EMPLOYEE PERFORMANCE OF PT. SUJATI SINAR SEMPURNA: THE INFLUENCE OF MOTIVATION, LEADERSHIP, AND JOB SATISFACTION

Yutiandry Rivai[1], Hendrik Chen[2], Layla Hafni S[3], Ikas Miran[4], Saipul Al Sukri[5]

[1,2,3&4]Institut Bisnis dan Teknologi Pelita Indonesia, [5]Universitas Islam Negeri Sultan Syarif Kasim Riau

Email: yutiandry.rivai@lecturer.pelitaindonesia.ac.id

ABSTRACT

This study aims to analyze the effect of motivation, leadership and job satisfaction on employee performance at PT. Sujati Sinar Sempurna either partially or simultaneously. This study uses multiple linear regression analysis using the SPSS version 21 application, with a total sample of 40 employees at PT. Sujati Sinar Smpurna. The results of the study of job satisfaction variables affect performance at PT. Sujati Sinar Sempurna, while motivation and leadership have a negative effect on performance at PT. Sujati Sinar Smpurna. The variables of motivation, leadership and job satisfaction have contributed 75.9% to the performance variable, although there is still 24.1% influence on other factors not included in the study. It is recommended that the company pay more attention to the health of its employees, dare to submit all decisions and policies about work to their subordinates and can provide work according to the strengths of each employee, to be able to improve performance in a better direction.

Keywords: Motivation; Leadership; Job Satisfaction; Performance

KINERJA KARYAWAN PT. SUJATI SINAR SEMPURNA: PENGARUH MOTIVASI, KEPEMIMPINAN, DAN KEPUASAN KERJA

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi, kepemimpinan dan kepuasan kerja terhadap kinerja karyawan di PT. Sujati Sinar Sempurna baik secara parsial maupun secara simultan. Penelitian ini menggunakan analisis Persamaan Regresi Linier berganda menggunakan aplikasi SPSS Versi 21, dengan jumlah sampel sebanyak 40 orang karyawan di PT. Sujati Sinar Sempurna. Hasil penelitian variabel kepuasan kerja berpengaruh terhadap kinerja di PT. Sujati Sinar Sempurna, sedangkan motivasi dan kepemimpinan berpengaruh negatif terhadap kinerja di PT. Sujati Sinar Sempurna. Variabel motivasi, kepemimpinan dan kepuasan kerja telah berkontribusi sebesar 75,9% terhadap variabel kinerja, walaupun masih terdapat 24,1% pengaruh pada faktor-faktor lain yang tidak termasuk di dalam penelitian. Disarankan kepada pihak perusahaan agar dapat lebih memperhatikan kesehatan karyawannya, berani menyerahkan semua keputusan dan kebijaksanaan tentang pekerjaan kepada bawahannya dan dapat memberikan pekerjaan sesuai dengan kelebihan masing-masing karyawan, untuk dapat meningkatkan kinerja ke arah yang lebih baik

Kata Kunci: Motivasi; Kepemimpinan; Kepuasan Kerja; Kinerja

INTRODUCTION

Good human resource factors are one of the foundations for every organizational activity in achieving its goals. An organization or group is a process that runs or works simultaneously with more than one person. In a group, each member works together and affects each other. Every action taken must be sought to improve the performance of its resources, in which it aims to improve the performance of its employees. Thus, every organization or company needs good human resources (HR) to achieve the goals of the organization.

To be able to advance an organization well, good human resources are needed, therefore employees or workers who have high education or knowledge and skills are needed. Employee performance is related to the quality and quantity of the results of work tasks given to employees or workers in each organization. Good performance is an acceptable result for achieving organizational goals.

In realizing the goals of the organization. Every organization definitely wants its employees to have good performance, because it is one of the factors in realizing organizational goals. There are several factors that can influence employee performance, including motivation, leadership and job satisfaction.

Performance appraisal is something that must exist in every organization. Performance appraisal can be a measure of whether the company's performance can be said to be good or not. There is still a small amount of good performance that every employee in every organization has. For example, it can be seen from sales data which fluctuates every year.

This research was undertaken at PT. Sujati Sinar Sempurna. PT Sujati Sinar Sempurna is a company engaged in the distribution of ceramic building materials and has started operating in Pekanbaru since 2016. It is located on Jalan Siak II. The below is presented Employee Performance Data for the last three years.

There is sales data from PT. Sujati Sinar Sempurna in the last 3 years. In 2018-2019 there was an increase in sales realization, namely from 93% to 100%. Furthermore, in 2019-2020 there was a decline in sales realization from 100% down to 90%. This decline in sales was caused by a lack of good performance for workers. Apart from that, 2019-2020 was the beginning of the COVID-19 pandemic which made the government implement PSBB (Large-Scale Social Restrictions) in the Pekanbaru area, it leads to many employees feel that their work was being hindered and they were not working optimally in sales, delivery and administration. Many employees spend their own time relaxing instead of working to carry out their duties. So that performance at PT. Sujati Sinar Sempurna is declining. As a company that has quite a large workforce. PT. Sujati Sinar Sempurna must be able to improve and evaluate work in order to prepare for all the consequences that will occur.

