

Artikel Penelitian

The Effect of Coaching and Leadership Style on Employee Work Motivation at PT. ABC in Jakarta, Tangerang and Bekasi

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Abstract: This study aims to analyze the effect of coaching program and leadership style on employee motivation at PT XYZ, a retail company engaged in selling shoes and bags. The research method used is descriptive quantitative, with data collection through closed questionnaires distributed to 36 respondents who are employees of PT XYZ in Jakarta, Tangerang, and Bekasi. The sampling technique used was simple random sampling. The independent variables in this study are coaching and leadership style, while the dependent variable is employee motivation. Multiple regression analysis was conducted to see the effect of each variable on employee motivation, with data processing using SPSS version 20. The results showed that coaching and leadership style significantly influenced employee motivation, with a percentage of positive responses to coaching of 87.7% and to leadership style of 83.8%. The conclusion of this study is that the coaching program run by the company has succeeded in increasing employee motivation, and the leadership style applied is able to provide clear direction and support the achievement of company targets. The combination of these two factors has a positive impact on employee performance and motivation at PT XYZ.

Keywords: Coaching; Leadership Style; Employee Work

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh program coaching dan gaya kepemimpinan terhadap motivasi kerja karyawan pada PT XYZ, perusahaan retail yang bergerak di bidang penjualan sepatu dan tas. Metode penelitian yang digunakan adalah deskriptif kuantitatif, dengan pengumpulan data melalui kuesioner tertutup yang disebarkan kepada 36 responden yang merupakan karyawan PT XYZ di wilayah Jakarta, Tangerang, dan Bekasi. Teknik pengambilan sampel yang digunakan adalah simple random sampling. Variabel bebas dalam penelitian ini adalah coaching dan gaya kepemimpinan, sedangkan variabel terikatnya adalah motivasi kerja karyawan. Analisis regresi berganda dilakukan untuk melihat pengaruh masing-masing variabel terhadap motivasi kerja karyawan, dengan pengolahan data menggunakan SPSS versi 20. Hasil penelitian menunjukkan bahwa coaching dan gaya kepemimpinan berpengaruh signifikan terhadap motivasi kerja karyawan, dengan presentase respon positif terhadap coaching sebesar 87,7% dan terhadap gaya kepemimpinan sebesar 83,8%. Kesimpulan dari penelitian ini adalah program coaching yang dijalankan perusahaan telah berhasil meningkatkan motivasi kerja karyawan, dan gaya kepemimpinan yang diterapkan mampu memberikan arahan yang jelas dan mendukung tercapainya target perusahaan. Kombinasi kedua faktor tersebut memberikan dampak positif terhadap kinerja dan motivasi kerja karyawan pada PT XYZ.

Kata kunci: Pelatihan; Gaya Kepemimpinan; Motivasi Karyawan (;

Received: 29 April 2025

Revised: 20 May 2025

Accepted: 12 June 2025

Published: 30 June 2025

Curr. Ver.: 30 June 2025



Hak cipta: © 2025 oleh penulis.

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1. Pendahuluan

Based on quotes taken from <https://www.merdeka.com>, there are 240 malls and shopping centers throughout Indonesia. Quoted from <https://dailysocial.id>, Jakarta has more than 170 malls, this makes it included in the list of big cities with the largest number of shopping centers in the world. Retail business is a business sector that has unique characteristics (Rizqiani, 2023). There are retail businesses that initially developed well and must face the fact that the business is no longer profitable. The changes that occur in the retail business occur in line with the needs of consumers and the population. Many retail companies are trying to survive, but there are also those who are unable to maintain their retail business.

One of the retail businesses that will be discussed in this research is a retail business that operates in the field of shoes and bags at PT. XYZ. In Indonesia there are more than 40 supermarkets and more than 50 department store concessions. PT. XYZ has been designing, manufacturing and selling shoes for over 30 years. PT. XYZ covers shoes and bags for men, women and children. PT. XYZ has been running its business for more than 30 years and it is not a short time to be able to maintain a retail business with quality products, especially in today's era, where so many new brands and models are emerging.

