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ANALYSIS OF THE INFLUENCE OF LEADERSHIP, WORK MOTIVATION, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT @NLANGIT MOBIL OFFICIAL

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ABSTRACT

Human resource development (HR) is a strategic factor in improving the performance of public sector This research aims to analyze the influence of leadership, work motivation, and job satisfaction on employee performance at @Nlangit Mobil Official. Employee performance is an important factor in supporting the success and competitiveness of organizations, especially in the automotive service sector that demands high service quality and productivity. This study uses a quantitative approach with a survey method. Data were collected through the distribution of questionnaires to employees of @Nlangit Mobil Official and analyzed using statistical analysis techniques. The results of the study indicate that leadership and work motivation have a positive and significant effect on employee performance. In addition, job satisfaction also positively influences employee performance and is affected by leadership and work motivation. These findings indicate that the implementation of effective leadership, enhancement of work motivation, and creation of good job satisfaction can optimally improve employee performance. This research is expected to provide practical contributions to management in human resource management.

Introduction

Employee performance is one of the key factors in determining the success and sustainability of the organization, especially in the service sector and automotive business which is highly dependent on the quality of service and productivity of human resources. In an era of increasingly fierce and dynamic business competition, organizations are required to be able to manage employees effectively in order to achieve optimal organizational goals. High employee performance not only impacts the achievement of organizational targets, but also contributes to increased customer satisfaction and a company's competitive advantage (Armstrong & Taylor, 2023). Modern human resource

management views employee performance as the result of the interaction between individual factors and organizational factors. Performance is not only influenced by technical abilities and skills, but also by psychological and managerial aspects, such as leadership, work motivation, and job satisfaction (Robbins & Judge, 2022). Therefore, organizations need to understand the factors that affect employee performance in order to design effective and sustainable human resource management policies and strategies.

Leadership has a strategic role in influencing employee behavior, attitudes, and performance. Effective leaders are able to provide direction, motivation, and create a conducive work environment for employees to work optimally. Recent studies show that participatory and transformative leadership has a positive effect on improving employee performance through increased trust, commitment, and work engagement (Yukl, 2020; Northouse, 2022). Conversely, less effective leadership can lower employee motivation and job satisfaction, which ultimately negatively impacts performance.In addition to leadership, work motivation is an important factor that encourages employees to work hard and achieve expected performance. Work motivation reflects internal and external drives that affect the intensity, direction, and persistence of employees' work behaviors 1 (Steers et al., 2021). Employees who have high work motivation tend to show greater work morale, loyalty, and responsibility for their work. Empirical research shows that work motivation has a significant effect on employee performance in various industrial sectors, including the service and automotive sectors (Gagné et al., 2022).

Job satisfaction is also an important factor that is closely related to employee performance. Job satisfaction describes the extent to which employees feel happy and satisfied with their work and work environment, which includes aspects of salary, supervision, co-workers, working conditions, and career development opportunities (Spector, 2022). Employees who feel satisfied with their work tend to have a positive attitude, low absenteeism, and better performance. Conversely, low levels of job satisfaction can trigger decreased performance and increased desire to change jobs (Judge et al., 2020). The relationship between leadership, work motivation, job satisfaction, and employee performance has been extensively researched in the management literature and organizational behavior. However, the results show that the influence of these variables can vary depending on the organizational context and industry sector. Several recent studies have found that leadership and work motivation not only have a direct effect on employee performance, but also have an indirect effect through job satisfaction as an intervening variable (Eva et al., 2021; Puni et al., 2023). This shows that job satisfaction plays an important role in strengthening the influence of leadership and work motivation on employee performance. In the automotive service sector, such as @Nlangit Mobil Official, employee performance has a very crucial role because it is directly related to service quality and customer satisfaction. Employees are required to work professionally, responsively, and consistently in providing quality services. In this context, effective leadership, strong work motivation, and high levels of job satisfaction are decisive factors in maintaining and improving employee performance. However, there have not been many empirical studies that specifically examine the influence of these three variables on employee performance in medium-scale automotive service businesses.