Dealing with the results of a pre-survey that the researcher has applied to 40 employees at PT. Sujati Sinar Sempurna, there are several factors that are thought to be the cause of PT employees. Sujati Sinar Sempurna is not optimal at work. The first factor that influences employee performance is motivation. Motivation is a condition that can move employees to achieve goals (Mangkunegara, 2015). Sufficient and good motivation can bring enormous benefits to employees, employees will feel that working well is their goal, which of course will also be a good goal for the company. This statement is supported by research conducted by (Adiyasa & Windayanti, 2019) stated that motivation has been proven to have a significant effect on employee performance. This is not in line with research conducted by Marjaya & Pasaribu (2019) revealed that motivation has no significant effect on employee performance. According to the results of previous research conducted Khairiyah & Nur (2018) argued that motivation has a significant influence on employee performance.

The second factor identified is leadership, leadership is one of the factors that has a big influence on the progress of employee performance at PT companies. Sujati Sinar Sempurna. Leadership is the activity of influencing people to work willingly to achieve common goals (Mangkunegara, 2015). Every company or organization definitely wants a good leader in the company, because he can have quite a big influence in the organization. A good leader can influence his members to be more productive at work, enthusiastic, happy at work and disciplined, of course. According to Maria (2019) Shows that leadership has a significant effect on performance but research Sarasti (2015) stated that leadership has no significant effect on performance. Previous research Mahajaya & Subudi (2016) states that leadership has a positive and significant effect on employee performance

Other factors that are thought to influence employee performance at PT. Sujati Sinar Sempurna is job satisfaction. Job satisfaction is a positive or pleasant emotional condition towards work, which means that the meaning of work for satisfied workers is positive (Khairiyah & Nur, 2018). Job satisfaction also greatly influences performance. For employees who are not satisfied with their work, it can affect their performance, making their work less optimal, unhappy and so on. On the other hand, employees who have job satisfaction will feel satisfied or productive with the work given, in other words they can improve performance at PT. Sujati Sinar Sempurna. Previous research (Khairiyah & Nur, 2018) argued that job satisfaction has a dominant and significant positive influence on employee performance, whereas previous research according to Adiyasa & Windayanti (2019) satisfaction was not proven to have a significant effect on performance. previous research Nabawi (2019) stated that job satisfaction has an effect but is not significant on employee performance.

This research aims to determine the effect of motivation, leadership and job satisfaction on employee performance at PT. Sujati Sinar Sempurna.

LITERATURE REVIEW
Employee Performance
Performance in English is called job performance, which is the level of employee success in completing their work (Cahyo, 2015). Employee performance is the result of employee work as a whole or during a certain period both in quality and quantity based on predetermined and agreed criteria (Sari & Hadijah, 2016).

Increasing employee performance will bring progress to organizations in the government environment, to be able to survive in an unstable job competition. Therefore, efforts to improve employee performance are the most serious government management challenges because success in achieving organizational goals and survival depends on the quality of the performance of the human resources within it. (Maria, 2019).

There are several factors that affect employee performance, namely motivation, leadership and job satisfaction. These three are factors that have a big influence on employee performance in every organization. Motivation is an encouragement to employees to complete the tasks that have been assigned to them. Leadership or a good leader guides his subordinates in the right direction, which can be beneficial both to the company and to the employees themselves. And the third is job satisfaction, employees who have job satisfaction with their duties, of course have a good spirit at work (productive), will be very profitable for the company and themselves.

Factors that influence and even determine the quality of employee performance are the motivation, knowledge, skills and attitudes of the employees themselves. Meanwhile, performance management and the work environment function as incentives for employees to participate more, in the sense that performance management provides expectations and the work environment influences individuals in accordance with the employee's task needs, namely a conducive and enjoyable environment (Lian, 2017).

According to Indrasari (2017) performance appraisal is an organizational process for assessing the performance of its employees. The general purpose of performance appraisals is to provide feedback to employees in an effort to improve their performance and increase organizational productivity, especially those related to employee policies such as for the purposes of promotions, salary increases, education and training.

According to Kasmir (2016) assessing and measuring employee performance can be done using several indicators, namely: (1) Quality (quality) Measuring employee performance can be done by looking at the quality of the work produced through a certain process. Employees who have good performance will produce products and work that are of high quality, and vice versa, if the quality of the work produced is low then their performance will also be low. (2) Quantity (number) Measuring employee performance can be done by looking at the quantity produced by a person. Quantity is the production produced and can be shown in the form of currency units, number of units, or number of activity cycles completed. The company expects its employees to be able to achieve the target number or exceed the target that has been set. (3) Time (time period) Some types of work are given a time limit for completing the work, meaning there is a minimum and maximum time limit that must be met. In certain types of work, the faster a job is completed, the better the performance, and vice versa, the slower the completion of a job, the less good the performance. (4) Cost emphasis A company has budgeted every cost before activities are carried out. This means that the budgeted costs become a reference so that they do not exceed what has been budgeted. (5) Supervision Every activity in the company requires supervision so that it does not deviate from the established rules. Supervision is very necessary in order to control employee activities in the company so that they can produce good performance. (6) Relationships between employees Employees who are able to develop feelings of mutual respect, goodwill and cooperation between one employee and another will create a comfortable and cooperative atmosphere that allows each other to support each other to produce better work activities.

