

The Influence of Leadership, Work Motivation, and Job Satisfaction on Employee Performance: Evidence from Universitas MH. Thamrin

Rinto Rivanto

Postgraduate Program, Master of Management, Kusuma Negara College of Economics, Jakarta, Indonesia

email: rinto@stiekusumanegara.ac.id

Received: 10 May 2022

Accepted: 10 July 2022

DOI: <https://doi.org/10.55942/pssj.v2i7.1773>

ABSTRACT

This study aims to analyze the influence of leadership, work motivation, and job satisfaction on employee performance at Universitas MH. Thamrin. The research employs a quantitative approach using a survey method, with data collected from 76 employees through structured questionnaires. The data were analyzed using simple and multiple linear regression to examine both partial and simultaneous effects of the independent variables on employee performance. The results indicate that leadership, work motivation, and job satisfaction each have a positive and significant effect on employee performance. Among these variables, work motivation demonstrates the strongest influence, followed by job satisfaction and leadership. The regression analysis shows that all variables contribute meaningfully to improving employee performance, both individually and collectively. The simultaneous test further confirms that the three variables significantly influence performance with a high explanatory power. These findings suggest that organizations should prioritize strengthening leadership practices, enhancing employee motivation, and improving job satisfaction to achieve optimal performance outcomes. An integrated approach in managing these factors is essential, as their combined effect is significantly stronger than their individual contributions. This study provides empirical evidence that leadership, motivation, and job satisfaction are key determinants of employee performance in the context of higher education institutions.

Keywords: Leadership, Work Motivation, Job Satisfaction, Employee Performance, Regression Analysis

JEL Classifications: JEL Classifications codes.

1. INTRODUCTION

Background

Human resources are a central element in every organizational activity. Organizations are defined as consciously coordinated social entities that operate continuously to achieve specific goals (Robbins, 2006). All organizational actions are initiated and carried out by individuals within the organization, making human resources a key determinant of success. Therefore, organizations must ensure that their employees possess adequate knowledge, skills, and competencies to support optimal performance.

Employee performance is a critical factor in achieving organizational objectives. Performance refers to the quality and quantity of work achieved by employees based on predetermined standards (Setiawan & Waridin, 2006). Organizations that aim to remain competitive must continuously improve the capabilities of their human resources, as performance is closely linked to organizational sustainability and effectiveness. High employee performance contributes to increased productivity, reduced complaints, and the achievement of organizational targets.

In an increasingly competitive environment, improving employee performance has become a major managerial challenge. Low performance may arise from several factors, such as decreased motivation, lack of discipline, ineffective leadership, and unfavorable work environments. These issues can reduce employees' willingness to achieve optimal results and negatively impact organizational outcomes.

Leadership plays a significant role in influencing employee behavior and performance. Leadership style refers to behavioral patterns used by leaders to influence subordinates (Suranta, 2002). Effective leadership can motivate employees to perform better and achieve organizational goals. Previous studies have shown that leadership has a significant influence on employee performance (Waridin & Guritno, 2005). Therefore, selecting and implementing an appropriate leadership style is essential for organizational success.

Motivation is another important factor that drives employee performance. It represents internal and external forces that initiate, direct, and sustain work-related behavior (Robbins, 2006; Hakim, 2006).

Employees with high motivation tend to show better performance, as they are more committed to achieving their work targets. Empirical studies have consistently demonstrated a positive relationship between motivation and employee performance (Suharto & Cahyono, 2005; Hakim, 2006).

In addition, job satisfaction plays a crucial role in determining employee performance. Job satisfaction reflects the extent to which employees feel fulfilled by their work (Panggabean, 2004). Employees who experience higher levels of satisfaction are more likely to perform well and show greater commitment to their responsibilities (Handoko, 2001). Job satisfaction is influenced by various factors, including compensation, career development opportunities, work relationships, and organizational structure (Mangkunegara, 2004). When employees' expectations align with organizational conditions, satisfaction increases, which in turn enhances performance.

Based on preliminary observations, several issues were identified, including lack of discipline, organizational policies perceived as burdensome, and inconsistencies in leadership practices. These conditions indicate that there may be interactions among leadership, motivation, and job satisfaction that influence employee performance. Understanding these relationships is important to improve organizational effectiveness.

Therefore, this study examines the influence of leadership, motivation, and job satisfaction on employee performance at Universitas MH. Thamrin.

Research Problem

This study is driven by the need to understand how leadership, motivation, and job satisfaction influence employee performance within an organizational context. Variations in employee performance may be linked to differences in leadership practices, levels of motivation, and satisfaction experienced by employees. Identifying these relationships is essential to provide a clearer understanding of factors affecting performance.