It is important for companies to continue to maintain the quality of their employees in order to compete and survive in the industry (Ramadhania, 2024). The management of PT. XYZ has made various changes to maintain the sustainability of its business. Over the past five years, several urgent needs have been found. First, a change in the mindset of leaders is needed in terms of task management, subordinate management, and the desire to achieve more than what has been achieved so far. Second, there needs to be tighter control over several leaders, Sales Advisors, and cashiers in each of their areas. Third, leaders need to be more patient in teaching subordinates because an impatient attitude is an obstacle. Fourth, it is important to avoid misunderstandings between leaders and Sales Advisors so that coordination runs smoothly (Agustina, 2024). Fifth, leaders often face difficulties when teaching subordinates, especially those who have no previous experience as sales. Finally, leaders feel they have to quickly adapt to the way subordinates work, habits in the store, how to communicate, and the characteristics of each subordinate (Halim, 2023).

In response to this phenomenon, the company felt the need to restructure all departments and provide opportunities for department leaders to participate in various training programs. In addition to training, employees who serve as department leaders are also involved in coaching programs. Coaching is not a new thing in organizations or management, and is carried out periodically by company leaders from the supervisor level to Top Management, such as General Manager (GM) and Director. Coaching facilitates communication between employee levels to find solutions to problems faced. Globally, the concept of coaching is part of leadership, but in a limited scope, coaching can also be implemented as part of strategic management (Hidayat, 2023).

Quoted from <http://ikhtisar.com>, Coaching is a process to equip someone with the tools, knowledge and opportunities they need so that they are able to develop themselves into more effective human beings. Coaching is a form of performance acceleration process for someone with support and encouragement from their superiors, so that the targeted end result can be realized together. Coaching slightly ignores personal relationships between individuals and emphasizes professional relationships. The ultimate goal is change towards improvement from the individual concerned. In addition, the goal of this Coaching program is for leaders to be able to find solutions to problems that occur while working. The role of the Coach is to be a mirror, help and advise the Coachee to do the work needed; solve problems that occur while working (Hidayat, 2024).

Based on the things that have been expressed above, the author assesses that the Coaching program given to all department leaders can have a positive impact on employee motivation at PT. XYZ.

2. Tinjauan Literatur

2.1. Coaching

Coaching is a form of performance acceleration process for someone with support and encouragement from their superior, so that the targeted final results can be realized together. Coaching slightly ignores personal relationships between individuals and emphasizes professional relationships. Coaching is not the same as teaching and giving instructions. Solutions in coaching are the result of shared thinking. Coaching not only creates personal behavioral changes, but also has a positive financial impact when applied in the business aspect. Falaq Arsendatama (2016) borrowed the term coaching in the world of sports, where a coach is contracted by an athlete to maximize his abilities. This concept was then adopted in the world of leadership and business.

According to Kirkpatrick in Passmore (2010), if coaching is held, there are seven basic principles that must be considered, namely:

- (1) Stress personal motivators (emphasis on personal motivators), energy and worker commitment to improving performance are driven by individual goals, interests, and desires. Effective coaches ask questions about ambitions, dreams, and experiences.
- (2) Use visioning, aligning the employee's picture of the desired future with the organization's image of success. This shows the employee how the performance problem fits into the larger scheme of things.
- (3) Establish goals, specific, achievable, relevant goals provide direction, clarity, and a framework for measuring progress.
- (4) Create development plans, action-oriented development plans provide opportunities for collaboration to maximize strengths and grow in areas that need improvement. Organizations that invest in employee development are those that attract and retain the best talent.
- (5) Strive for excellence, this principle emphasizes excellence and provides standards for measuring progress and work performance.
- (6) Provide necessary resources, information, tools, and resources are needed to support employee success in achieving accomplishments or development goals.
- (7) Recognize accomplishments, praise and recognition for small victories can boost self-esteem and give employees the confidence to maintain channels and challenge abilities.