Motivation
Motivation is a complex problem in organizations, because the needs and desires of each member of the organization are different. This difference is because each member of an organization is biologically and psychologically different. Company managers need to know the motivation of their employees or subordinates, because this factor will determine the course of the organization in achieving its goals (Tilahun, 2019).

According to Mahajaya & Subudi (2016) Motivation is the provision of driving force that creates enthusiasm for a person's work, so that they are willing to work together, work effectively and integrate with all efforts to achieve satisfaction and is a psychological process that generates and directs behavior towards achieving goals, even motivation is the best tool for the best performance.

According to Sutrisno (2016), there are two factors that influence motivation, namely: (1) Internal factors. Internal factors that can influence a person's motivation include the desire to live, the desire to have the desire to gain recognition, the desire to be in power. (2) External Factors: External factors also play no less role in weakening a person's work motivation. These external factors are working environmental conditions, adequate compensation, good supervision, job security, status and responsibility, flexible regulations.

In research, Lian (2017) said that an employee's emotional state is pleasant and makes employees enthusiastic in carrying out work if the needs for existence, relatedness and growth are met. Furthermore, from these three dimensions, indicators are created as the basis for making instruments. The three dimensions and indicators are as follows: (1) Existence, has the following three indicators: a. Fulfillment of basic needs. b.

Fulfillment of security needs. c. Job guarantee. (2) Affiliation (Relatedness), has four indicators as follows: a. Interaction with the environment. b. Healthy and conducive work climate. c. Organizational policies. d. Supervision. (3) Growth, has five indicators as follows: a. Responsibility. b. Development of personal potential. c. Challenge. d. Stimulation. e. Job variations

According to Wibowo (2011) the dimensions and indicators of motivation are as follows: (1) The need for achievement: a. Work targets. b. Quality of work. c. Responsibilities and Risks (2) The need to expand relationships. a. Communication . b. Friendship (3) The need to master a job. a. Leader. b. Company ambassador. c. Exemplary

Leadership

Leadership can be interpreted as an ability or skill that exists in a person in moving or motivating an individual or group to achieve predetermined goals (Adiyasa & Windayanti, 2019).

An effective leader in relationships with subordinates is a leader who is able to convince them that the personal interests of the subordinates are the leader's vision, and is able to ensure that they have a role in implementing it (Maria, 2019).

Leadership is shifting the focus of attention from individual leaders to the functions carried out by leaders in their groups. It appears that for a group to operate effectively, a person must carry out two main functions, namely (1) The problem solving function or function related to tasks and the social function or group development function. Functions related to tasks include the function of providing suggestions for solutions, information and opinions. (2) The group coaching function includes everything that helps the group operate more smoothly, for example approving or giving praise to other members in the group, mediating group disagreements or even paying attention to the progress of group discussions.

According to Hasibuan (2014) leadership indicators are as follows: (1) Exemplary. As a good instructor for his subordinates by being a wise leader who enables each subordinate to become smarter and more professional in carrying out their duties. (2) Authority. Leaders can assist or help subordinates overcome the problems they face in carrying out the tasks assigned to these subordinates. (3) Delegation of Tasks. A wise leader must delegate some tasks and authority to his subordinates. This delegation is needed to minimize obstacles. (4) Decision Making The success of a leader is largely determined by the skill of making decisions even at critical times. (5) Motivation. Motivation provides the power to progress even better, without motivation whatever you do will become a burden. Leaders need to hold meetings and lead by involving all potential related to implementing the plan.

According to Robbins & Judge (2015), the indicators are as follows: (1) integrity, which is one of the most important/key attributes that a leader must have in relation to consistency in actions and the values of the vision to be achieved for company. (2) Competency is the skill required by a leader as demonstrated by his ability to consistently provide a high level of performance in a function as a leader. (3) Consistency, meaning determination and stability in acting regarding policies that reflect consistency in dealing with problems being experienced by the company. Loyalty, meaning the quality of a loyal attitude through actions of giving or showing firm support and compliance. and constant from a leader to his subordinates. (4) Openness, meaning the openness of leaders and subordinates in receiving input and suggestions in making decisions so as to create a good cooperative relationship.

Job Satisfaction

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work and several indicators of job satisfaction (Harahap & Tirtayasa, 2020). According to Sunyoto (2012) defines that: Job satisfaction is an individual characteristic of a person so that he has different levels of satisfaction according to the value system that applies to him. This is caused by differences in each individual. The more aspects of the job match the individual's wishes, the higher the level of satisfaction felt and vice versa.

According to Edison (2016) the factors that influence job satisfaction are (1) the salary earned, the job itself, (2) promotion opportunities, (3) work conditions, (4) co-workers and (5) job security within the organization.

