

THE EFFECT OF MOTIVATION, LEADERSHIP AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT. SUJATI SINAR SEMPURNA

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ABSTRACT

This study aims to analyze the influence of motivation, leadership and job satisfaction on employee performance at PT. Sujati Sinar Sempurna both partially and simultaneously. This study uses multiple Linear Regression Equation analysis using the SPSS Version 21 application, with a sample size of 40 employees at PT. Sujati Sinar Sempurna. The results of the study of job satisfaction variables have an impact on performance at PT. Sujati Sinar Sempurna, while motivation and leadership have a negative effect on performance at PT. Sujati Sinar Sempurna. The variables of motivation, leadership and job satisfaction have contributed as much as 75.9% of the variables performance, although there is still a 24.1% influence on other factors not included in the research. DSuggest to the company to pay more attention to the health of its employees, dare to hand over all decisions and policies regarding work to subordinates and be able to provide work according to the strengths of each employee, in order to improve performance in a better direction.

Keyword : Motivation; Leadership; Job Satisfaction; Performance

INTRODUCTION

Good human resource factors are one of the foundations for every organizational activity in achieving its goals. Organization or group is a process that runs or works simultaneously more than one person. In a group, each member cooperates and influences each other. Every action taken certainly tries to improve the performance of its resources, which aims to improve the performance of its employees. Therefore, every organization or company needs good human resources (HR) in achieving 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 to achieve the goals of the organization.

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

Performance appraisal is one of the things that must exist in every organization. Performance appraisal can be a measure, whether the performance in the company can be said to be good or not. There is still a lack of good performance that every employee has in every organization. For example, it can be seen from the sales data that goes up and down every year.

This research was conducted at PT. Sujati Sinar Sempurna. PT Sujati Sinar Sempurna is a company engaged in the distribution of ceramic building materials and has been operating in Pekanbaru since 2016. Located on Jalan Siak II. The following shows Employee Performance Data for the past 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 decrease in sales realization from 100% to 90%. This decrease in sales was due to the lack of good performance for workers. In addition, in 2019-2020 it was the beginning of the emergence of the COVID-19 pandemic which made the government set PSBB (Large-Scale Social Restrictions) in the Pekanbaru area, so that many employees felt that their work was being hindered and worked less than optimally in sales, delivery and administration. Many employees spend their time alone relaxing rather than working to carry out their duties. So that performance at PT. Sujati Sinar Sempurna has decreased. As a company that has quite a lot of workers. PT. Sujati Sinar Sempurna must be able to improve and evaluate work in order to prepare for all the consequences that will occur.

Based on the results of the pre-survey that the author applied to 40 employees at PT. Sujati Sinar Sempurna, there are several factors that are suspected to be the cause of PT. Sujati Sinar Sempurna employees not working optimally. The first factor that affects employee performance is motivation. Motivation is a condition that can move employees to achieve goals.(Mangkunegara, 2015). Sufficient and good motivation can bring great 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. And according to the results of previous research conducted(Khairiyah & Nur, 2018)states that motivation has a significant influence on employee performance.

The second factor identified is leadership, leadership is one of the factors that has a major influence on the progress of employee performance at PT. Sujati Sinar Sempurna. Leadership is an activity that influences people to work willingly to achieve common goals.(Mangkunegara, 2015). Every company or organization definitely wants a good leader in the company, because it can provide a big influence in the organization. A good leader can influence its members to be more productive in working, enthusiastic, happy in working and of course disciplined. Research according to(Maria, 2019)Shows that leadership has a significant effect on performance, but research(Sarasti, 2015)States that leadership does not have a significant effect on performance. Previous research(Mahajaya & Subudi, 2016)states that leadership has a positive and significant influence on employee performance

Another factor that is thought to influence employee performance in 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 becomes positive.(Carolan, Astika 2016). Job satisfaction also greatly affects performance. For employees who are not satisfied with their work, it can affect their performance, work becomes less than optimal, not happy and so on. On the other hand, employees who have job satisfaction will have a sense of satisfaction or productivity for the work given, in other words, it can improve performance at PT. Sujati Sinar Sempurna. Previous research(Khairiyah & Nur, 2018)said that job satisfaction has a dominant and significant influence which has a positive value on employee performance, while previous research according to(Adiyasa & Windayanti, 2019)satisfaction has not been proven to have a significant effect on performance.

previous research (Nabawi, 2019) stated that job satisfaction has an influence but is not significant on employee performance. This study aims to determine the influence of motivation, leadership and job satisfaction on employee performance at PT. Sujati Sinar Sempurna.

