THE INFLUENCE OF LEADERSHIP STYLE, WORK FACILITIES, AND SALARY ON EMPLOYEE MOTIVATION

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Abstract
This study analyzes the influence of leadership styles, technology-based workplace facilities, and salary systems on employee work motivation at PT. Elektrindo Sarana Abadi. In the context of a fluctuating economy, companies must maintain operational stability and sustainability. The workforce is a key element in achieving organizational goals, and adaptive leadership styles, adequate workplace facilities, and fair compensation systems significantly influence work motivation. This quantitative research employs multiple linear regression analysis using SmartPLS ver.4. The sample consists of 100 respondents who are PT employees. Elektrindo Sarana Abadi. The findings indicate that digital leadership styles, workplace facilities, and salary significantly affect employee work motivation. Collectively, these three variables also have a significant impact on work motivation. The study emphasizes the importance of developing leadership training programs to enhance managerial skills and employee motivation, conducting regular audits, and improving workplace facilities. Additionally, adjusting salary structures and incentive systems to ensure employees feel financially appreciated is crucial. Implementing a regular performance evaluation system and utilizing employee feedback for continuous improvement are also recommended. The study concludes that flexible and adaptive leadership approaches, adequate workplace support, and fair compensation systems enhance employee motivation in a technologically connected work environment. Future research should explore other factors influencing work motivation and expand the research object to different industry contexts.
Keywords: leadership style, work facilities, incentives, work motivation

INTRODUCTION
The improvement of the national economy has a positive impact on improving the welfare of people, ranging from rural residents to urban communities. The business sector faces significant challenges today due to open competition between domestic and foreign government agencies (Bandono et al., 2022). Therefore, the economic condition of a country becomes a complex battlefield. With the fluctuating economic situation, government agencies face difficulties in making predictions. This encourages various business actors to maintain stability and existence when carrying out activities in government institutions sustainably. Therefore, implementing operations in government agencies must be responsive to changes and market fluctuations, especially those that can affect the condition of government institutions (Pandini & Hwihanus, 2024).

The workforce has a very important role in an organizational entity because they are the foundation and the main driver for the organization in achieving the goals that have been set. Without an adequate workforce presence, an organization's ability to effectively achieve its goals will be hampered (Shantini Rumbi et al., 2021). Therefore, the existence of a workforce is very vital for the smooth operation of an organization. The effectiveness of an organization's performance is highly dependent on the performance of the individual, which in turn will affect the overall success and productivity of the organization. The success of an organization in achieving its goals will be largely determined by the positive performance of its team members. Conversely, the inability of team members to meet the performance standards desired by the organization can be a serious obstacle to achieving the goals that have been set (Nalim et al., 2020).

Motivation is the driving force that inspires a person to work together, perform effectively, and integrate fully with their efforts to achieve positive results and satisfaction. Thus, motivation discusses strategies to direct the potential and energy of subordinates so that they are willing to work productively and successfully achieve the goals set (Sartika et al., 2023). In influencing, motivating, guiding, directing, and mobilizing Human Resources (HR) to achieve optimal performance, a leader with the right leadership style is needed. This leadership style involves leaders who can adapt to the situation and conditions of the organization, as well as be flexible in responding to the maturity level of subordinates and the dynamics of the work environment (Handayani, 2021). This approach is by the demands of global competition conditions that are constantly changing and demand high adaptability to environmental changes. Therefore, a leader must be able to implement appropriate leadership styles to ensure immediate improvement in employee performance.

Employee performance efficiency is closely related to the condition of work facilities and work environment. Facilities can be interpreted as any form that facilitates and accelerates the implementation of all business activities (Ryanda & Indrawan, 2023). Factors that facilitate business activities can be goods or money, so in this context, facilities can involve the equipment and facilities available in the office. Work facilities include all forms of physical support in the company's activities, are used in the company's operational routine, have a relatively permanent duration of use, and provide benefits for some time to come. Work facilities are crucial for the continuity of the company's operations because they can support employees, including in completing work tasks. With a relatively permanent duration of use, work facilities also provide long-term benefits that enrich the sustainability of the company's activities. Therefore, work facilities support employee performance and the company's overall operations.

A flexible payroll system, known as a Salary, is another instrument that significantly impacts employee work motivation. Salary, or rewards related to individual or group performance, have become a major focus in modern corporate compensation strategies. Salary includes various rewards, such as bonuses, incentives, and performance allowances, that can vary based on achieving specific goals or work results. This system aims to provide incentives to employees to perform better and achieve the targets set by the Company (Hijuzaman et al., 2022). In this context, it is important to understand how salary can motivate employees, improve individual performance, and, in turn, support organizational goals.

