 0.141$) indicates that improvements in managerial communication, decision-making, and emotional control contribute to enhanced employee performance. More importantly, Work Motivation exhibits a substantially larger coefficient ($\beta = 0.764$), suggesting that motivational factors play a more dominant role in shaping employee performance within PT Sawitmas Nugraha Perdana Sampit. These findings imply that employees respond more strongly to motivational incentives than to leadership practices alone.

Results of the Correlation Coefficient Analysis (r)

Correlation analysis was conducted to determine the strength and direction of the relationship between two or more research variables. The correlation coefficient (r)

indicates both the magnitude and direction of the association. A positive coefficient signifies that the variables move in the same direction, whereas a negative coefficient indicates an inverse relationship. The closer the coefficient is to +1 or -1, the stronger the relationship between the variables. Conversely, a coefficient approaching 0 suggests a weak or negligible association.

According to Sugiyono (2013), the interpretation of the correlation coefficient is classified as follows:

- a. 0.00–0.199: Very weak relationship
- b. 0.20–0.399: Weak relationship
- c. 0.40–0.599: Moderate relationship
- d. 0.60–0.799: Strong relationship
- e. 0.80–1.00: Very strong relationship

The correlation coefficients in this study were calculated using IBM SPSS Statistics version 25.0, and the results are presented in the following table:

Table 7. Correlation Test Results (r) and Determination (R²)

Model Summary				
Models	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	,892a	,796	,785	,741
a. Predictors: (Constant), X2, X1				

Based on Table 4 above, the correlation coefficient (r) of 0.892 indicates that the variables leadership style (X1) and work motivation (X2) together have a very strong positive relationship with employee performance at PT. From the very beginning, it was the first time that SmackDown.

The coefficient of determination ($R^2 = 0.796$) indicates that Leadership Style and Work Motivation collectively explain 79.6% of the variance in Employee Performance. This proportion is considered substantial in behavioral and organizational research, demonstrating that the proposed model has strong explanatory power. The remaining 20.4% may be attributed to factors not included in this study, such as organizational culture, compensation systems, work discipline, job satisfaction, and work stress.

Results of Determination Coefficient Analysis (R²)

As shown in Table 4, the regression model produced an R^2 value of 0.796, suggesting that 79.6% of the variability in employee performance can be explained by the combined effects of leadership style and work motivation. The remaining 20.4% is explained by other determinants not examined in the present study, including factors such as work stress, work discipline, compensation, incentives, organizational culture, and other relevant variables.

Hypothesis Testing Results

The proposed hypotheses were evaluated using both partial (*t*-test) and simultaneous (*F*-test) statistical analyses. The results of the hypothesis testing are presented as follows.

Partial Significance Test (*t*-Test)

The *t*-test was conducted to examine the individual effect of each independent variable—Leadership Style (X₁) and Work Motivation (X₂)—on the dependent variable, Employee Performance (Y). The statistical analysis was performed using IBM SPSS Statistics version 25.0, and the results are summarized in the following table:

Table 8. T-Test Results (Partial)

		Coefficients ^a		t	Sig.
Model		Unstandardized Coefficients	Standardized Coefficients		
	B	Std. Error	Beta		
1	(Constant)	1,417	1,458	,972	,338
	X1	,141	,060	,208	,024
	X2	,764	,088	,769	,000