According to Harahap & Tirtayasa (2020) states that indicators of job satisfaction are: (1) liking one's job, namely a person likes his job because he can do it, (2) loving his job, (3) work morale, namely an inner agreement that emerges from within a person or a group of people to achieve certain goals in accordance with the quality set, (4) discipline, namely conditions created and formed through the process of a series of behaviors that show the values of obedience, compliance, loyalty, regularity and order, and (5) achievement work, namely the work results achieved by a person in carrying out the tasks assigned to him which are based on skill, seriousness and time.

According to Widodo (2015) states that there are several indicators of job satisfaction, namely: (1) salary, namely the amount of payment a person receives as a result of carrying out work, whether it is in accordance with needs and feels fair, (2) the work itself, namely the content of the work whether a person does it has satisfying elements, (3) co-workers, namely friends with whom a person constantly interacts in carrying out work. A person can feel that his co-workers are very pleasant or unpleasant, (4) superiors, namely someone who always gives

orders or instructions in carrying out work. A superior's way of working can be unpleasant for a person or enjoyable and this can affect job satisfaction, (5) promotion, namely the possibility that a person can develop through promotion, a person can feel that there is a high probability of being promoted or not. This can also affect a person's level of job satisfaction, and (6) the work environment, namely the physical and psychological environment.

The Relationships between Variables and Hypothesis Development
The Effect of Motivation on Employee Performance
Motivation is a condition that can move employees to achieve goals (Mangkunegara, 2015) Sufficient and good motivation can bring enormous benefits to employees, employees will feel that working well is their goal, which of course will also be a good goal for the company. This statement is supported by research conducted by (Adiyasa & Windayanti, 2019) argue that motivation has been proven to have a significant effect on employee performance. This is not in line with research conducted by Marjaya & Pasaribu (2019) which revealed that motivation has no significant effect on employee performance. And according to the results of previous research conducted by Khairiyah & Nur (2018), motivation has a significant influence on employee performance.
H1: Motivation has a positive effect on employee performance at PT. Sujati Sinar Smpurna.

The Effect of Leadership on Employee Performance
Leadership is an activity of influencing people to work willingly to achieve common goals (Mangkunegara, 2015). Every company or organization definitely wants a good leader in the company, because he can have quite a big influence in the organization. A good leader can influence his members to be more productive at work, enthusiastic, happy at work and disciplined, of course. Research according to Maria (2019) shows that leadership has a significant effect on performance, but research by Sarasti (2015) asserts that leadership does not have a significant effect on performance. Previous research by Mahajaya & Subudi (2016) stated that leadership has a positive and significant effect on employee performance
H2: Leadership has a positive effect on employee performance at PT. Sujati Sinar Smpurna.

The Effect of Job Satisfaction on Employee Performance
Job satisfaction is a positive or pleasant emotional condition towards work, which means that the meaning of work for satisfied workers becomes positive (Khairiyah & Nur, 2018). Job satisfaction also greatly influences performance. For employees who are not satisfied with their work, it can affect their performance, making their work less optimal, unhappy and so on. On the other hand, employees who have job satisfaction will feel satisfied or productive with the work given, in other words they can improve performance at PT. Sujati Sinar Sempurna. Previous research (Khairiyah & Nur, 2018) said that job satisfaction has a dominant and significant positive influence on employee performance, while previous research according to Adiyasa & Windayanti (2019) said that satisfaction was not proven to have a significant effect on performance. Previous research by Nabawi (2019) stated that job satisfaction has an effect but not significant on employee performance.
H3: Job satisfaction has a positive effect on employee performance at PT. Sujati Sinar Sempurna.

Framework
To facilitate understanding of the entire series of research, a research framework has been prepared. This research consists of three independent variables and one dependent variable, which can be seen in Figure 1.
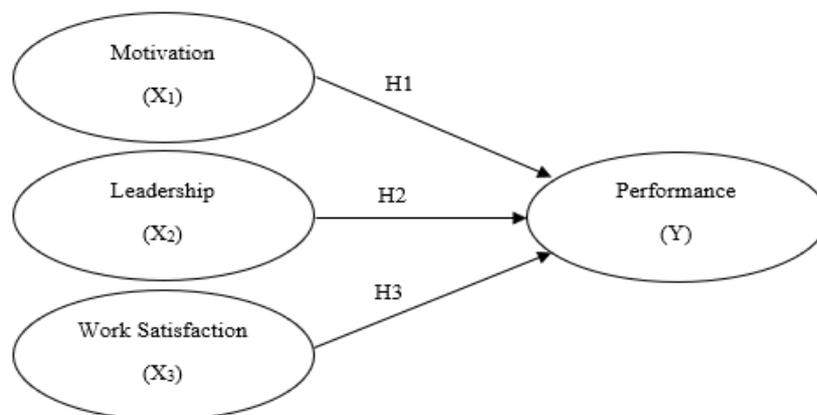
Figure 1. Framework

RESEARCH METHOD
Population and Sample

Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. In this research, the population is all employees of PT. Sujati Sinar Sempurna has a population of 40 people. Seeing as the population is only 40 people, it is worth taking all of them. The sampling method used was the census method, this is because in terms of the area this research only covers a very narrow area or subject. Thus, researcher feels the need to research as a whole without having to take a certain number of samples (Suharsimi, 2013).