Compensation fairness is one of the key factors that need to be considered in evaluating the influence of Salary on the employee's work motivation. This fairness includes distributive (fair distribution of rewards), procedural (transparent and consistent reward determination process), and interactional (clear and respectful communication) (Suwardi., et al. 2024:73). Compensation fairness is the main foundation in creating a positive perception related to Salary so that employees feel valued and encouraged to make the best contribution.

The research (Vahera & Onsardi 2021) explained that leadership style and motivation positively and significantly affect employee work. This is in line with research conducted by (Anggrayny et al., 2022), which resulted in research on leadership style, financial compensation, work motivation, and work environment that positively and significantly affect employee performance. While there is a lot of research on traditional leadership styles, such as transactional and transformational, and their effects on work motivation, there hasn't been much research specifically exploring how digital or technological leadership styles impact employee motivation. Additionally, with the development of technology and changes in how people work, it is important to consider how technology-enabled work facilities can affect employee work motivation. In addition, studies that pay attention to the influence of Salary or financial incentives also need to look at how contextual factors, such as

organizational culture or company values, can moderate the relationship between variable pay and work motivation. As such, there is a need for more in-depth and contextual research on how these factors interact in modern work contexts that are increasingly connected to technology.

Problem Formulation

Based on the problems described above, the formulation of the problem is as follows:

1. Does leadership style affect employee motivation in an increasingly technology-connected work environment?
2. Do technology-enabled work facilities significantly impact employee motivation, and how do they interact to create a conducive work environment?
3. What is the effect of Salary on employee work motivation, and to what extent does compensation fairness play a role in the relationship?
4. How does Leadership Style, Work Facilities, and Salary affect Work Motivation?

Research Objectives

Based on the description of the problem formulation, the research objectives to be achieved are as follows:

1. Analyze the influence of digital leadership style or technology on employee motivation in an increasingly connected work environment.
2. Analyze the impact of technology-enabled work facilities on employee work motivation and analyze their interactions in creating a conducive work environment.
3. Analyze the influence of Variable Pay on employee work motivation and evaluate the role of compensation fairness in the relationship.
4. Analyze how Leadership Style, Work Facilities, and Salary affect Work Motivation.

Research Benefits

Theoretical Aspects

From a theoretical perspective, this research has the potential to enrich and expand the understanding of authors and readers about human resource management and leadership, especially in the context of the relationship between digital leadership styles, technology work facilities, variable pay, and employee motivation. This research can contribute to the academic and theoretical literature by focusing on these dynamics, opening opportunities for new perspectives and conceptual frameworks.

Practical Aspects

From a practical perspective, this research has the potential to provide useful guidance for practitioners and managers in designing more effective human resource management strategies. The results of the research can help organizations optimize leadership policies, improve technology-based work facility infrastructure, and design compensation systems that support employee motivation and performance. With a better understanding of these factors, companies can improve their productivity, innovation, and competitiveness in the digital age while improving the quality of the work environment. In addition, this research can positively contribute to the sustainability of the company's operations by increasing efficiency and optimizing employee potential.

RESEARCH METHODS

The method used in this study is to determine the influence of leadership style, work facilities, and variable pay on employee performance motivation based on the background described, namely by using a quantitative method. The quantitative method, according to (Carl & Louise, 2003:16), is a research method based on the philosophy of positivism, which is used to research a certain population or sample, the use of data using research instruments, and statistical analysis to fulfil a hypothesis that has been determined. Applied. According to (Clive et al., 2004:18), Quantitative Research is an empirical study approach to collecting,

analyzing, and presenting data in numerical form. Quantitative researchers measure the gradation of quality into numerical scales that allow for statistical analysis.

In this study, the researcher uses a problem formulation technique with a descriptive analysis of the cause-and-effect relationship. According to (Moleong, 2007:4), Descriptive analysis is a data analysis technique that guides research to explore or look at the entire social situation to be studied broadly and in-depth. A causal relationship is a causal relationship between two variables: the independent variable that affects and the bound variable that is influenced (Sugiyono, 2016:61). This study uses independent variables, namely product innovation and product quality. The dependent variable of this research is a competitive advantage.