LITERATURE REVIEW

Definition of 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 terms of quality and quantity, based on criteria that have been determined and agreed upon in advance. (Sari & Hadijah, 2016).

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

Factors Affecting Performance

There are several factors that affect employee performance, namely Motivation, leadership and job satisfaction. These three are factors that greatly influence employee performance in every organization. Motivation is the drive for 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 for the company and for the employee himself. And the third is job satisfaction, employees who have job satisfaction with their duties, of course have a good soul in working (productive), will be very beneficial for the company and himself.

Factors that influence and even determine the quality of employee performance are the motivation, knowledge, skills and attitudes of the employees themselves. While performance management and work environment function as a motivator for employees to participate more, in the sense that if performance management provides hope and the work environment influences individuals according to the needs of employee tasks, namely a conducive and pleasant environment. (Lian, 2017).

Performance Indicators

According to (Indrasari, 2017) Performance appraisal is an organizational process to assess the performance of its employees. The purpose of conducting performance appraisals in general 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 promotion, salary increases, education and training purposes.

According to (Kasmir, 2016) Employee performance assessment and measurement can be done using several indicators, namely: (1) Quality (quality) Employee performance measurement can be done by looking at the quality of the work produced through a certain process. Employees who have good performance will produce a product and work results that have high quality, and vice versa if the quality of the work produced is low then the performance is also low. (2) Quantity (amount) Employee performance measurement 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 in completing their work, meaning that 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 each cost before the activity is carried out. This means that the budgeted costs are used as a reference so as not to exceed the budgeted amount. (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 it can produce good performance. (6) Relationships between employees Employees who are able to develop feelings of mutual respect, good intentions and cooperation between employees will create a comfortable atmosphere and cooperation that allows each other to support each other to produce better work activities.

Definition of Leadership

Leadership can be defined as an ability or expertise that a person has in moving or motivating an individual or group to achieve predetermined goals. (Sarifudin & Evendi, 2020).

An effective leader in relations 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 convince them that they have a role in implementing it. (Maria, 2019)

Leadership Functions

Leadership is shifting the focus from the individual leader to the functions performed by the leader within the group. It appears that for a group to operate effectively, a person must perform two main functions, namely (1) Problem-solving or task-related functions and social or group coaching functions. Task-related functions include the function of providing solutions, information and opinions. (2) Group coaching functions include everything that helps the group operate more smoothly, such as agreeing with or praising other members of the group, mediating group disagreements or even paying attention to the progress of group discussions.

Leadership Indicators

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

According to (Robbins & Judge, 2015) reveals the indicators as follows: (1) integrity, is one of the most important/key attributes that a leader must have related to consistency in actions and vision values that are to be achieved for the company. (2) Competence, is a skill required by a leader that is demonstrated by his ability to consistently provide a high level of performance in a function as a leader. (3) Consistency, meaning the determination and steadfastness in acting on policies that reflect consistency in facing problems that are being experienced by the company. Loyalty, meaning the quality of a loyal attitude with actions to give or show support and firm and constant obedience from a leader to his subordinates. (4) Openness, meaning the openness of the leader with subordinates in receiving input, suggestions in making decisions so that a good cooperative relationship is created.

H1: Leadership does not affect employee performance at PT. Sujati Sinar Sempurna

Understanding Motivation

Motivation is a complex problem in organizations, because the needs and desires of each member of the organization are different. This difference of 20 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 a person's enthusiasm for 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 arouses and directs behavior towards achieving goals, even motivation is the best tool for the best performance.