2.2 Leadership Style

In understanding leadership style, we first need to know the definition of leadership, including: According to Falaq Arsendatama (2016) Leadership is the ability of an individual to influence others and cooperate with them to achieve goals. Meanwhile, according to Northouse (2021), Leadership in an organization is directed to influence the people they lead, so that they are willing to act as expected or directed by others who lead them. Furthermore, according to Stogdill in Kartono (2013) "Leadership is a process of directing and influencing activities related to work and group members". From Stogdill's opinion, an opinion can be drawn that leadership is an effort to influence and direct a group.

2.3 Employee Motivation

The term motivation comes from Latin, namely 'movere' which means to move (to move). Gray defines motivation as the result of a number of processes that are internal or external to an individual, which causes enthusiasm and persistence in carrying out certain activities (Hamali & SS, 2023). Motivated employees are those who make substantial efforts to support the goals of the organization where they work. Silalahi (2011) defines motivation as a person's desire and energy directed towards achieving a goal. Mangkunegara (2013) argues that the characteristics of people who have high achievement motivation are as follows: (1) Doing something as well as possible, (2) Doing something to achieve success, (3) Completing tasks that require effort and skill, (4) Wanting to be famous and master a certain field, (5)

Doing difficult things with satisfying results, (6) Doing something very meaningful, and (7) Doing something better than others.

Based on the concepts expressed by experts and previously conducted research, the researcher has compiled a research framework as follows:

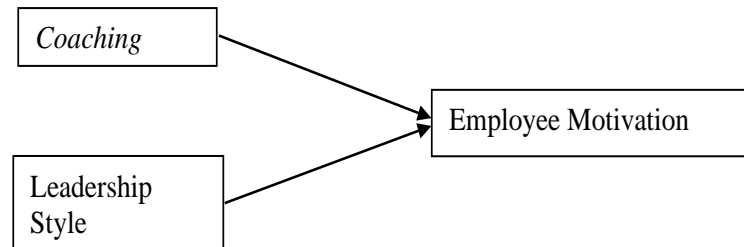


Figure 1 Research Framework

3. Metode

This study uses a quantitative descriptive method to describe the phenomenon systematically and accurately, and to reveal the influence of variables expressed in numbers. The variables studied include coaching and leadership style as independent variables, and employee motivation as the dependent variable. Data were collected through a survey with a closed questionnaire distributed to employees of PT XYZ in Jakarta, Tangerang, and Bekasi. The study population was 36 respondents, with samples taken using a simple random sampling technique. Data measurement used a Likert Scale with five response categories. Reliability testing was carried out using Cronbach Alpha, while validity was tested by comparing the calculated r value and r table. Multiple regression analysis was used to see the effect of coaching and leadership style on employee motivation, and tested with the coefficient of determination (R^2) and simultaneous significance test (F test) to assess the accuracy of the regression model in predicting the dependent variable. Data were processed using SPSS version 20.

4. Result and Discussion

Descriptive Analysis

Descriptive analysis includes respondent data and data related to respondent perceptions of research variables, in this case the variables in this study are coaching, leadership style and work motivation.

Table 1 Respondents' Responses Regarding Coaching

Code	Statement	Alternative Answers					Amount	Total Score
		SS (5)	S (4)	N (3)	TS (2)	STS (1)		
C1	Our goal in working is to achieve the targets set by the company	8	28	0	0	0	36	152
		22.2%	77.8%	0.0%	0.0%	0.0%		84.4%
C2	The targets set by the company can be achieved	6	20	10	0	0		140
		16.7%	55.6%	27.8%	0.0%	0.0%		77.8%
C3	The targets set are in accordance with the company's goals	9	25	2	0	0	151	
		25.0%	69.4%	5.6%	0.0%	0.0%	83.9%	
C4	I need this job	21	15	0	0	0	165	