Population and Sample

Population

According to Sugiyono (2016:80), a population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher. A population is not just a number but includes all the characteristics that the subject/object has. Based on this definition, the target population in this study is employees at PT. The exact number of Elektrindo Sarana Abadi is not yet known.

Sample

According to (Sugiyono, 2016:80), the sample is part of the number and characteristics possessed by the population. If the population is large, then researchers can't study everything in that population, so researchers use samples taken from that population. Therefore, samples taken from the population must be representative. Based on the above understanding, it can be concluded that the research sample is employees at PT. Elektrindo Sarana Abadidan sampling was carried out through online questionnaires distributed to customers. Currently, the number of its population is unknown. In determining the number of samples that could represent an unknown population, the researchers used the formula (Hair et al., 2019:5)where the sample size, if too large, will make it difficult to get a suitable model. It is recommended that the appropriate sample size is between 100-200 respondents so that interpretation estimates can be used with *Structural Equation Model* (SEM). For this reason, the number of samples will be determined based on the results of the minimum sample calculation. Determination of the minimum sample quantity for SEM according to (Hair et al., 2019:5) be:

Number of indicators x (5 to 10 times). Based on these guidelines, the minimum sample size for this study is:

$$\text{Minimum Sample} = 20 \times 5 = 100 \text{ respondents}$$

Based on the formula above, the minimum sample number in this study is 100 respondents who are employees at PT. Elektrindo Sarana Abadi.

Sampling Techniques

According to Sugiyono (2016:81), the sampling technique determines the sample used in the research. The sample used for research *is determined by using probability sampling* and *non-probability sampling*. *Probability sampling* is a method of random sampling that allows all people or parts of the population to be sampled by the study. *Non-probability sampling* is a method that does not provide equal opportunities to members of the population, and the determination is not random. This study uses *non-probability sampling*, and the sampling method is *Purposive Sampling*. According to (Sugiyono, 2016:85), *Purposive Sampling* is a sampling technique with certain considerations. This means that this sampling is based on people who can provide information according to

several criteria determined by the researcher. In this study, four criteria for becoming a respondent were determined, namely:

1. Participants are employees at one of PT. Elektrindo Sarana Abadi.
2. Participants are millennials, men, and women with an age range of 17 - 40 years.

Data Collection Techniques

According to Kurniawan (2018), a Data collection method is a method or technique that is implemented to collect data. Data is collected to obtain information that can achieve the research objectives. While collecting research data, the researcher entered several questionnaire questions into the Google Form. Then, the researcher disseminated the questionnaire personally and publicly in the form of a Google Form link through the researcher's social media, such as Instagram, WhatsApp, and Line, which was then redistributed through several respondents who wanted to participate in spreading the questionnaire link. In addition, data collection, according to Sugiyono (2019:137), can be implemented in various settings, methods, and sources. This study's primary and secondary data sources are primary and secondary.

a. Primary Data

According to Sugiyono (2019:194), primary data is data obtained directly through interviews, observations, and questionnaires distributed on samples that are in accordance with the target and are also assessed as representative of the research population. The primary data source that will be used in this study is a questionnaire *online* using *Google Forms*.

b. Secondary Data

According to Sugiyono (2019:194), secondary data is data obtained indirectly from other parties related to research, such as company history, scope, organizational structure, and other literature as well as sites on the Internet.

RESULTS AND DISCUSSION

The Partial Least Square analysis in this study was carried out with the help of SmartPls Software version 4.0. according to Ghozali (2018: 4), In general, model evaluation in Partial Least Square analysis is the evaluation of model measurements (outer model) and evaluation of structural models (inner model). The measurement model (*Outer Model*) is used to assess the validity and realism of the model. The validity test is carried out to determine the ability of the research instrument to measure what should be measured (Cooper & Schindler, 2014). at the same time, the structural model (inner model*)* is a structural model to predict causal relationships between latent variables. Through the bootstrapping process, T-statistic test parameters are obtained to predict the existence of causality relationships. The structural model (inner model) was evaluated by looking at the percentage of variants described by the R2 value for the dependent variable using the Stone-Geisser Q-square test (Stone, 1974; Geisser, 1975 in Chin, 2010).

In this study, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS 4.0 program. The following is a model scheme of the PLS program.