Based on this description, this study aims to analyze the influence of leadership, work motivation, and job satisfaction on employee performance in the Official Car @Nlangit. This research is expected to make a theoretical contribution to the development

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of human resource management studies, especially related to factors that affect employee performance. In addition, this research is also expected to make a practical contribution to management in formulating leadership strategies and human resource policies that are able to increase employee motivation, job satisfaction, and performance in a sustainable manner.

Problem Identification

1. Leadership
   is still instructional and has not been fully able to awaken the spirit of employee innovation in the digital era.
2. Work Motivation
   Employees are seen from the inconsistency of achieving daily and monthly targets.
3. Job Satisfaction
   Uneven employee job satisfaction, especially related to aspects of rewards, work environment, and development opportunities, has the potential to reduce employee performance.
4. Employee Performance
   Employee performance that is not fully optimal is reflected in variations in quality, punctuality, and work responsibility, which are influenced by leadership factors, work motivation, and job satisfaction.

Problem Formulation

1. Does Leadership have a positive and partially significant effect on employee performance in @Nlangit Mobil Official?
2. Does Work Motivation have a positive and partially significant effect on employee performance in @Nlangit Official Cars?
3. Does Job Satisfaction have a positive and significant effect partially on employee performance at @Nlangit Mobil Official?
4. Do Leadership, Work Motivation, and Job Satisfaction simultaneously have a positive and partially significant effect on employee performance in the Official Car@Nlangit?

LITERATURE REVIEW

1. Employee Performance

Definition of Employee Performance

Kasmir (2017) said that performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period.

Factors Affecting Employee Performance

According to Kasmir (2017), there are several main factors that affect employee performance, including: 1) Abilities and Expertise, 2) Knowledge, 3) Work Plan, 4) Work Loyalty, 5) Personality, 6) Job Satisfaction, 7) Work Discipline, 8) Work Environment, 9) Organizational Culture, 10) Leadership, 11) Work Motivation, 12) Commitment, 13) Loyalty

Employee Performance Indicators

According to Kasmir (2017), employee performance indicators include: 1) Quality (Quality), 2) Quantity (Quantity), 3) Time (Time Frame), 4) Cost Emphasis, 5) Supervision, 6) Employee Relations.

2. Leadership

Leadership Definitions

Leadership is a consistent and distinctive pattern of behavior used by a leader in influencing, guiding, and directing his or her members to achieve organizational goals. According to Northouse (2022) in his book *Leadership: Theory and Practice* 9th edition: *"Leadership style refers to the behaviors of leaders, focusing on what leaders do and how they act. It includes both task behaviors and relationship behaviors."* (Leadership style refers to a leader's behavior that focuses on what the leader does and how they act, including task and relationship behavior.)

Factors that affect leadership

Here are the factors that influence leadership styles, based on recent leadership theory and literature (including Northouse, 2022): 1) Leader Personality, 2) Experience and Background, 3) Organizational Condition, 4) Subordinate maturity level, 5) Social and Cultural Environment, 6) Stress and Work Situation, 7) Goals to be Achieved.

Leadership Indicators

(Based on Northouse, 2022 & Yukl, 2013): 1) Directing Ability, 2) Ability to Motivate, 3) Communication Skills, 4) Involvement in Decision Making, 5) the ability to delegate tasks, 6) Justice in Treatment, 7) Concern for Team Members

3. Work Motivation

Definition of Work Motivation

According to Kasmir (2018), work motivation is a process to encourage and move employees to have a high spirit to work together, work effectively, and be integrated in an effort to achieve company satisfaction and goals.

Factors Affecting Work Motivation

According to Kasmir (2018), factors that affect employee performance include:

1. External/Environmental Factors
2. Internal/Individual Factors

Indicators of Work Motivation

Indicators of Work Motivation according to Kasmir (2018) through citation references In one of the works that refers to Kasmir (in the 2018 Corporate Business Journal article) it is stated that the indicators of work motivation according to Mangkunegara (2013), which are often used with Kasmir's quotes, are as follows (8 indicators): 1) Hard work, 2) Future orientation, 3) High level of ideals, 4) Task/goal orientation, 5) Effort to advance, 6) Perseverance, 7) Selected colleagues, 8) Time utilization.