		58.3%	41.7%	0.0%	0.0%	0.0%	91.7%
C5	I can accept results that are in accordance with expectations	8	26	1	1	0	149
		22.2%	72.2%	2.8%	2.8%	0.0%	82.8%
C6	I must work well in order to continue working in the company	21	14	0	0	1	162
		58.3%	38.9%	0.0%	0.0%	2.8%	90.0%
C7	I am able to see problems in my work	6	29	1	0	0	149
		16.7%	80.6%	2.8%	0.0%	0.0%	82.8%
C8	I understand the purpose and goals of my work	11	24	0	0	1	152
		30.6%	66.7%	0.0%	0.0%	2.8%	84.4%
C9	Every day I have to make plans	10	25	0	1	0	152
		27.8%	69.4%	0.0%	2.8%	0.0%	84.4%
C10	I am committed to my work	15	20	0	0	1	156
		41.7%	55.6%	0.0%	0.0%	2.8%	86.7%
C11	I am responsible for my work	20	15	0	0	1	161
		55.6%	41.7%	0.0%	0.0%	2.8%	89.4%
Total Coaching Score							1689
Percentage							87.7%

Ideally, the expected score for respondents' answers to 11 questions is 1980. From the calculation in the table shows the value obtained is 1689 or 87.7% of the ideal score of 1980. Thus, the nurse training is in the very good category. This indicates that employees respond very well to the coaching carried out by the company.

Table 2 Respondents' Responses Regarding Leadership Style

Code	Statemen	Alternative Answers					Amount	Total Score
		SS (5)	S (4)	N (3)	TS (2)	STS (1)		
GK1	The superior gives clear instructions	6	27	3	0	0	36	147
		16.7%	75.0%	8.3%	0.0%	0.0%		81.7%
GK2	I am able to carry out instructions	6	27	3	0	0	36	147
		16.7%	75.0%	8.3%	0.0%	0.0%		81.7%
GK3	The superior supervises my work results	10	26	0	0	0	36	154
		27.8%	72.2%	0.0%	0.0%	0.0%		85.6%
GK4	The superior informs me of his/her decisions	13	20	3	0	0	36	154
		36.1%	55.6%	8.3%	0.0%	0.0%		85.6%
GK5	The superior's decisions are	10	25	1	0	0	36	153
		27.8%	69.4%	2.8%	0.0%	0.0%		85.0%

	explained in detail						
GK6	I am able to carry out the superior's decisions	4	30	2	0	0	146
		11.1%	83.3%	5.6%	0.0%	0.0%	81.1%
GK7	The superior gives me the opportunity to ask questions	8	27	1	0	0	151
		22.2%	75.0%	2.8%	0.0%	0.0%	83.9%
GK8	I have the opportunity to convey ideas	6	24	2	3	1	139
		16.7%	66.7%	5.6%	8.3%	2.8%	77.2%
GK9	The superior delegates decisions to his/her subordinates	3	19	9	5	0	128
		8.3%	52.8%	25.0%	13.9%	0.0%	71.1%
GK10	The superior delegates tasks according to the job description	7	25	4	0	0	147
		19.4%	69.4%	11.1%	0.0%	0.0%	81.7%
Total Leadership Style Score							1466
Persentase							83.8%

Ideally, the expected score for respondents' answers to 10 questions is 1800. From the calculation in the table shows the value obtained is 1466 or 83.8% of the ideal score of 1800. Thus, nurse training is in the very good category. This indicates that employees like the leadership style carried out by their leaders.

Table 3 Respondents' Responses Regarding Employee Motivation

Code	Statement	Alternative Answer					Amount	Total Score
		SS (5)	S (4)	N (3)	TS (2)	STS (1)		
MO1	I have a high level of personal responsibility	9	24	2	0	1	36	148
		25.0%	66.7%	5.6%	0.0%	2.8%		82.2%
MO2	I am responsible for the work given by the company	15	21	0	0	0	36	159
		41.7%	58.3%	0.0%	0.0%	0.0%		88.3%
MO3		7	24	5	0	0		146