Factors which influence Motivation

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

Motivation Indicators

In research (Lian, 2017) said the emotional state of an employee that is pleasant and makes employees enthusiastic in carrying out work if the needs of existence, relatedness and growth are met. Furthermore, from the three dimensions, indicators are made as a basis for making instruments. The three dimensions and their indicators are as follows: (1) Existence, has three indicators as follows: a. Fulfillment of basic needs. b. Fulfillment of security needs. c. Job security. (2) Affiliation (Relatedness), has four indicators as follows: a. Interaction with the environment. b. Healthy and conducive work climate. c. Organizational policy. d. Supervision. (3) Growth, has five indicators as follows: a. Responsibility. b. Development of self-potential. c. Challenges. d. Stimulation. e. Work variety

According to (Wibowo, 2011), dimensions and indicators of motivation are as follows: (1) Need to achieve: a. Work targets. b. Work quality. c. Responsibility and risk (2) Need to expand social circles. a. Communication. b. Friendship (3) Need to master a job. a. Leader. b. Company ambassador. c. Role model

H2: Motivation does not affect employee performance at PT. Sujati Sinar Sempurna

Understanding Job Satisfaction

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their jobs and some indicators of job satisfaction (Harahap & Tirtayasa, 2020).

According to (Sunyoto, 2012) defines that: Job satisfaction is an individual trait of a person so that they have different levels of satisfaction according to the system of values that apply to them. This is due to differences in each individual. The more aspects of the work are in accordance with the desires of the individual, the higher the level of satisfaction felt and vice versa.

Factors Affecting Job Satisfaction

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

Job Satisfaction Indicators

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

According to (Widodo, 2015) states that there are several indicators of job satisfaction, namely: (1) salary, namely the amount of payment received by someone as a result of the implementation of work whether it is in accordance with needs and is felt to be fair, (2) the work itself, namely the content of the work done by someone whether it has elements that are satisfying, (3) co-workers, namely friends with whom someone always interacts in the implementation of work. Someone can feel that their co-workers are very pleasant or unpleasant, (4) superiors, namely someone who always gives orders or instructions in the implementation of work. The ways of working of superiors can be unpleasant for someone or pleasant and this can affect job satisfaction, (5) promotion, namely the possibility that someone can develop through promotion, someone can feel that there is a great possibility of promotion or not. This can also affect the level of job satisfaction of a person, and (6) the work environment, namely the physical and psychological environment.

H3: Job satisfaction has an effect on employee performance at PT. Sujati Sinar Sempurna

Framework

To facilitate understanding of the entire series of this research, a research framework is prepared. This research consists of three independent variables and one dependent variable, which can be seen in the chart as shown in the following image:

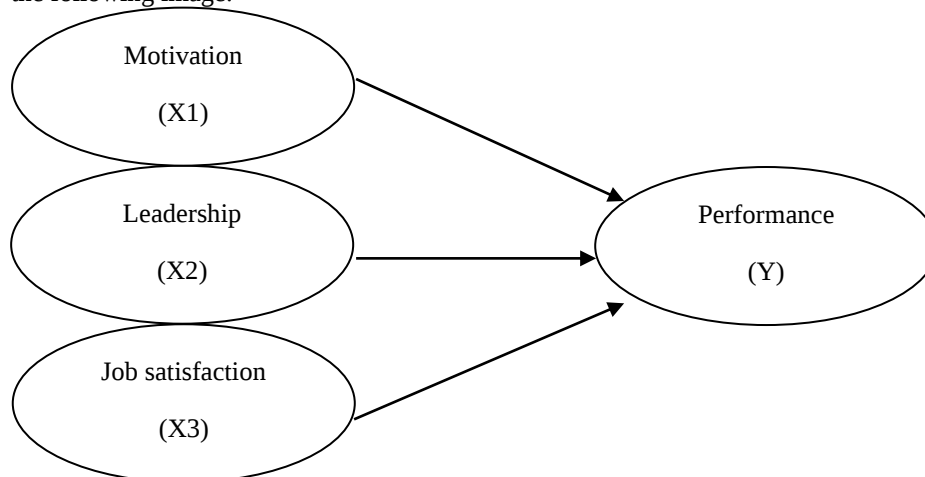


Figure 1 Framework of Thought

RESEARCH METHODS

Population and sample

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population is all employees of PT. Sujati Sinar Sempurna. The population is 40 people. Seeing that the population is only 40 people, it is appropriate to take all of them. The sampling method used is the census method, this is because in

terms of its area, this study only covers a very narrow area or subject. So researchers feel the need to research as a whole without having to take a certain number of samples (Suharsimi, 2013).