4. Job Satisfaction

Definition of Job Satisfaction

According to Wibowo (2022), job satisfaction is a positive or negative attitude (feeling) of employees towards their work, which is influenced by various factors such as working

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conditions, co-workers, awards obtained, and physical and psychological factors related to the job.

Factors that affect Job Satisfaction

According to Wibowo (2014), there are 5 factors that affect employee job satisfaction, namely: 1) Need Fulfillment, 2) Discrepancies, 3) Value Achievement, 4) Justice, 5) Individual genetic factors/disposition.

Job Satisfaction Indicators

According to Wibowo (2022), Job Satisfaction indicators can be seen from the following aspects: 1) Satisfaction with salary/compensation, 2) Satisfaction with the facilities and conditions of the physical work environment, 3) Satisfaction with the relationship with the superiors, 4) Satisfaction with relationships between colleagues, 5) Satisfaction with the job itself (job content: job challenges, variety, autonomy), 6) Satisfaction with career promotion and development opportunities, Satisfaction with recognition (appreciation) or recognized work performance

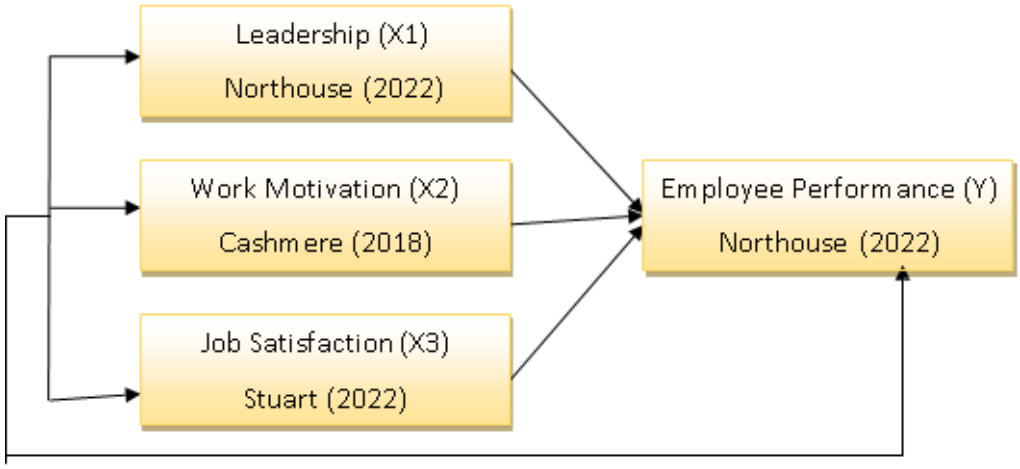

Image. Conceptual Framework Source: 2026

RESEARCH HYPOTHESIS

H1: Leadership has a positive and partially significant effect on employee performance On the Official Car @Nlangit

H2: Work Motivation has a positive and partially significant effect on employee performance On the Official Car@Nlangit

H3: Job Satisfaction has a positive and partially significant effect on employee performance On the Official Car @Nlangit

H4: Leadership, Work Motivation, Job Satisfaction simultaneously have a positive and partially significant effect on employee performance On the Official Car @Nlangit

RESEARCH METHODS

Types and Approaches to Research

This study uses a quantitative approach with a causal associative method. The quantitative approach was chosen because this study aims to examine the relationship and

influence between variables empirically and measurably. The causal associative method is used to explain the causal relationship between independent variables and dependent variables. The independent variables in this study consisted of leadership, work motivation, and job satisfaction while the bound variable was employee performance on @nlangitmobilofficial. This approach is expected to be able to provide an objective picture of the influence of each variable on employee performance.

Research Location and Time

The location of this research was carried out in @nlangitmobilofficial, a company engaged in the automotive trade sector located at Jl. Gagak Hitam No. 29, Tanjung Sari, Medan Selayang District, Medan City, North Sumatra 20222. The research time of this research is carried out for 3 (three) months, starting from January 2026 to March 2026, which includes the stage of research preparation, data collection, data processing, and preparation of research reports.

Population and Sample

The population in this study is all @nlangitmobilofficial employees totaling 30 people. The sampling technique used is census or saturated sampling, where all members of the population are used as research samples. This technique was chosen because the population is relatively small, so it is expected to obtain more accurate and representative data.