	When working, I dare to take risks	19.4%	66.7%	13.9%	0.0%	0.0%	81.1%
MO4	My work has high risks	6	23	6	1	0	142
		16.7%	63.9%	16.7%	2.8%	0.0%	78.9%
MO5	My work has realistic goals	8	25	3	0	0	149
		22.2%	69.4%	8.3%	0.0%	0.0%	82.8%
MO6	I get a commission according to the goals achieved	8	21	6	1	0	144
		22.2%	58.3%	16.7%	2.8%	0.0%	80.0%
MO7	In working, I try to carry out according to the work plan that has been made	10	26	0	0	0	154
		27.8%	72.2%	0.0%	0.0%	0.0%	85.6%
MO8	My work plan can be realized well	5	31	0	0	0	149
		13.9%	86.1%	0.0%	0.0%	0.0%	82.8%
MO9	Concrete feedback from superiors is important to me	8	23	5	0	0	147
		22.2%	63.9%	13.9%	0.0%	0.0%	81.7%
MO10	With feedback, my work becomes more focused	12	20	4	0	0	152
		33.3%	55.6%	11.1%	0.0%	0.0%	84.4%
MO11	In working, I look for opportunities to realize the plans that have been programmed.	9	24	3	0	0	150
		25.0%	66.7%	8.3%	0.0%	0.0%	83.3%
Total Motivation Score							1640
Persentase							85.2%

Ideally, the expected score for respondents' answers to 11 questions is 1980. From the calculation in the table shows the value obtained is 1640 or 85.2% of the ideal score of 1980. Thus, employee motivation is in the very good category. This indicates that employees have very high work motivation.

Inferential Analysis

The inferential analysis method used in this study is multiple regression analysis. Multiple regression is used to find the effect of independent variables on dependent variables directly. Before conducting multiple regression analysis, the classical assumption test will first be calculated with the aim that the resulting equation is a good and unbiased equation.

Normality test to test whether in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not. A good regression model has a normal or near-normal distribution. To detect whether the regression model is normal or not, it can be seen from the Kolmogorov Smirnov test which can be seen in the table below.

Table 4 Data Normality Test

		Unstandardized Residual
N		36
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.29784501
Most Extreme Differences	Absolute	.140
	Positive	.128
	Negative	-.140
Kolmogorov-Smirnov Z		.839
Asymp. Sig. (2-tailed)		.483

a. Test distribution is Normal.

b. Calculated from data.

Based on the results of the Kolmogorov test above, it can be seen that the asymp.sig value for the regression model of coaching and leadership style on employee motivation is 0.483. The provision of normally distributed data is if the sig value exceeds 0.05 (alpha), so it can be concluded that the data is normally distributed because the sig value is $0.483 > 0.05$. To detect multicollinearity, it can be seen from the magnitude of the VIF (Variance Inflation Factor) and Tolerance values. A regression equation that is free from multicollinearity has a VIF value around 1 and has a tolerance number close to 1. For the results of the multicollinearity test, it can be seen from table 4 below.

Table 5 Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	Coaching	.655	1.527
	GayaKepemimpinan	.655	1.527

a. Dependent Variable: Motivasi

In table 5, it can be seen that the tolerance value is above 0.1 which is 0.655 and the VIF for both independent variables is below 10, so it can be said that there is no multicollinearity problem between the independent variables.

To see whether or not there is a heteroscedasticity problem, it can be detected by the presence or absence of a certain pattern on the scatter plot graph, if there is a certain pattern, such as dots that form a regular pattern (wavy, widening then narrowing) then heteroscedasticity has occurred. Meanwhile, if there is no clear pattern, and the dots are spread above and below the number 0 and the Y axis, then heteroscedasticity does not occur. The results of the heteroscedasticity test can be seen in Figure 4.