Validity and Reliability Test

The validity and reliability test of regression in SmartPLS ver four was carried out by paying attention to four outer model measurement criteria: *Convergent Validity*, *Discriminant Validity*, *Composite Reliability*, and *Cronbach Alpha*. The model of this research can be seen in the following figure:
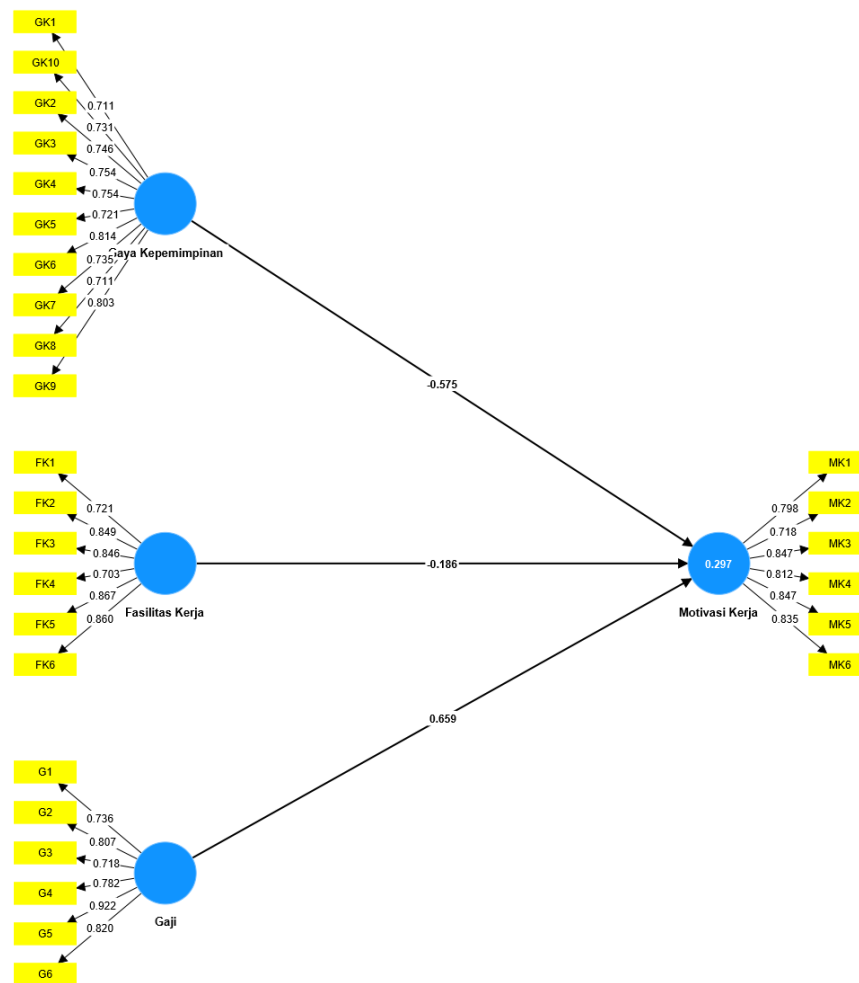
Figure 1. Outer Model
Source: Primary Data Processed (2024)

Convergent Validity

In testing *convergent validity,* the outer loading *or* loading factor *value is used*. An indicator is declared to meet *convergent validity* in the good category if the outer loading value > 0.7. The following are the outer loading values of each indicator in the research variables:

Table 1. *Outer Loading*

Variable	Indicators	*Outer Loading*	Information
Leadership Style	GK1	0,711	Valid
	GK2	0,746	Valid
	GK3	0,754	Valid
	GK4	0,754	Valid
	GK5	0,721	Valid
	GK6	0,814	Valid
	GK7	0,735	Valid
	GK8	0,711	Valid
	GK9	0,803	Valid
	GK10	0,731	Valid
Work Facilities	FK1	0,721	Valid
	FK2	0,849	Valid
	FK3	0,846	Valid

Variable	Indicators	*Outer Loading*	Information
	FK4	0,703	Valid
	FK5	0,867	Valid
	FK6	0,860	Valid
	G1	0,736	Valid
	G2	0,807	Valid
Salary	G3	0,718	Valid
	G4	0,782	Valid
	G5	0,922	Valid
	G6	0,820	Valid
	MK1	0,798	Valid
	MK2	0,718	Valid
Work Motivation	MK3	0,847	Valid
	MK4	0,812	Valid
	MK5	0,847	Valid
	MK6	0,835	Valid

Source: Primary Data processed (2024)

Based on the outer loading measurement results on the reflective indicators, most of the research indicators have met the criteria to be used as variable measurement indicators because they have an *outer loading* value greater than 0.7 (outer loading > 0.7), so all indicators are declared feasible or valid to be used for further research analysis.