Data Collection Techniques

The data collection technique used in this study is a questionnaire. The questionnaire was compiled based on the indicators of each variable and was given directly to all respondents. The measurement of respondents' answers uses the Likert scale, which aims to measure respondents' perception of the statement submitted.

Data Analysis Techniques

The data analysis technique in this study uses multiple linear regression analysis with the help of SPSS software. The selection of multiple linear regression analysis was based on the consideration that this study involved more than one independent variable that affected one bound variable, as well as a relatively limited number of samples so that this method was considered the most appropriate and effective.

The stages of data analysis carried out include:

1. Validity Test, to determine the level of accuracy of the research instrument in measuring the variables being studied.
2. Reliability Test, to determine the level of consistency of the research instrument.
3. Multiple Linear Regression Analysis, to determine the influence of leadership, work motivation, and job satisfaction on employee performance.
4. The t-test, to determine the influence of each partially independent variable on the bound variable.

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5. The F test, to determine the effect of the simultaneous free variable on the bound variable.
6. Coefficient of Determination (R^2), to determine the amount of contribution of independent variables in explaining bound variables

RESEARCH RESULTS

Validity and Reliability Tests Validity Test

The validity test is carried out with the aim of testing the validity of each question item on the questionnaire that has been designed. A question item is said to be valid if the correlation value (R calculated) of the question item > R table (0.3). Table 1 presents the results of the validity test for each question item from the questionnaire.

Table 1 Validity Test of Questionnaire Question Items

P	R Count	R Table	Results
X1.1	0.88	0.3	Valid (R Count > R Table)
X1.2	0.97	0.3	Valid (R Count > R Table)
X1.3	0.945	0.3	Valid (R Count > R Table)
X1.4	0.857	0.3	Valid (R Count > R Table)
X1.5	0.931	0.3	Valid (R Count > R Table)
X1.6	0.934	0.3	Valid (R Count > R Table)
X2.1	0.698	0.3	Valid (R Count > R Table)
X2.2	0.809	0.3	Valid (R Count > R Table)
X2.3	0.786	0.3	Valid (R Count > R Table)
X2.4	0.664	0.3	Valid (R Count > R Table)
X2.5	0.792	0.3	Valid (R Count > R Table)
X2.6	0.774	0.3	Valid (R Count > R Table)
X2.7	0.756	0.3	Valid (R Count > R Table)
X2.8	0.816	0.3	Valid (R Count > R Table)
X3.1	0.871	0.3	Valid (R Count > R Table)
X3.2	0.927	0.3	Valid (R Count > R Table)
X3.3	0.903	0.3	Valid (R Count > R Table)
X3.4	0.803	0.3	Valid (R Count > R Table)
X3.5	0.91	0.3	Valid (R Count > R Table)
X3.6	0.936	0.3	Valid (R Count > R Table)
Y1	0.766	0.3	Valid (R Count > R Table)
Y2	0.885	0.3	Valid (R Count > R Table)
Y3	0.942	0.3	Valid (R Count > R Table)
Y4	0.714	0.3	Valid (R Count > R Table)
Y5	0.946	0.3	Valid (R Count > R Table)
Y6	0.942	0.3	Valid (R Count > R Table)

A question is said to be valid if the value of R is calculated > 0.3 (R table). It is known that all R values are calculated > 0.3 (R table). So it was concluded that all the questionnaires were valid.

b. Reliability Test

Reliability tests should be performed only on questions that already have or meet the validity test, so if they do not meet the validity test requirements then there is no need to proceed for the reliability test. The following are the results of the reliability test on valid question items.

Table 2 Reliability Test

Variable	Cronbach's Alpha	Results
Leadership (X1)	.975	Reliable
Work Motivation (X2)	.854	Reliable
Job Satisfaction (X3)	.890	Reliable
Employee Performance (Y)	.956	Reliable

If Cronbach's Alpha value is greater than 0.6, then the research questionnaire is reliable. It is known that the questionnaire is reliable, since the entire value of Cronbach's Alpha is greater than 0.6.