According to The Greatest Showman (2011), the sample is part of the number and characteristics possessed by the population. In this study, sampling uses the census method. Which means that from the existing population, the whole will be used as a research sample, which is 40 employees.

Data Analysis Techniques

Descriptive Analysis

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

Multiple Linear Regression Equation

The multiple linear regression method is intended to determine the closeness of the relationship 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 (X1), job satisfaction (X2), work motivation (X3), and auditor performance (Y), the following linear regression analysis model will be used:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

RESEARCH RESULTS AND DISCUSSION

Research result

The data processed in this study are data from 40 respondents who are all employees at PT. Sujati Sinar Sempurna. The questionnaires distributed consist of statements and variables to be studied are motivation (X1), leadership (X2), job satisfaction (X3), and performance as a variable (Y).

Variable Description

The variables in this study consist of 3 independent variables, namely Motivation (X1), Leadership (X2) and Job satisfaction (X3). And one dependent variable, namely 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 comfortable office facilities for employees to work, so many respondents strongly agree with the statement. The statement "The company always pays attention to the health of its employees" has an average value lower than the first statement, namely 4.53. This is because the company tends to pay more attention to work comfort than to the health of its employees, although the company management also always pays attention to employee health, always providing first aid and work protection equipment for example. The average score of the Motivation variable is 4.45. This means that the motivation given by PT. Sujati Sinar Sempurna to its employees can be accepted (assessed well) by respondents.

In the leadership variable, it can be seen that the statement "Leaders always set a good example for their members" has an average value of 4.60. This means that the leaders of PT. Sujati Sinar Sempurna have a good stance, are able to set a good example for their subordinates to emulate, leaders always set an example of good work spirit and are always careful with the work being done. The statement "Leaders leave all decisions and policies about work to their subordinates" has an average value of 4.23. Which means that employees of PT. Sujai Sinar Sempurna feel that the decisions and policies given by the company are not strong enough to be able to regulate the course of the work process given. The average score of the leadership variable is 4.49. This means that the leadership of PT. Sujati Sinar Sempurna is accepted (assessed as good) by respondents.

In the job satisfaction variable, it can be seen that the statement "The leader provides direction to each employee regarding their work" has an average value of 4.50. This means that employees consider the leader of PT. Sujati Sinar Sempurna to be able to carry out his duties well, namely being able to provide work direction to each employee. The statement "Employees enjoy the work given" has an average value of 4.15. This means that employees of PT. Sujati Sinar Sempurna feel less satisfied or happy with the work given by their superiors. The average score of the job satisfaction variable is 4.37. This means that the Job Satisfaction obtained from PT. Sujati Sinar Sempurna can be accepted (assessed 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 have a high sense of responsibility as an employee in completing the work tasks given. The statement "The quantity of work given is in accordance with the employee's abilities" has a lower average value compared to the 2nd statement, which is 4.38. This means that employees at PT. Sujati Sinar Sempurna feel that the quantity of work given is not very appropriate to their abilities. The average score of the performance variable is

4.46. This means that employee performance at PT. Sujati Sinar Sempurna has a fairly good value and can be accepted (assessed as good) by respondents.

Variable Validity Test

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

Variable Reliability Test

From the results of the reliability test of sAll the questions above are said to be reliable and successful, because the variables measured produce values from Cronbach's Alpha 0,811, 0.811, 0.925, and 0,852, then all items from the statements from each variable are stated as reliable, because the reliability coefficient value is more than 0.6.

Classical Assumption Test

Normality Test

Normality testing is done in two ways, namely the Kolmogorov-Smirnov test and the Normal Probability Plot. The following are the results of normality testing through the Kolmogorov-Smirnov test with the following results:

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.		