a. Dependent Variable: Y

1. The leadership style calculation is 2.358, and the significance level is 0.024. The value of the table can be obtained by the formula $df = n - k - 1 = 38 - 3 - 1 = 34$ with $\alpha = 0.05$: $2 = 0.025$ (2-sided test). So that a t-table of 2.03224 is obtained (appendix to table t). For the leadership style variable (X1), the t-calculated value is greater than the t-table value ($2.358 > 2.03224$), and the significance level of the leadership style variable (X1) is $0.024 < 0.05$. H_0 is rejected, and H_a is accepted, indicating that the leadership style variable (X1) influences the employee performance variable (Y). Thus, the hypothesis states that leadership style (X1) influences employee performance (Y) at PT. Sawitmas Nugraha Perdana Sampit is proven.
2. The work motivation rate was 8.698, and the significance level was 0.000. The value of the table can be obtained by the formula $df = n - k - 1 = 38 - 3 - 1 = 34$ with $\alpha = 0.05$: $2 = 0.025$ (2-sided test). So that a t-table of 2.03224 is obtained (appendix to table t). For the work motivation variable (X2), the t-count value is $>$ t-table ($8.698 > 2.03224$), and the work motivation variable (X2) is significant at the $0.000 < 0.05$ level. H_0 is rejected, and H_a is accepted, indicating that the work motivation variable (X2) influences the employee performance variable (Y). Thus, the hypothesis states that motivational work (X2) influences employee performance (Y) at PT. Sawitmas Nugraha Perdana Sampit is proven.

The significant influence of Leadership Style supports the perspective of transformational leadership theory, which emphasizes leaders' role in inspiring and directing employee behavior. Meanwhile, the stronger effect of Work Motivation confirms McClelland's motivation theory, suggesting that employees with higher motivation levels are more likely to demonstrate superior work performance. The dominance of motivation over leadership indicates that reward systems, recognition, and opportunities for achievement may be more influential drivers of performance within labor-intensive industrial environments.

F-test results (simultaneous test)

A simultaneous significance test (*F*-test) was employed to assess the combined influence of Leadership Style and Work Motivation on Employee Performance. The statistical analysis was carried out using IBM SPSS Statistics version 25.0, and the results are summarized in the following table.

Table 9. F-test results (Simultaneous)

		ANOVA			
Model		Sum of Squares	df	Mean Square	F
1	Regression	75,010	2	37,505	68,367
	Residual	19,200	35	,549	
	Total	94,211	37		

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on the results of the simultaneous (F) test, the calculated F -statistic was 68.367 with a significance value (p -value) of 0.000. Using a significance level of $\alpha = 0.05$, the critical F -value was 3.28, determined from the degrees of freedom ($df_1 = 2$ and $df_2 = 34$). Since the calculated F -value (68.367) is substantially greater than the critical value (3.28) and the associated p -value is less than 0.05, the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_3) is accepted. These findings indicate that Leadership Style and Work Motivation simultaneously exert a positive and statistically significant influence on Employee Performance.

The significant result of the simultaneous test demonstrates that employee performance is jointly determined by leadership practices and employee motivation rather than by either factor in isolation. This finding highlights the importance of adopting an integrated managerial approach that combines effective leadership with strategies designed to enhance employee motivation. Consequently, organizations seeking to improve employee performance should strengthen both leadership effectiveness and motivational practices, as focusing on only one of these aspects may not produce optimal organizational outcomes.

CONCLUSIONS AND RECOMMENDATIONS

This study investigated the effects of leadership style and work motivation on employee performance at PT Sawitmas Nugraha Perdana Sampit. The empirical findings indicate that both variables have positive and statistically significant effects on employee performance, both independently and when examined simultaneously. Among the independent variables, work motivation was identified as the strongest predictor of employee performance, suggesting that motivational factors—including recognition, achievement, supervision, and compensation—play a crucial role in enhancing employees' work outcomes.

This research extends the human resource management literature by providing empirical evidence from Indonesia's palm oil processing sector, an industry that remains underrepresented in organizational behavior studies. The results highlight the importance of combining effective leadership practices with strategies that foster employee motivation to achieve higher levels of organizational performance.

From a managerial perspective, the findings emphasize the need for organizations to implement policies that not only strengthen leadership competencies but also create a supportive work environment capable of sustaining employee motivation. By adopting an integrated approach to leadership development and motivational management, companies can enhance employee productivity, improve organizational effectiveness, and strengthen their long-term competitive advantage in the palm oil industry.

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