Descriptive Statistical Analysis

In the descriptive analysis section, the frequency and percentage distribution of the variables Leadership (X1), Work Motivation (X2), Job Satisfaction (X3) and Employee Performance (Y) are presented.

Table 3 Frequency and Percentage Distribution by Leadership (X1) Descriptive Statistics

	N	Minimum	Maximum	Red	Std. Deviation
Leadership	30	1	5	3.50	1.196
Leadership	30	1	5	3.67	1.184
Leadership	30	1	5	3.60	1.163
Leadership	30	1	5	3.53	1.167
Leadership	30	2	5	3.73	.980
Leadership	30	2	5	3.70	1.088
Valid N (listwise)	30				

Based on the Descriptive Statistics table, it is known that the number of respondents (N) for each indicator of the Leadership variable (X1) is as many as 30 respondents. The minimum value of the respondents' answers is in the range of 1–2, while the maximum value is in the range of 5, which indicates that the measurement scale used is the Likert scale of 1–5. The mean value for each Leadership indicator is in the range of 3.50 to 3.73. This shows that in general, respondents tend to agree with statements that describe leadership in the organization. Meanwhile, the standard deviation value was in the range of 0.980 to 1.196, which shows that the level of variation in respondents' answers is moderate, so that respondents' perception of leadership is relatively homogeneous. Thus, it can be concluded that the Leadership variable is in the good category, and is positively perceived by the respondents.

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Table 4 Frequency and Percentage Distribution Based on Work Motivation (X2)

Descriptive Statistics

	N	Minimum	Maximum	Red	Std. Deviation
Motivation	30	1	5	3.57	1.382
Motivation	30	1	5	3.60	1.329
Motivation	30	2	5	3.60	1.163
Motivation	30	2	5	3.67	1.213
Motivation	30	1	5	3.60	1.303
Motivation	30	1	5	3.50	1.196
Motivation	30	1	5	3.67	1.184
Motivation	30	1	5	3.60	1.163
Valid N (listwise)	30				

Based on the Descriptive Statistics table, it is known that the number of respondents (N) for each indicator of the Work Motivation variable (X2) is as many as 30 respondents. The minimum score of the respondents' answers was in the range of 1–2, while the maximum score was in the range of 5, which indicates that the research instrument used a Likert scale of 1–5. The mean value for work motivation indicators is in the range of 3.50 to 3.67. This value shows that in general respondents tend to agree with statements related to work motivation, so it can be said that the level of work motivation of respondents is in the good category.

Meanwhile, the standard deviation value ranged from 1.163 to 1.382, indicating a variation in respondents' answers in the medium category. This indicates that respondents' perceptions of work motivation are relatively diverse, but still within reasonable limits. Based on these results, it can be concluded that the respondents' work motivation is generally relatively good, and reflects a strong internal and external motivation in carrying out job duties and responsibilities.

Table 5 Frequency and Percentage Distribution Based on Job Satisfaction (X3)

Descriptive Statistics

	N	Minimum	Maximum	Red	Std. Deviation
Satisfaction	30	1	5	3.57	1.382
Satisfaction	30	1	5	3.60	1.329
Satisfaction	30	2	5	3.60	1.163
Satisfaction	30	2	5	3.67	1.213
Satisfaction	30	1	5	3.60	1.303
Satisfaction	30	1	5	3.50	1.196
Valid N (listwise)	30				

Based on the Descriptive Statistics table, it is known that the number of respondents (N) for each indicator of the Job Satisfaction variable is as many as 30 respondents. The minimum score of the respondents' answers was in the range of 1–2, while the maximum score was in the range of 5, which indicates that the research instrument used a Likert scale of 1–5. The mean value for job satisfaction indicators is in the range of 3.50 to 3.67. This value shows that in general respondents tend to agree with statements related to job satisfaction, so it can be said that the respondents' job satisfaction level is in the good category. Meanwhile, the standard deviation value ranged from 1.163 to 1.382, which indicated that the variation rate of respondents' answers was in the medium category. This indicates that respondents' perceptions of job satisfaction are relatively diverse, but still within reasonable limits. Based on these results, it can be concluded that the respondents' job satisfaction is generally relatively good, which reflects positive feelings about the job, work environment, and working conditions experienced by the respondents.