Discriminant Validity

Discriminant Validity ensures that each concept of a latent variable/construct is different from other latent variables. The most recent measurement is best to look at the *Heretroit-Monotraite Ratio* (HTMT) value. If the HTMT value < 0.90, a construct has good discriminatory validity (Sarstedt et al., 2019). Test results *Discriminant variability* can be seen in the image below:

Table 2. Heterotraite – Monotraite Ratio (HTMT)

Variable	FK	G	GK	MK
FK				
G	0,706			
GK	0,197	0,524		
MK	0,210	0,225	0,279	

Source: Primary Data processed (2024)

Based on Table 4.11, it can be seen that the HTMT ratio of all variables has an HTMT value smaller than 0.9 (HTMT<0.9), so it can be said that all variable constructs have good *discriminant* values.

Another method of measuring *discriminate validity* is to look at the value *square root of average variance extracted* (AVE). The recommended value is above 0.5 (Ghozali, 2015). The following are the AVE values in the study produced in the following table:

Table 3. Average Variant Extracted (AVE)

Variable	AVE
Leadership Style (GK)	0,561
Work Facilities (FK)	0,657
Salary (G)	0,640
Work Motivation (MK)	0,657

Source: Primary Data processed (2024)

Based on Table 4.12 above, it is known that all research variables have met the standard value of AVE above 0.5 (AVE > 0.5). The Leadership Style variable (GK) has an AVE value of 0.561, the Work Facilities variable (FK) has an AVE value of 0.657, the Salary variable (G) has an AVE value of 0.640 and the Work Motivation variable (MK) has an AVE value of 0.657. Based on the consideration of the AVE value owned by each variable, it can be concluded that all variables meet the *discriminant validity* value with an AVE value greater than 0.5. Thus, it can be stated that each variable has good *discriminant validity*.

Composite Reliability

The next test is *composite reliability* from the indicator block that measures the construct. A construct is considered *reliable* if the value *composite reliability* is above 0.70 (Ghozali, 2015). Here are the results *of the Outer Model*, which shows *the composite rel*iability of each construct:

Table 4. Composite Reliability

Variable	*Composite Reliability*
Leadership Style (GK)	0,903
Work Facilities (FK)	0,934
Salary (G)	0,984
Work Motivation (MK)	0,907

Source: Primary Data processed (2024)

Based on table 4.13 shows satisfactory *composite reliability* results; namely, the Leadership Style (GK) variable has a *composite reliability* value of 0.903, the Work Facilities (FK) variable has a *composite reliability* value of 0.934, the Salary variable (G) has a *composite reliability* value of 0.984, and the Work Motivation variable (MK) has a *composite reliability* value of 0.907. The results show that the *composite reliability* value of all variables is greater than 0.7, where this research variable can be said to have high reliability.

Cronbach Alpha

The reality test with *composite reliability* can be reinforced using the *Cronbach Alpha*. A variable can be declared reliable or meet *Cronbach Alpha* if it has a value *of Cronbach Alpha* > 0.7 (Ghozali, 2015). The following are the values of *Cronbach Alpha* of each variable:

Table 5. Cronbach Alpha

Variable	*Cronbach Alpha*
Leadership Style (GK)	0,915
Work Facilities (FK)	0,899
Salary (G)	0,899
Work Motivation (MK)	0,896

Source: Primary Data processed (2024)

Based on the above data presentation in Table 4.14, the *Cronbach alpha* value of each research variable is> 0.7. Thus, these results show that each of the research variables has met the requirements of *the Cronbach alpha* value, so it can be concluded that the entire variable has a high level of reliability.

Classic Assumptions

Normality Test

Table 6. Normality Test Results

Variable	Excess Kurtosis	Skewness
Leadership Style	-1.106	-0.336
Work Facilities	1.335	-0.541
Salary	0.309	0.019
Work Motivation	0.907	-0.612

Source: Primary Data processed (2024)

Based on Table 4.15, the results of the normality test showed that the overall data of the research variables, including leadership style, work facilities, salary, and work motivation, have kurtosis and skewness values smaller than 2 and -2 (< 2 and -2) so that this study can be said to have data that is normally distributed or the variables in this study can be used for research.

Multicollinearity Test

Table 7. Multicollinearity Test Results

Variable	VIF
Leadership Style	1.283
Work Facilities	1.320
Salary	1.218

Source: Primary Data processed (2024)

Based on table 4.16 shows the results of multicollinearity of independent or independent variables with VIF values less than 10 (<10) in each variable of 1,283, 1,320, and 1,218. This shows that the study did not have symptoms of multicollinearity.