According Sugiyono (2011), the sample is part of the number and characteristics of the population. In this research, sampling used the census method. This means that the entire population will be used as a research sample, namely 40 employees.

Data Analysis Techniques
Descriptive Analysis

The descriptive method is a method that provides an overview or description of the data being studied. When using descriptive statistics, data can be seen from the average value, standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness. Descriptive statistics are used to simplify the characteristics of a data group so that they are easy to understand (Ghozali, 2016).

Multiple Linear Regression Equations

The multiple linear regression method is intended to determine the closeness of the relationship that exists between the two variables. This linear regression method can also be used for forecasting using periodic data (time series). Based on the relationship between the leadership variables (X_1), job satisfaction (X_2), work motivation (X_3), and auditor performance (Y), the following linear regression analysis model will be used:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon \qquad (1)$$

RESEARCH RESULTS AND DISCUSSION
Research result

The data processed in this research is data originating from 40 respondents, all of whom are employees at PT. Sujati Sinar Sempurna. The questionnaire distributed consists of statements and the variables to be studied are motivation (X_1), leadership (X_2), job satisfaction (X_3), and performance as a variable (Y).

Variable Description

The variables in this research consist of 3 independent variables, namely Motivation (X1), Leadership (X2) and Job Satisfaction (X3). And one dependent variable is Performance (Y1).

In the motivation variable, it can be seen that the statement "A comfortable and safe company environment" has an average value of 4.50. This is because the company PT. Sujati Sinar Sempurna has office facilities that are comfortable for employees to work in, so many respondents strongly agree with this statement. The statement "The company always pays attention to the health of its employees" has a lower average value than the first statement, namely 4.53. This is because companies tend to pay more attention to work comfort than paying attention to the health of their employees, however, company management also always pays attention to employee health, always providing first aid and work protection equipment, for example. The average score for the Motivation variable is 4.45. This means that the motivation provided by PT. Sujati Sinar Sempurna to its employees can be accepted (rated as good) by respondents.

In the leadership variable, it can be seen that the statement "Leaders always set a good example to their members" has an average value of 4.60. This indicates that the leader of PT. Sujati Sinar Sempurna has a good attitude, is able to set a good example for his subordinates to emulate, the leader always sets an example of a good work spirit and is always careful with the work he does. The statement "Leaders hand over all decisions and policies regarding work to their subordinates" has an average value of 4.23. Which means employees of PT. Sujati Sinar Sempurna feels that the decisions and policies provided by the company are not strong enough to be able to regulate the course of the work process provided. The average score for the leadership variable is 4.49. This means that the leadership of PT. Sujati Sinar Sempurna was accepted (rated as good) by respondents.

In the job satisfaction variable, it can be seen that the statement "The leader gives direction to each employee regarding their work" has an average value of 4.50. This means that employees consider the leaders of PT. Sujati Sinar Sempurna is able to carry out its duties well, namely being able to provide work direction to each employee. The statement "Employees enjoy the work they are given" has an average value of 4.15. This means that employees of PT. Sujati Sinar Sempurna feels dissatisfied or happy with the work given by her boss. The average score for the job satisfaction variable is 4.37. This means that Job Satisfaction obtained from PT. Sujati Sinar Sempurna can be accepted (rated as good) by respondents.

In the performance variable, it can be seen that the statement "Employees try to complete the tasks given with full responsibility" has an average value of 4.73. This means that most employees of PT. Sujati Sinar Sempurna has a high sense of responsibility as an employee in completing the assigned work tasks. The statement "The quantity of work provided is in accordance with the employee's abilities" has a lower average value compared to the second statement, namely 4.38. This means that employees at PT. Sujati Sinar Sempurna felt that the quantity of work given was not commensurate with her abilities. The average score for the performance variable is 4.46. This means that employee performance at PT. Sujati Sinar Sempurna has a fairly good score and is acceptable (rated as good) by respondents.

Variable Validity Test

The results of validity testing show that the correlation values for all statements of motivation (X_1), leadership (X_2), job satisfaction (X_3) and performance (Y) variables are declared valid. This shows that all questions used to measure all variables have been understood along with the correlation values compared to the r table. Data (n-2) = (100-2) = 98, then the r table is 0.500, so all of these items are declared valid.

Variable Reliability Test

From the results of the reliability test of all the questions above, it is said to be reliable and successful, because the variables measured produce Cronbach's Alpha values of 0.811, 0.811, 0.925, and 0.852, so all the items from the statements for each variable are declared to be completely reliable, because the reliability coefficient value is more than 0.6.