Table 6 Frequency and Percentage Distribution Based on Employee Performance (Y)

Descriptive Statistics

	N	Minimum	Maximum	Red	Std. Deviation
Performance	30	2	5	3.70	.988
Performance	30	2	5	3.93	.907
Performance	30	2	5	3.87	1.074
Performance	30	2	5	3.83	.950
Performance	30	2	5	3.80	.887
Performance	30	2	5	3.87	1.074
Valid N (listwise)	30				

Based on the *Descriptive Statistics table*, it is known that the number of respondents (N) for each indicator of the Performance variable (Y) is as many as 30 respondents. The minimum value of the respondents' answers is at 2, while the maximum value is at 5, which indicates that the research instrument uses a Likert scale of 1–5. The mean value for performance indicators is in the range of
3.70 to 3.93. This value shows that in general respondents tend to agree with statements related to performance, so it can be said that the level of performance of respondents is in the good category. Meanwhile, the standard deviation value ranged from 0.887 to 1.074, indicating that the variation of respondents' answers was in the medium category. This indicates that respondents' perception of performance is relatively homogeneous. Based on these results, it can be concluded that the overall performance of the respondents is relatively good, which reflects the ability of the respondents to carry out tasks, achieve work targets, and show responsibility in their work.

Classic Assumption Test Normality Test

The normality test aims to test whether in the regression model, the interfering or residual variables have a normal distribution. Test and assume that the residual value follows the normal distribution. In this study, the normality test of residual uses the Kolmogorov-Smirnov test. The level of significance used. The basis for decision-making is to look at

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the probability numbers, with the following conditions.$tF\alpha$ = 0,05p If the probability value is 0.05, then the assumption of normality is met.$p \geq$ If the probability < 0.05, then the assumption of normality is not met.

Table 7 Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a,b]	Red	.0000000
	Std. Deviation	4.68474817
Most Extreme Differences	Absolute	.210
	Positive	.111
	Negative	-.210
Test Statistic		.210
Asymp. Sig. (2-tailed)		.002c
Exact Sig. (2-tailed)		.121
Point Probability		.000

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Note that based on Table 7, the probability value or p*Asymp. Sig. (2-tailed)* is known to be 0.121. Because the probability value, which is 0.121, is greater than the significance level, which is 0.05. This means that the data is distributed normally.p

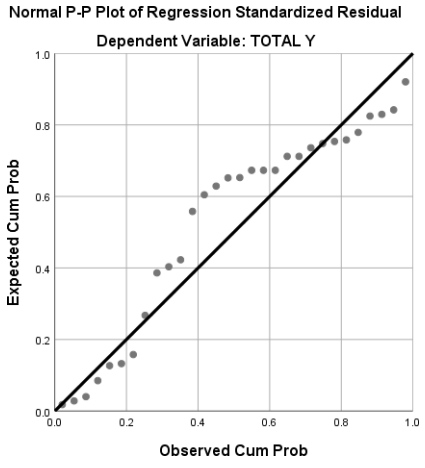

Figure 1 Normal Probability *Plot Test*

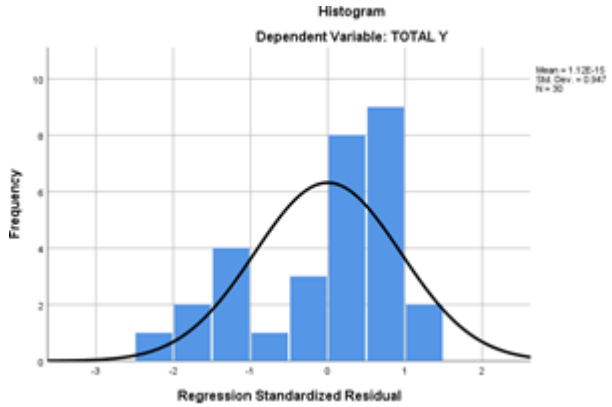

Figure 2 Histogram Normality Test

Figure 1 is a normality test with a *normal probability plot* approach, while Figure 2 is a normality test with a histogram approach. It is known that in Figure 1, the points are spread around the diagonal line, while in Figure 2, the curve is seen in the form of a normal curve, so that the data is distributed normally.