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

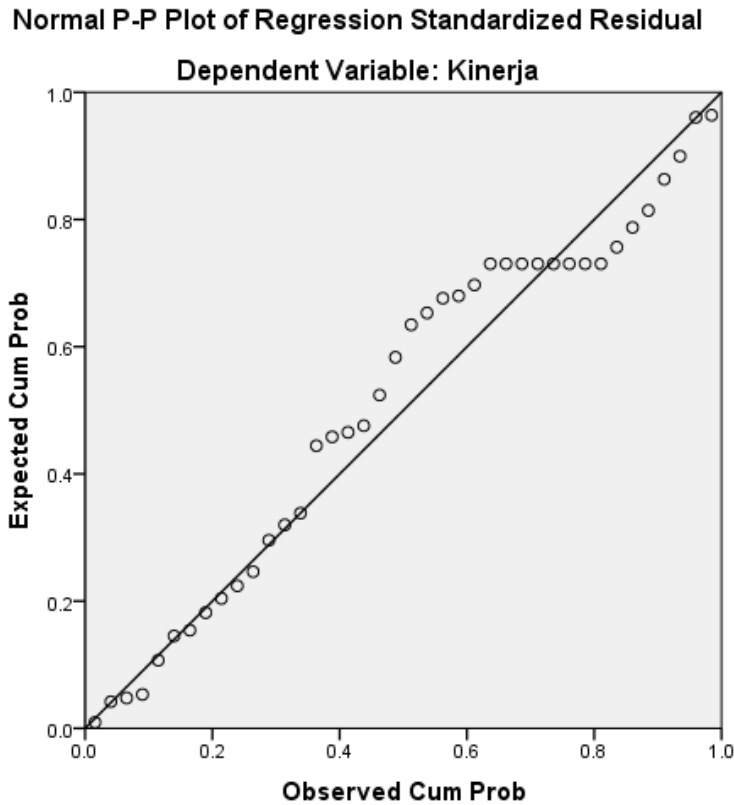


Figure 2 Results of Normality Test through Normal Probability Plot

In Figure 2, it is illustrated that the data distribution 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 around the line area and follow the direction of the diagonal line.

Heteroscedasticity Test

Heteroscedasticity Test is a method used to test whether or not heteroscedasticity occurs in this study is 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 or not heteroscedasticity exists is by looking at the plot graph.

If there is a certain pattern, such as the existing points form a certain pattern (wavy, widening then narrowing) then it indicates that heteroscedasticity has occurred. A good regression model is one that is homoscedasticity or does not have heteroscedasticity.

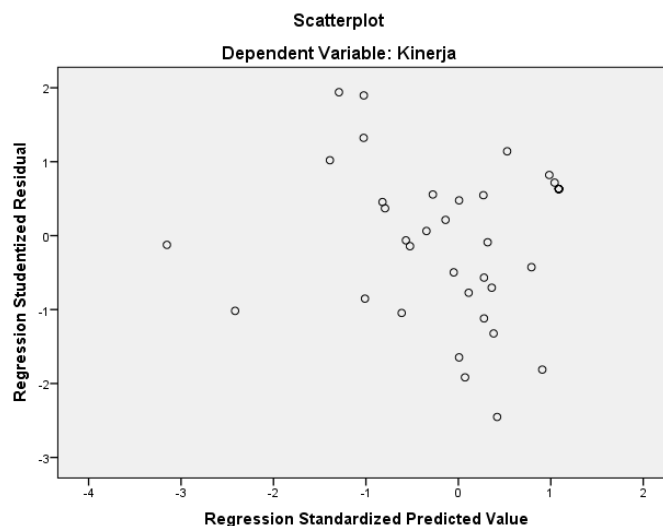


Figure 3 Heteroscedasticity Test Results

In Figure 3, it can be seen that the scatterplot results from the Heteroscedasticity test show that the data is randomly spread above and below zero on the Regression Standardized Predicted Value axis, meaning that the regression model in this study is free from Heteroscedasticity symptoms.