Heteroscedasticity Test

Table 8. Heteroscedasticity Test Results

	Test-Statistic	Df	P Value
Breusch-Pagan Test	7.381	3	0,061

Source: Primary Data processed (2024)

Based on Table 4.17, the results of the heteroscedasticity of the study were shown with a P value of 0.061, where the value was greater than 0.05 (0.061>0.05). These results illustrate that this research model does not experience symptoms of heteroscedasticity.

Multiple Linear Regression
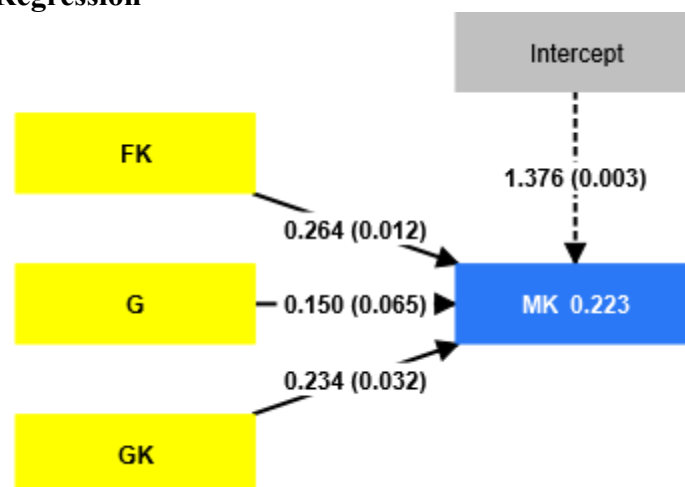
Figure 2. Multiple Linear Regression Models

Source: Primary Data processed (2024)

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Table 9. Multiple Linear Regression Results

Variable	Unstandardized Coefficients	Standardized Coefficients	T Value	P value
Leadership Style	0,234	0,211	2,168	0,032
Work Facilities	0,264	0,254	2,568	0,012
Salary	0,150	0,177	1,866	0,065
Intercept	1,376	0,000	2,991	0,003

Source: Primary Data processed (2024)

Based on Figure 2 and Table 9, a multiple linear regression equation can be formed as follows:

$$Y = a + b1X1 + b2X2 + b3X3 + e$$
$$Y = 1.376 + 0.234X1 + 0.264X2 + 0.150X3 + e$$

From the resulting equation, the meaning of the variable regression coefficient in the regression equation can be explained as follows:

1. The intercept *value* of 1.376 states that if the free/independent variable (leadership style, work facilities, and salary) has a constant value of 0, then the dependent/dependent variable (work motivation) will have a constant value of 1.376. The intercept value is the change of the variable y when x is 0. In other words, if the value of X does not contribute, then on average, the variable Y will be worth as much as *the intercept* (Ghozali, 2015).
2. The leadership style variable shows a regression coefficient value of 0.234, which can be interpreted that if the leadership style variable increases in value by 1, it will increase work motivation by 0.234. The value of a positive value coefficient means a one-way relationship, so the rise of leadership style will positively impact work motivation.
3. The work facility variable shows a regression coefficient value of 0.264, which can be interpreted as meaning that if the work facility variable increases in value by 1, it will increase work motivation by 0.264. A positive value coefficient means a one-way relationship, so the increase in work facilities will have a positive impact on work motivation.
4. The salary variable shows a regression coefficient value of 0.150, which can be interpreted as meaning that if the salary variable increases in value by 1, it will increase work motivation by 0.150. A positive value coefficient means a one-way relationship, so an increase in salary will have a positive impact on work motivation.

Hypothesis Test
Test t

Table 10. Test Results t

Variable	Unstandardized Coefficients	Standardized Coefficients	T Value	P value
Leadership Style	0,234	0,211	2,168	0,032
Work Facilities	0,264	0,254	2,568	0,012
Salary	0,150	0,177	1,866	0,065
Intercept	1,376	0,000	2,991	0,003

Source: Primary Data processed (2024)

Table 10 shows the t-test results as a determinant of the presence or absence of partial or independent influence of each of the free/independent variables on the boundary/dependent variables. The results of the t-test can be known as follows:

1. Leadership Style has a T value of 2.168, where the value is greater than 1.96 (2>1681.96) with a p-value of 0.032 smaller than 0.05 (0.032<0.05). The results show that leadership style significantly affects work motivation, so the H1 hypothesis is accepted.
2. Work Facilities have a T value of 2.568, where the value is greater than 1.96 (2>5681.96) with a p-value of 0.012 smaller than 0.05 (0.012<0.05). The results show that work facilities significantly affect work motivation, so the H2 hypothesis is accepted.
3. Salary has a T value of 1.866, where the value is smaller than 1.96 (1<8661.96) with a p-value of 0.065 greater than 0.05 (0.065>0.05). The results showed that salary did not affect work motivation, so the H3 hypothesis was rejected.