Multicollinearity Test

To check whether multicollinearity occurs or not can be seen from the value *of variance inflation factor* (VIF). A VIF value of more than 10 indicates a variable that is free of multicollinearity.

Table 8 Multicollinearity Test

Models		Collinearity Statistics	
		Tolerance	VIVID
1	(Constant)		
	Leadership (X1)	.052	1.92
	Work Motivation (X2)	.048	2.08
	Job Satisfaction (X3)	.061	1.64

Note that based on Table 8, it is known that the VIF value of leadership (X1) is 1.92, the VIF value of work motivation (X2) is 2.087 and job satisfaction (X3) is 1.64. Because all VIF values are < 10, it is concluded that multicollinearity does not occur.

Heteroscedasticity Test

The Glejser statistical test was chosen because it can better guarantee the accuracy of the results compared to the plot graph test which can cause bias. The Glejser test is carried out by regressing the independent variable to *its residual absolute* value to the dependent variable (Ghozali, 2013). The criteria used to declare whether or not heteroscedasticity occurs among observational data can be explained using significance coefficients. The significance coefficient should be compared to the previously established level of significance (5%). If the significance coefficient is greater than the level of significance set, it can be concluded that heteroscedasticity (homoscedasticity) does not occur. If the significance coefficient is smaller than the set significance level, then it can be concluded that heteroscedasticity occurs.

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Table 9 Heteroscedasticity Test with Glejser Test Coefficient

Models		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.097	2.336		3.467	.002
	Leadership (X1)	-.062	.410	-.157	-.152	.880
	Work Motivation (X2)	-.175	1.144	-.482	-.153	.880
	Job Satisfaction (X3)	.100	1.171	.241	.086	.932

a. Dependent Variable: abs_res

Based on Table 9, it is known that the *value of Sig.* The glejser of leadership (X1) is 0.880 > 0.05, known as *the Sig value.* The glejser of work motivation (X2) is 0.880 > 0.05, known as *the Sig value.* Glejser of job satisfaction 0.932 > 0.05. It is known that all the values *of Sig.* The glycers of each independent variable are above 0.05, so it is concluded that heteroscedasticity does not occur.

Multiple Linear Regression Analysis

The analysis method used in this study is to use *multiple linear regression analysis*. Multiple linear regression analysis is used when the number of independent variables is at least 3 independent variables. The use of multiple linear regression analysis is intended to determine the influence of the independent variable commonly referred to as the non-independent variable commonly referred to as. Table 9 is the result of multiple linear regression analysis.*XY*

Table 10 Multiple Linear Regression Analysis Coefficient

Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.214	2.275		3.61	0.001
	X1	0.345	0.12	0.276	2.876	0.006
	X2	0.412	0.133	0.409	3.102	0.003
	X3	0.298	0.122	0.358	2.451	0.017

a. Dependent Variable: Y

Based on Table 10, the multiple linear regression equation is obtained as follows.

Y = 8.214 + 0.345X1 + 0.412X2 + 0.298X3 e

With:

Y = Employee Performance X_1 = Leadership

X_2 = Work Motivation X3= Job Satisfaction

Based on the results of multiple linear regression analysis in the *Coefficients* table, it is known that all independent variables have a regression coefficient of positive and statistically significant value compared to the dependent variable (Y).

1. The X1 variable has a regression coefficient value of 0.345 with a significance value of 0.006. A positive coefficient value indicates that X1 has a direct effect on Y, meaning that any increase in X1 will be followed by an increase in Y. A significance value smaller than 0.05 indicates that the effect of X1 on Y is statistically significant.
2. The X2 variable has a regression coefficient of 0.412 with a significance value of 0.003. This shows that X2 has a positive effect on Y and has a significant influence. Thus, the higher the X2, the higher the Y, the higher the Y will also increase noticeably.
3. Furthermore, the X3 variable has a regression coefficient of 0.298 with a significance value of 0.017. This value indicates that X3 has a positive and significant effect on Y, so the increase in X3 will be followed by the increase in Y.
4. Based on these results, it can be concluded that the variables X1, X2, and X3 partially have a positive and significant effect on the Y variable, so that all research hypotheses that state the positive influence of independent variables on dependent variables are acceptable.