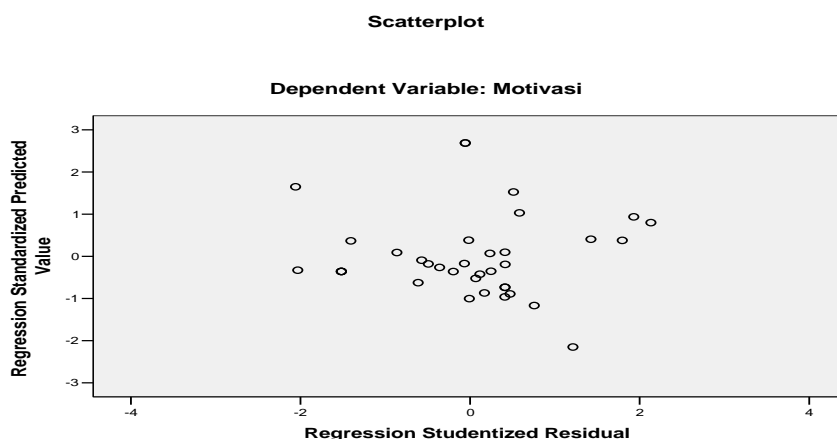


Figure 1 Scatter Plot Graph of Heteroscedasticity Test

Based on the classical assumption test, it can be concluded that the multiple regression analysis can be continued because there is no violation of the classical assumption. The multiple analysis method is used to see the effect of Coaching (X1) and Leadership Style (X2) on Employee Motivation (Y) using multiple linear regression analysis with the following equation:

$$Y = a + b_1X_1 + b_2X_2$$

The results of SPSS 20.0 software processing for multiple regression analysis are presented in the following table:

Table 6 Multiple Regression Analysis

Coefficients^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
		B	Std. Error	Beta			Zero-order
1	(Constant)	.498	.329		1.514	.140	
	Coaching	.644	.122	.589	5.265	.000	.802
	GayaKepemimpinan	.418	.129	.363	3.247	.003	.709

a. Dependent Variable: Motivasi

Based on the calculation results in the table above, the form of the multiple linear regression equation is obtained as follows:

$$Y = 0.498 + 0.644 X_1 + 0.418 X_2$$

The regression coefficient value on the independent variables illustrates that if the independent variable is estimated to increase by one unit and the value of the other independent variables is estimated to be constant or equal to zero, then the value of the

dependent variable is estimated to increase or decrease according to the sign of the regression coefficient of the independent variable.

From the multiple linear regression equation above, a constant value of 0.498 is obtained. This means that if the Employee Motivation variable (Y) is not influenced by the two independent variables, namely Coaching (X1) and Leadership Style (X2) with a value of zero, then the average Employee Motivation will be 0.498.

The sign of the regression coefficient of the independent variable indicates the direction of the relationship between the variable concerned and Employee Motivation. The regression coefficient for the independent variable X1 is positive, indicating a unidirectional relationship between Coaching (X1) and Employee Motivation (Y). The regression coefficient of variable X1 of 0.644 means that for every one unit increase in Coaching (X1) will cause an increase in Employee Motivation (Y) of 0.644.

The regression coefficient for the independent variable X2 is positive, indicating a unidirectional relationship between Leadership Style (X2) and Employee Motivation (Y). The regression coefficient of variable X2 of 0.418 means that for every one unit increase in Leadership Style (X2) will cause an increase in Employee Motivation (Y) of 0.418. To determine the significance or insignificance of an influence of independent variables together on a dependent variable, the F test is used.

Table 7 Simultaneous Hypothesis Testing (F Test)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.384	2	4.192	44.557	.000 ^a
	Residual	3.105	33	.094		
	Total	11.489	35			

a. Predictors: (Constant), GayaKepemimpinan, Coaching

b. Dependent Variable: Motivasi

From the table above, the calculated F value is 44.557. Because the calculated F value (44.557) > F table (3.134), Ho is rejected. Thus, it can be concluded that simultaneously there is a significant influence of Coaching (X1) and Leadership Style (X2) on Employee Motivation (Y). To determine the significance or insignificance of the influence of independent variables partially on a dependent variable, the t-test is used.

Table 8 Partial Hypothesis Testing (t-Test)

Variabel	t hitung	df	t tabel	Sig	Description	Conclusion
X1	5,265	33	2,035	0,000	Ho ditolak	Signifikan

Based on the table above, it can be seen that Variable X1 has a t-count value greater than the t-table value. Because the t-count value (5.265) > t-table (2.035), Ho is rejected. Therefore, it can be concluded that partially there is a significant influence of Coaching (X1) on Employee Motivation (Y).