Multicollinearity Test

This Multicollinearity Test is conducted to determine whether or not there is a correlation between independent variables so that multicollinearity does not occur. The test method is by comparing the Tolerance value obtained from the multiple regression calculation, if the VIF value <10 then there is no multicollinearity. The results of the multicollinearity test can be seen in the following table 2:

Table 2 Test Results Multicollinearity

Coefficients ^a					
Model		Collinearity Statistics			
		Tolerance	Standard	VIF	Standard
1	Motivation	0.318	>0.1	3,143	<10
	Leadership	0.223	>0.1	4,480	<10
	Job satisfaction	0.174	>0.1	5,760	<10

a. Dependent Variable: Performance

According to table 2, it can be concluded that there is no multicollinearity for the independent variables. This can be seen from the VIF values of all independent variables, namely: Motivation of 3.143; leadership of 4.480; Job satisfaction of 5.760, where all VIF values <10 , it can also be shown that the Tolerance value of all other independent variables > 0.1 .

F Test

Table 3 Results of F Test Calculation

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	463,817	3	154,606	41,862	.000b
	Residual	132,958	36	3,693		
	Total	596,775	39			

a. Dependent Variable: Performance

b. Predictors: (Constant), Job Satisfaction, Motivation, Leadership

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

Coefficient of Determination

Table 4 Test Results Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882a	.777	.759	1.92179

a. Predictors: (Constant), Job Satisfaction, Motivation, Leadership

b. Dependent Variable: Performance

Based on table 4, the Adjusted R-Square value (determination coefficient) is influenced by 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). While the remaining 24.1% is explained by other variables that were not studied.

Multiple Linear Regression Analysis

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
Job Satisfaction (X3)	0.354	0.118	0.568

Based on table 4.14, the multiple linear regression equation can be obtained as follows:

$$Y = 14.509 + 0.308 X1 + 0.156 X2 + 0.354 X3 + e$$

From the equation above it can be interpreted as follows: (1)Constant (a) =14,509, meaning performance(Y) will increase by 14,509 units if all independent variables, namely motivation, leadership and job satisfaction are considered constant or 0. So the performance value is 14.509.(2)The regression coefficient (b1) = 0.308, meaning the regression coefficient has a positive value, which means the independent variable motivation(X1) is related in line with performance (Y) where if motivation increases, performance will increase, and vice versa if motivation decreases then performance will also decrease.(3)The regression coefficient (b2) = 0.156, meaning the regression coefficient has a positive value, which means leadership(X2) is related in line with performance (Y) where if leadership increases, performance will increase, and vice versa if leadership decreases then performance will also decrease.(4)The regression coefficient (b3) = 0.354, meaning the regression coefficient has a positive value, which means job satisfaction(X3) is related in line with performance (Y) where if job satisfaction increases, performance will increase, and vice versa if job satisfaction decreases then performance will also decrease.

t-test**Table 6 t-Test Results**

Model	Thitung	Table	Sig	Information
Motivation (X1)	1,167	2,028	0.251	No significant impact
Leadership (X2)	1,153	2,028	0.257	No significant impact
Job Satisfaction (X3)	3,009	2,028	0.005	Significantly influential with $\alpha = 0.05$

The t-test is conducted by comparing the calculated t-value with the t-table value according to t at df = n - k - 1 = 40 - 3 - 1 = 36 at a 5% error rate ($\alpha = 0.05$) of 2.208. Based on the test results in table 4.15, it shows that: (1) The motivation variable (X1) has a calculated t-value of 1.167 and a significance value of 0.251, so it can be seen that the calculated t < t-table (1.167 < 2.208) and the significance value is 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 the t-count < t-table (1.153 < 2.208) and the significance 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 the t-count > t-table (3.009 > 2.028) and the significance 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 an effect and is significant on performance (Hypothesis 3 is accepted).

Discussion**The Influence of Motivation on Performance**

According to (Mahajaya & Subudi, 2016) Motivation is the provision of driving force that creates a person's passion for 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 arouses and directs behavior towards achieving goals, even motivation is the best tool for the best performance. Therefore, employees who get good work motivation can improve their performance more than employees who do not get motivation from their work.