Test F

Table 11. Test Result F

	Sum Square	Df	Mean Square	F	P value
Regression	9.888	3	3.296	11.055	0.000

Source: Primary Data processed (2024)

Table 4.20 shows the results of the F test as a determinant of the presence or absence of simultaneous or co-dependent influence of the independent/independent variable on the boundary/dependent variable. The results of the F test showed that the F value was calculated as 11,055 with a P value of 0.000 smaller than 0.05 (0.000<0.05). The results show that the variables of leadership style, work facilities, and salary simultaneously or together significantly affect work motivation, so the H4 hypothesis is accepted.

Coefficient of Determination (R2)

Table 12. Determination Coefficient (R2) Results

Variable	R Square	R Square Adjusted
Work Motivation	0,245	0,223

Source: Primary Data processed (2024)

Table 12 above shows the result of *the R Squared adjusted* value of 0.223. The results show a weak influence. So, a weak influence, and the influence between the variables of leadership style, work facilities, and salary on work motivation was 22.3%, while the remaining 77.7% was influenced by indicators or variables that were not used in this study.

Discussion of Research Results

The Influence of Leadership Style on Employee Work Motivation

Based on the results of the research analysis, it shows that Leadership Style has a T value of 2.168, where the value is greater than 1.96 (2>1681.96) with a p-value of 0.032 smaller than 0.05 (0.032<0.05). The results show that leadership style significantly affects work motivation, so the H1 hypothesis is accepted.

Leadership style has become a focal point in human resource management, especially in understanding its influence on employee motivation. Effective leadership has been shown to improve individual and team performance. Good leadership includes clear communication, empathy, support, and fair recognition, all of which positively impact employee motivation (Nabawi, 2019). Research by Luan et al. (2023) demonstrated that transformational leadership, which involves inspiring and motivating employees through a shared vision and recognition of individual contributions, is significantly correlated with work motivation (Nadeak, 2022). Similarly, Ahmed et al. (2022) found that democratic

leadership, which emphasizes employee participation and collaboration in decision-making, substantially increases employee job satisfaction and motivation (Rada et al., 2024).

Leaders' ability to create a supportive work environment that encourages active employee participation increases employees' sense of belonging and engagement, thereby increasing intrinsic and extrinsic motivation (Nabawi, 2019). Motivated employees are more likely to engage in their work, leading to increased productivity and organizational well-being (Nabawi, 2019).

Research by Nasution and Hasibuan (2022) on the relationship between leadership style and nurse motivation highlights how leadership can significantly influence employee motivation (Nasution & Hasibuan, 2022). This study emphasizes that leadership behavior directly affects employee motivation levels, which in turn affect job satisfaction and performance. These findings show that leadership styles are crucial in shaping employee attitudes and behaviors across various professional domains.

The Effect of Work Facilities on Employee Work Motivation

Based on the results of the research analysis, it shows that the Work Facility has a T value of 2.568, where the value is greater than 1.96 (2>5681.96) with a p-value of 0.012 smaller than 0.05 (0.012<0.05). The results show that work facilities significantly affect work motivation, so the H2 hypothesis is accepted.

The impact of work facilities on employee motivation is an important factor in human resource management. Adequate work facilities, including comfortable workspaces, adequate equipment, access to advanced technology, and a conducive environment, can significantly increase employee motivation (Jufrizen, 2021). Research Jufrizen (2021) Supports the positive and significant influence of work facilities on employee performance through motivation (Jufrizen, 2021). This underscores the importance of investing in work facilities to optimize employee performance.

Good work facilities will form a pleasant and supportive work environment where employees feel valued and respected, increasing job satisfaction, loyalty, and productivity (Jufrizen, 2021). The study further emphasizes work facilities' positive and significant influence on employee motivation, highlighting the importance of creating a conducive workspace to drive employee engagement and performance (Jufrizen, 2021).