Table 9 Partial Hypothesis Testing (t-Test)

Variabel	t hitung	df	t tabel	Sig	Description	Conclusion
X2	3,247	33	2,035	0,003	Ho ditolak	Signifikan

Based on the table above, it can be seen that Variable X2 has a t-value greater than the t-table value. Because the t-value (3.247) > t-table (2.035), Ho is rejected. Therefore, it can be concluded that partially there is a significant influence of Leadership Style (X2) on Employee Motivation (Y).

Multiple Correlation Analysis

To determine the relationship between Coaching (X1) and Leadership Style (X2) on Employee Motivation (Y), multiple correlation analysis (R) is used.

Table 10 Multiple Correlation Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.730	.713	.30674

a. Predictors: (Constant), GayaKepemimpinan, Coaching

b. Dependent Variable: Motivasi

Based on the output of the SPSS software above, the correlation coefficient (R) value is 0.854. This shows that there is a high relationship between Coaching (X1) and Leadership Style (X2) on Employee Motivation (Y).

Partial Influence Analysis

Partial influence analysis is used to determine how closely each independent variable influences the dependent variable. Partial influence analysis based on SPSS processing results is as follows:

Table 11 Magnitude of Partial Influence

Variabel	Standardized Coefficients Beta	Correlations Zero-order	Magnitude of Partial Influence	Magnitude of Partial Influence (%)
X ₁	0,589	0,802	0,472	47,2%
X ₂	0,363	0,709	0,257	25,7%
Total Influence			0,730	73,0%

Partial influence is obtained by multiplying the standardized coefficient beta by zero-order. Based on the table above, it can be seen that the magnitude of the influence of Coaching (X1) on Employee Motivation (Y) partially is 47.2%, the magnitude of the influence of Leadership Style (X2) on Employee Motivation (Y) partially is 25.7%. So, the total influence of Coaching (X1) and Leadership Style (X2) on Employee Motivation (Y) together is 73.0%. This can also be seen from the value of the determination coefficient.

6. Conclusion

Based on the results of the analysis conducted in this study, several conclusions can be drawn with a constant value of 0.498, which means that if the Employee Motivation variable (Y) is not influenced by the Coaching variable (X1) and Leadership Style (X2), the average value of Employee Motivation will remain at 0.498. The regression coefficient of variable X1 shows a positive relationship between Coaching and Employee Motivation, where a one-unit increase in Coaching increases Employee Motivation by 0.644. The regression coefficient of variable X2 also shows a positive relationship between Leadership Style and Employee Motivation, with a one-unit increase in Leadership Style increasing Employee Motivation by 0.418. The calculated F value of 44.557 is greater than the F table (3.134), so H_0 is rejected, which means that there is a significant simultaneous influence of Coaching and Leadership Style on Employee Motivation. Partially, Coaching has an effect of 47.2% and Leadership Style has an effect of 25.7% on Employee Motivation, so that the total effect of the two independent variables on Employee Motivation reaches 73.0%.

As for the managerial advice given to PT. XYZ, the company needs to schedule coaching regularly to maintain employee motivation and optimal performance. Coaching must be carried out at all levels so that synergy in the workplace is achieved. Coaching-based training needs to be held to maintain the stability of employee motivation. Regular coaching will improve performance, solve problems, and build skills and productivity. Coaching is useful in preparing promotions for employees, improving work relationships, and strengthening a positive work culture. Company leaders must be active in the transformation process, providing organizational vision, being an example, and motivating employees. Conceptually, coaching improves employee performance by emphasizing personal motivation, setting goals, and introducing employee achievements. Maintaining the quality of leaders will have an impact on the effectiveness of coaching in improving employee motivation.

Suggestions for further research are to use a larger sample size so that the research results are more accurate. If indicators are adopted from previous research, it is better to use similar or relevant variable indicators. The results of this study can be a reference for further research, either on the same variables in different regions or with similar characteristics.

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