Hypothesis Test

Simultaneous Significance Test (F Test)

The F test aims to test the influence of independent variables together or simultaneously on non-performance (Y) variables.

Table 11 Simultaneous Influence Test with Test *F*
NEW ERA

Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	189.541	3	63.180	5.581	.007b
Residual		636.459	26	24.479		
Total		826.000	29			

a. Dependent Variable: Y
b. Predictors: (Constant), X3, X1, X2

Based on Table 11, it is known that the value of F is calculated as 5.581 and the value *of Sig.* is 0.007
< 0.05. So leadership (X1), work motivation (X2) and job satisfaction (X3) together or simultaneously have a significant effect on performance (Y).

Partial Significance Test (t-test)

The t-statistical test is used to determine the significance of the influence of each independent variable on the dependent variable. Table 12 presents the regression coefficient values, as well as the statistical value t for partial influence testing.

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Table 12 Partial Influence Significance Test (Test)*t* Coefficient

Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.214	2.275		3.61	0.001
	X1	0.345	0.12	0.276	2.876	0.006
	X2	0.412	0.133	0.409	3.102	0.003
	X3	0.298	0.122	0.358	2.451	0.017

a. Dependent Variable: Y

The t-test is used to determine the influence of each independent variable X1, X2 and X3 partially on the dependent variable Y.

1. A constant value of 8.214 indicates that if all independent variables (X1, X2, and X3) are considered to be zero, then the value of the dependent variable (Y) is 8.214.
2. The variable X1 has a t-value of 2.876 with a significance value of 0.006 (< 0.05). In addition, the regression coefficient has a positive value of 0.345. This shows that X1 has a positive and significant effect on Y.
3. The X2 variable has a t-value of 3.102 with a significance value of 0.003 (< 0.05) and a positive regression coefficient of 0.412. Thus, X2 has a positive and significant effect on Y.
4. The X3 variable has a t-value of 2.451 with a significance value of 0.017 (< 0.05) and a positive regression coefficient of 0.298. This means that X3 also has a positive and significant effect on Y.
5. The results of the t-test showed that X1, X2, and X3 partially had a positive and significant effect on variable Y, so the hypothesis proposed in the study was accepted.
6. Based on the Standardized Coefficients (Beta) value, the most dominant variable affecting Y was X2 (Beta = 0.409), followed by X3 (0.358) and X1 (0.276). Thus, X2 is the variable with the greatest influence on Y.

Coefficient Determination Analysis

The coefficient of determination () is a value (proportion value) that measures how much the free variables used in regression equations are capable of explaining the variation of non-free variables.

R2

Table 13 Coefficient of Determination

Model Summaryb

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479a	.229	.141	4.948

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Based on the table above, it is known that the value of the determination coefficient (R Square) is 0.229. This shows that the independent variables leadership (X1), work motivation (X2), and job satisfaction X3 were able to explain the variation in the dependent variable of employee performance Y by 22.9%, while the remaining 77.1% was explained by other variables outside the research model.

Conclusion

This study aims to analyze the influence of leadership, work motivation, and job satisfaction on employee performance. Based on the results of multiple linear regression analysis, it can be concluded that:

1. Leadership (X1) had a positive and significant effect on performance (Y) with a regression coefficient of 0.345 and a significance value of 0.006.
2. Work motivation (X2) also had a positive and significant effect on performance with a regression coefficient of 0.412 and a significance value of 0.003, and was the most dominant variable with a Standardized Beta value of 0.409.
3. Furthermore, job satisfaction (X3) had a positive and significant effect on performance with a regression coefficient of 0.298 and a significance value of 0.017.
4. The results of the simultaneous test showed an F value of 5.581 with a significance level of 0.007, which means that leadership, work motivation, and job satisfaction together have a significant effect on employee performance. The value of the determination coefficient (R Square) of 0.229 indicates that the three independent variables were able to explain 22.9% of the variation in performance, while the remaining 77.1% were influenced by other variables outside the study model.

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