The Effect of Salary on Employee Work Motivation

Based on the results of the research analysis, it shows that Salary has a T value of 1.866, where the value is smaller than 1.96 (1<8661.96) with a p-value of 0.065 greater than 0.05 (0.065>0.05). The results showed that salary had no effect on work motivation, so the H3 hypothesis was rejected.

The effect of salary on work motivation has been a frequent debate, with some studies highlighting that salary increases do not directly increase employee work motivation. Intrinsic motivation, triggered by basic psychological needs such as autonomy, competence, and connectedness, has a more significant impact on improving employee performance and well-being (Hasibuan, 2020). This suggests that non-financial factors such as job satisfaction, recognition, and personal achievement may play a greater role in motivating employees than extrinsic factors such as salary.

Another study suggests that monetary incentives negatively influence long-term motivation and are more effective in the short term (Nilasari et al., 2022). This confirms that while competitive salaries are important for attracting and retaining employees, non-financial aspects of the job, such as a positive work culture, growth opportunities, and a supportive work environment, may be more effective in sustainably nurturing employee motivation.

In the context of human resource management, companies must pay attention to intrinsic factors that can affect employee motivation. A study by Kurniawan and Nurohmah

in 2022 highlighted the influence of organizational justice, compensation, work environment, and intrinsic motivation on employee job satisfaction (Djabril et al., 2022). The findings of this study show that these factors together contribute positively and significantly to employee job satisfaction, which in turn can affect their motivation and performance.

The Influence of Leadership Style, Work Facilities, and Salary on Employee Work Motivation

Based on the results of the research analysis, it shows that the results of the F test show a calculated F value of 11,055 with a P value of 0.000 smaller than 0.05 (0.000<0.05). The results show that the variables of leadership style, work facilities, and salary simultaneously or together significantly affect work motivation, so the H4 hypothesis is accepted.

Motivation in the workplace is an important aspect that has been studied extensively in the management literature. An effective leadership style, adequate work facilities, and competitive salaries are key factors that can increase employee motivation (Sulistiyani et al., 2022). Similarly, providing good work facilities, such as comfortable workspaces and adequate equipment, contributes to the efficiency and comfort of employees in carrying out their duties, thereby increasing their motivation (Wahyuni, 2015).

Recent research by Chen et al. (2022) shows that these three factors are important in influencing employee motivation. Research has indicated that different leadership styles, such as transformational leadership and laissez-faire leadership, can influence employee motivation both individually and collectively (Sulistiyani et al., 2022). Transformational leadership, characterized by inspiration and vision, has positively influenced employee motivation and performance (Nena et al., 2021). In addition, laissez-faire leadership, which involves little intervention, also contributes to employee motivation (Sulistiyani et al., 2022). This leadership style can shape the work environment and influence how motivated employees are in carrying out their responsibilities (Sulistiyani et al., 2022).

Research by Sujana & Ardana (2020) shows that motivation mediates the influence of transformational leadership on employee performance (Sujana & Ardana, 2020). This indicates how leaders inspire and motivate their teams can directly impact employee motivation levels, affecting their overall performance (Sujana & Ardana, 2020). Understanding this relationship is essential for organizations looking to improve employee motivation and, consequently, their productivity (Sujana & Ardana, 2020).

In addition to leadership, working conditions, and facilities also play an important role in influencing employee motivation. Providing a conducive work environment with adequate resources can positively impact employee motivation levels (Wahyuni, 2015). Comfortable workspaces, proper equipment, and supportive facilities contribute to overall employee satisfaction and well-being, leading to increased motivation to perform well (Wahyuni, 2015). Therefore, organizations that prioritize the creation of a positive work environment tend to have higher levels of employee motivation and engagement (Wahyuni, 2015).

In addition, the salary and compensation aspects cannot be ignored when considering the factors that affect employee motivation. Offering a competitive salary that matches the employee's skills and expectations is a direct incentive for them to stay motivated and committed to their work (Wahyuni, 2015). Studies have shown that fair and competitive compensation packages can significantly increase employee morale and motivation, improving performance and productivity ((Wahyuni, 2015). Therefore, organizations that ensure their employees are fairly compensated tend to have motivated and dedicated staff (Wahyuni, 2015).

CONCLUSION

Based on the research results, the conclusions that can be drawn are as follows: Leadership Style has a positive and significant effect on Work Motivation. Work Facilities have a positive and significant effect on Work Motivation. Salary does not have a significant effect on Work Motivation. Leadership Style, Work Facilities, and Salary simultaneously have a positive and significant effect on Work Motivation.

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