Classical Assumption Test
Normality Test

Normality testing is carried out in two ways, namely the Kolmogorov-Smirnov test and the Normal Probability Plot. The following are the results of normality testing via the Kolmogorov-Smirnov test with the results in Table 1.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.84639314
Most Extreme Differences	Absolute	.140
	Positive	.086
	Negative	-.140
Kolmogorov-Smirnov Z		.884
Asymp. Sig. (2-tailed)		.415
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Processed Data, 2024

Dealing with the results of the normality test using SPSS 21.0 software in the table above, it shows a significant value of 0.415, which indicates it is greater than alpha 0.05, so all independent and dependent variables used in the test have a normal distribution, so further testing can be carried out because of the assumption of normality. data has been met. This can also be proven graphically in the Normal Probability Plot, which is shown in Figure 2.

Figure 2 illustrates that the distribution of data must be around the line area and follow the direction of the diagonal line. So it can be concluded that the data in the study is normally distributed because the points are located around the line area and follow the direction of the diagonal line.

Heteroscedasticity Test

Heteroscedasticity Test is the method used to test whether or not heteroscedasticity occurs in this research, namely the Scatterplot graph test using SPSS 21.0. The purpose of this test is to test whether in the regression model there is inequality of variance from the residuals of one observation to another. The way to find out whether heteroscedasticity is present or not is to look at the graph plot.

If there is a certain pattern, such as the dots forming a certain pattern (wavy, widening then narrowing) then this indicates heteroscedasticity has occurred. A good regression model is one that is homoscedastic or does not have heteroscedasticity.

In Figure 3, it can be seen that the scatterplot results from the Heteroscedasticity test show that the data is spread randomly above and below zero on the Regression Standardized Predicted Value axis, meaning that the regression model in this study is free from symptoms of Heteroscedasticity.
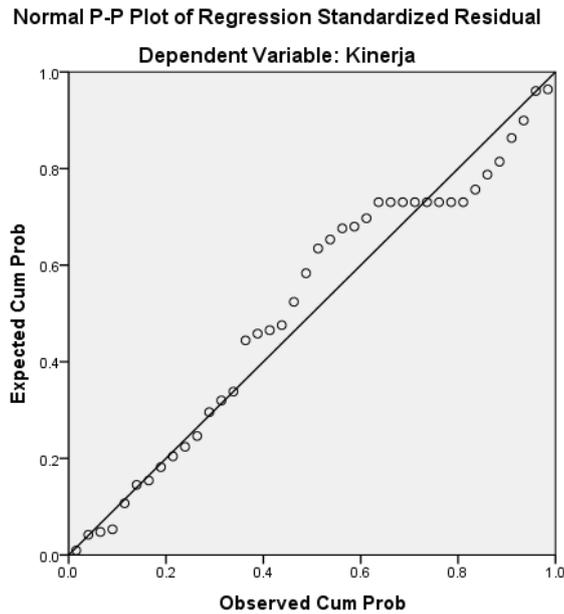
Source: Processed Data, 2024
Figure 2. Normality Test Results via Normal Probability Plot
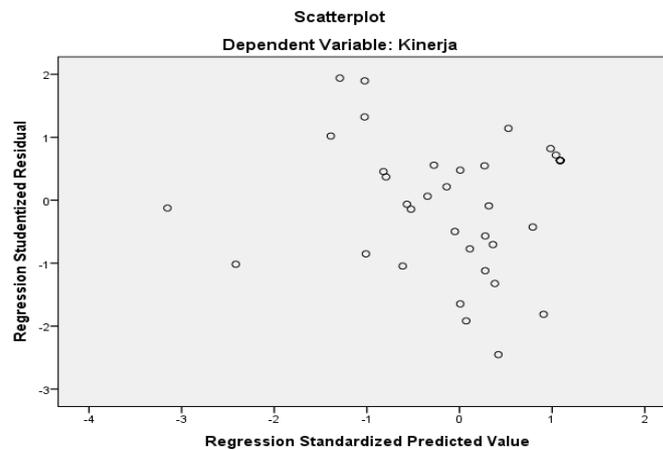
Source: Processed Data, 2024
Figure 3. Heteroscedasticity Test Results

Multicollinearity Test
This multicollinearity test is carried out to determine whether or not there is a correlation between the independent variables so that multicollinearity does not occur. The test method is to compare the Tolerance value obtained from multiple regression calculations, if the VIF value < 10 then multicollinearity does not occur. The results of the multicollinearity test can be seen in Table 2.

In accordance with table 2, it can be concluded that for the independent variables there is no multicollinearity. This can be seen from the VIF values of all independent variables, namely: Motivation of 3.143; leadership of 4,480; Job satisfaction is 5,760, where all VIF values are < 10, it can also be shown that the Tolerance value of all other independent variables is > 0.1.

Table 2. Multicollinearity Test Results

Coefficients[a]

Model		Collinearity Statistics			
		Tolerance	Standar	VIF	Standar
1	Motivation	0,318	>0,1	3,143	<10
	Leadership	0,223	>0,1	4,480	<10
	Work Performance	0,174	>0,1	5,760	<10
a. Dependent Variable: Performance					

Source: Processed Data, 2024

F test

The F Test results are displayed in Table 3.