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

From the results of the descriptive analysis, it shows 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 the analysis and partial testing (t-test). The regression test shows a positive influence of the Motivation variable on Performance, and the results of the partial test show that there is no influence 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 concerns regarding employee health, as well as provide motivation for employees to work optimally and of course improve performance.

The results of this study indicate that motivation has no effect and is not significant on employee performance at PT. Sujati Sinar Sempurna. Where the results of this study are the same as the results of the study from (Marjaya & Pasaribu, 2019) revealed that motivation has no significant effect on employee performance.

Influence Leadership Towards Performance

Leadership can be defined as an ability or expertise that a person has in moving or motivating an individual or group to achieve predetermined goals. (Sarifudin & Evendi, 2020). According to (Maria, 2019) An effective leader in relation to subordinates is a leader who is able to convince them that the personal interests of subordinates are the leader's vision, and is able to convince them that they have a role in implementing it. If someone has a good leadership soul, then he will be able to lead his subordinates to good performance.

The results of this study show that leadership on employee performance at PT. Sujati Sinar Sempurna has no direct and significant influence. This can happen because most employees consider leaders to be less trustworthy in handing over all decisions and policies about work to their subordinates, so that in working, employees become less free to make quick decisions, and ultimately can hinder a job from taking longer to complete.

From the results of the descriptive analysis, it shows 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 the analysis and partial testing (t-test). From the regression test, it shows a positive influence of the Leadership variable on Performance, and from the results of the partial test, it shows that there is no influence 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 re-discussion activities together to discuss or change the work system, in order to make it easier for employees to work so that the work being done can be completed more quickly.

The results of this study indicate that leadership has no effect and is not significant on employee performance at PT. Sujati Sinar Sempurna. Where the results of the study are the same as the results of the study from (Sarasti, 2015) States that leadership does not have a significant effect on performance.

Influence Job Satisfaction Towards Performance

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their jobs and some indicators of job satisfaction (Harahap & Tirtayasa, 2020). According to (Sunyoto, 2012) defines that: Job satisfaction is an individual trait of a person so that they have different levels of satisfaction according to the system of values that apply to them. This is due to differences in each individual. The more aspects of the work are in accordance with the desires of the individual, 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 that will be produced.

The results of this study show that job satisfaction on employee performance at PT. Sujati Sinar Sempurna has a direct and significant influence. This can be seen on average that employees assess 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 all very clearly organized, so that employees can feel satisfaction in their work.

From the results of the descriptive analysis, it shows 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 the analysis and partial testing (t-test) on 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 effect on performance. This is because job satisfaction has a major impact on performance, the higher the job satisfaction of employees, the better their performance will be. And the results of the partial test show a significant effect on Performance.

The company's superiors are advised to provide work that is in accordance with the respective strengths of each employee, so that they can work with satisfaction again, thus improving performance of course.

The results of this study indicate that job satisfaction has a significant effect on employee performance at PT. Sujati Sinar Sempurna. Where the results of this study are the same as the results of the study (Khairiyah & Nur, 2018) said that job satisfaction has a dominant and significant influence that has a positive value on employee performance.

CONCLUSION AND SUGGESTIONS

Conclusion

This study aims to determine the effect of motivation, leadership and job satisfaction on employee performance at PT. Sujati Sinar Sempurna. The conclusion that can be drawn from the results of the research that has been conducted is that there is no significant influence between motivation variables on performance. This is because respondents think that companies do not always pay attention to the health of their employees. There is no significant influence between leadership variables on performance. This is because leaders do not always hand over all decisions and policies about work to their subordinates. Job satisfaction has a significant influence on performance. In this study, job satisfaction has a positive and significant influence on performance, so that employee performance at PT. Sujati Sinar Sempurna will be high if its employees have high job satisfaction. Suggest to the company to pay more attention to the health of its employees, dare to hand over all decisions and policies regarding work to subordinates and be able to provide work according to the strengths of each employee, in order to improve performance in a better direction.

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