Table 3. F Test Calculation Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	463.817	3	154.606	41.862	.000[b]
	Residual	132.958	36	3.693		
	Total	596.775	39			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Work Performance, Motivation, Leadership						

Source: Processed Data, 2024

Based on the results of simultaneous testing which can be seen in Table 3, the calculated F-value is 41.862. Meanwhile, the F-table ($\alpha = 0.05$; db regression = 4; db residual = 95) is 2.70. Because F-count > F-table, namely 41.862 > 2.70 or Sig value. F (0.000) < $\alpha = 0.05$ then the regression analysis model is significant. This means that testing the model in this study is feasible, so it can be concluded that the dependent variable, namely performance (Y), can be significantly influenced jointly by the independent variables, namely: motivation (X1), leadership (X2) and job satisfaction (X3).

Coefficient of Determination

The coefficient of determination test results are presented in Table 4.

Table 4. Determination Coefficient Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882[a]	.777	.759	1.92179
a. Predictors: (Constant), Work Satisfaction, Motivation, Leadership				
b. Dependent Variable: Performance				

Source: Processed Data, 2024

Based on Table 4, it is influenced by the Adjusted R-Square value (coefficient of determination) of 0.759 or 75.9%. This means that the Performance variable (Y) can be explained by 75.9% by the independent variables, namely Motivation (X1), Leadership (X2) and Job Satisfaction (X3). Meanwhile, the remaining 24.1% was explained by other variables that were not studied.

Multiple Linear Regression Analysis

The results of multiple linear regression are presented in Table 5.

Table 5. Results of Multiple Linear Regression Analysis

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	14,509	2,593	
Motivation (X1)	0,308	0,264	0,163
Leadership (X2)	0,156	0,135	0,192
Work Satisfaction (X3)	0,354	0,118	0,568

Source: Processed Data, 2024

Based on Table 5, the following multiple linear regression equation can be obtained:

$$Y = 14.509 + 0.308\ X1 + 0.156\ X2 + 0.354\ X3 + e \qquad (2)$$

From the equation above it can be interpreted as follows: (1) Constant (a) = 14.509, meaning that performance (Y) will increase by 14.509 units if all the independent variables, namely motivation, leadership and job satisfaction are considered constant or 0. So the performance value is 14.509 . (2) Regression coefficient (b1) = 0.308, meaning the regression coefficient is positive, which means the independent variable motivation (X1) is related in line with performance (Y) where if motivation increases then performance will increase, and vice versa if motivation decreases then performance will also decrease. (3) Regression coefficient (b2) = 0.156, meaning that the regression coefficient is positive, which means that leadership (X2) is related to performance (Y), where if leadership increases, performance will increase, and vice versa, if leadership decreases, performance will also decrease. (4) Regression coefficient (b3) = 0.354, meaning the regression coefficient is positive which means job satisfaction (X3) is related in line with performance (Y) where if job satisfaction increases then performance will increase, and vice versa if job satisfaction decreases then performance will also will decrease.

T test
The t test results are presented in Table 6.

Table 6. t Test Results

Model	T_{count}	T_{table}	Sig	Description
Motivation (X1)	1,167	2,028	0,251	No Significant Influence
Leadership (X2)	1,153	2,028	0,257	No Significant Influence
Work Satisfaction (X3)	3,009	2,028	0,005	Significant Influence With $\alpha = 0,05$

Source: Processed Data, 2024

The t test is carried out by comparing the t-calculated value with the t-table value according to t at df= n – k – 1 = 40 – 3 – 1 = 36 at a degree of error of 5% ($\alpha = 0.05$) of 2.208. Based on the test results in table 4.15, it shows that: (1) The motivation variable (X1) has a t-count value of 1.167 and a significance value of 0.251, so it can be seen that the t-count < t-table (1.167 < 2.208) and the significant value is more greater than $\alpha = 0.05$ (0.251 > 0.05) This test shows that H1 is rejected. It can be concluded that motivation has no effect and is not significant on performance (Hypothesis 1 is rejected). (2) The leadership variable (X2) has a t-count value of 1.153 and a significance value of 0.257, so it can be seen that t-count < t-table (1.153 < 2.208) and the significant value is greater than $\alpha = 0.05$ (0.257 > 0.05) This test shows that H2 is rejected. It can be concluded that leadership has no effect and is not significant on performance (Hypothesis 2 is rejected). (3) The job satisfaction variable (X3) has a t-count value of 3.009 and a significance value of 0.005, so it can be seen that t-count > t-table (3.009 > 2.028) and the significant value is smaller than $\alpha = 0.05$ (0.005 < 0.05). This test shows that H3 is accepted. It can be concluded that job satisfaction has a significant and influential effect on performance (Hypothesis 3 is accepted).

Discussion
The Effect of Motivation on Performance
According to Mahajaya & Subudi (2016) motivation is the provision of driving force that creates enthusiasm for someone's work, so that they are willing to work together, work effectively and are integrated with all efforts to achieve satisfaction and is a psychological process that generates and directs behavior towards achieving goals, even motivation is the best tool for the best performance. Therefore, employees who receive good work motivation can improve their performance more compared to employees who do not receive motivation from their work.

The results of this research show that motivation for employee performance at PT. Sujati Sinar Sempurna has no direct and significant influence. This can be seen from the respondents' answers, most of whom thought that the company did not pay enough attention to the health of its employees, many employees felt that they were not properly protected so that they did not work fully.

The results of the descriptive analysis show that the motivation variable is a variable that has a good assessment from employee respondents at PT. Sujati Sinar Sempurna with an average score of 4.45. This is in line with the results of partial analysis and testing (t test). The regression test shows a positive influence of the Motivation variable on Performance, and the partial test results show that it has no effect and is not significant on Performance. Thus, if motivation increases, performance will also experience an insignificant increase.

The superiors in the company should be able to hold meetings or joint discussion activities to discuss attention to employee health, as well as provide motivation for employees to work optimally and of course improve performance.

The results of this research indicate that motivation has no effect and is not significant on employee performance at PT. Sujati Sinar Sempurna. Further, the results of this research are the same as the results of

research from Marjaya & Pasaribu (2019) which revealed that motivation has no significant effect on employee performance.

The Effect of Leadership on Performance

Leadership can be interpreted as an ability or skill that exists in a person in moving or motivating an individual or group to achieve predetermined goals (Adiyasa & Windayanti, 2019). According Maria (2019), an effective leader in relationships with subordinates is a leader who is able to convince them that the personal interests of the subordinates are the leader's vision, and is able to ensure that they have a role in implementing it. If someone has a good leadership spirit, they will be able to bring their subordinates to good performance.

The results of this research show that leadership affects employee performance at PT. Sujati Sinar Sempurna has no direct and significant influence. This can happen because most employees think that leaders lack trust in handing over all decisions and policies regarding work to their subordinates, so that at work, employees are not free to make quick decisions, and ultimately this can prevent work from taking longer to complete.

The results of the descriptive analysis show that the leadership variable is a variable that has a good assessment from employee respondents at PT. Sujati Sinar Sempurna with an average score of 4.49. This is in line with the results of partial analysis and testing (t test). The regression test shows a positive influence of the Leadership variable on Performance, and the partial test results show that it has no effect and is not significant on Performance. Thus, if leadership increases, performance will also experience an insignificant increase.

The superiors in the company should be able to hold meetings or joint discussion activities to discuss or change the work system, in order to make it easier for employees to work so that the work they do can be completed more quickly.

The results of this research indicate that leadership has no and no significant effect on employee performance at PT. Sujati Sinar Sempurna. Where the research results are the same as the research results from Sarasti (2015) argue that leadership has no significant effect on performance.

The Effect of Job Satisfaction on Performance

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work and several indicators of job satisfaction (Harahap & Tirtayasa, 2020). According to Sunyoto (2012) defines that: Job satisfaction is an individual characteristic of a person so that he has different levels of satisfaction according to the value system that applies to him. This is caused by differences in each individual. The more aspects of the job match the individual's wishes, the higher the level of satisfaction felt and vice versa. Therefore, an employee who has high job satisfaction will also have high performance, and vice versa. The lower the job satisfaction, the lower the performance will be.

The results of this research show that job satisfaction with employee performance at PT. Sujati Sinar Sempurna has a direct and significant influence. This can be seen on average by employees assessing that leaders provide direction to each employee regarding their work. Many employees feel that they work with very clear work, what they want to do is very clearly organized, so that employees can feel satisfaction in their work.

The results of the descriptive analysis show that the job satisfaction variable is a variable that has a good assessment from employee respondents at PT. Sujati Sinar Sempurna with an average score of 4.37. This is in line with the results of partial analysis and testing (t test) of the Job Satisfaction variable. From the regression analysis, the job satisfaction variable has a positive regression coefficient, this means that job satisfaction has a positive influence on performance. This is because job satisfaction has a big impact on performance, the higher the employee's job satisfaction, the higher the performance. And the partial test results show that there is a significant effect on performance.

Company superiors are advised to provide work that suits each employee's strengths, so that they can work with satisfaction again, thereby improving performance of course. The results of this research show that job satisfaction has a significant and influential effect on employee performance at PT. Sujati Sinar Sempurna in which the results of this research are the same as the results of research by Khairiyah & Nur (2018) which states that job satisfaction has a dominant and significant positive influence on employee performance.

CONCLUSION

This research aimed to find out the influence of motivation, leadership, and work satisfaction on the employee performance at PT. Sujati Sinar Sempurna. The conclusion which can be taken from the research results which had been carried out is that there is significant influence between motivation variable towards performance. This is caused by the respondents considered company as not always paying attention to their health. There is no significant influence between leadership variable towards performance. It is caused by leadership does not always give all decisions and wisdoms about the job to the employees. Work satisfaction has significant influence towards performance. In this research, work satisfaction had positive and significant influence towards performance until the employee's performance at PT. Sujati Sinar Sempurana will be high if the employees have high work satisfaction.

It is suggested to the companies to pay more attention to the employees' health, brave to let all decisions and wisdoms about the job to the subbordinates and can give job as the strengths of each employees in order to increase the performance to a better direction.

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