Research Objectives

This study aims to analyze leadership practices, examine employee motivation, evaluate job satisfaction, and assess employee performance at Universitas MH. Thamrin. Furthermore, it seeks to determine both the partial and simultaneous effects of

leadership, motivation, and job satisfaction on employee performance.

2. LITERATURE REVIEW

Employee Performance

Employee performance refers to the level of success achieved by an individual in carrying out assigned tasks within a specific period. It is commonly defined as the quality and quantity of work accomplished based on predetermined standards and targets (Rivai & Mulyadi, 2009; Gomes, 2003). Performance is not only concerned with outcomes but also with the process through which work is performed, reflecting both efficiency and effectiveness in task execution.

Performance can be understood as the overall achievement of an employee in completing tasks in accordance with organizational expectations, legal standards, and ethical considerations (Mangkunegara, 2004; Prawirosentono, 1999). It encompasses multiple dimensions, including quality of output, timeliness, attendance, and the ability to collaborate with others (Mathis & Jackson, 2004). Employees with high performance levels are generally considered productive, while those who fail to meet standards are categorized as low performers (Mangkunegara, 2007).

Several factors influence employee performance. These include individual factors such as ability, skills, and experience; psychological factors such as perception, attitude, and motivation; and organizational factors such as leadership, structure, and reward systems (Gibson, 1987; Gomes, 2003). These factors interact to determine how effectively employees perform their duties within an organization.

Leadership

Leadership is a fundamental factor influencing employee behavior and organizational outcomes. It is defined as the process of influencing others to understand and agree on what needs to be done and how it should be done effectively (Yukl, 2005). Similarly, leadership is viewed as the ability to influence a group toward the achievement of goals (Robbins, 2006).

Leadership involves directing organizational activities, motivating employees, and maintaining cooperation within teams (Rivai, 2004). Effective leadership requires understanding subordinates' strengths and weaknesses and adapting leadership

styles accordingly. Leadership style represents the behavioral pattern used by leaders to influence subordinates (Thoha, 2001).

Empirical and theoretical perspectives highlight that leadership plays a central role in determining organizational success. Leaders who demonstrate strong interpersonal skills, communication abilities, and decision-making competencies are more likely to achieve organizational objectives (Kartono, 2005). Furthermore, leadership is closely related to motivation and employee performance, as leaders influence both individual and group behavior within the organization.

Work Motivation

Work motivation is a driving force that influences individuals to act in order to achieve specific goals. It represents internal and external forces that determine the intensity, direction, and persistence of effort (Robbins, 2006; Uno, 2007). Motivation can arise from physiological and psychological needs, which stimulate behavior aimed at achieving desired outcomes (Luthans, 1995).

Motivation is closely related to employee performance. Individuals with higher levels of motivation tend to exhibit better performance due to increased commitment and effort (Mangkunegara, 2004). McClelland's theory emphasizes that individuals are driven by needs for achievement, affiliation, and power, which influence their work behavior and performance outcomes (Gibson, 1984).

Motivation can be categorized into intrinsic and extrinsic forms. Intrinsic motivation arises from internal satisfaction and engagement in the task itself, while extrinsic motivation is driven by external rewards such as salary, recognition, and promotion opportunities (Krivonos, 2006). Both types of motivation play important roles in shaping employee behavior and performance.

Herzberg's two-factor theory further explains that job satisfaction and dissatisfaction are influenced by different factors. Hygiene factors, such as salary and working conditions, prevent dissatisfaction, while motivators, such as achievement and recognition, enhance satisfaction and performance. Therefore, organizations must address both aspects to maintain employee motivation.

Job Satisfaction

Job satisfaction refers to the extent to which employees feel positively about their jobs. It is influenced by the alignment between employee expectations and what they receive from their work environment (Panggabean, 2004). Employees who experience higher levels of job satisfaction are more likely to perform better and demonstrate stronger commitment to organizational goals (Handoko, 2001).

Job satisfaction is affected by various factors, including compensation, career development opportunities, work relationships, and organizational structure (Mangkunegara, 2004). It also relates to intrinsic aspects of work, such as task variety, autonomy, and feedback, which contribute to employee engagement and motivation.

The relationship between job satisfaction and performance has been widely studied, with findings generally indicating a positive association. Satisfied employees tend to be more productive, motivated, and committed, which ultimately enhances organizational performance.

Previous Studies

Previous studies have examined the relationship between leadership, motivation, job satisfaction, and employee performance. Empirical evidence consistently shows that these variables significantly influence performance outcomes.

Murzaeni (2003) found that leadership and work climate have a significant positive effect on teacher performance, explaining 46.6% of performance variance. Similarly, Purwanto (2001) found that motivation, dedication, and professional competence significantly influence performance, with motivation being the most dominant factor.

Suharto and Cahyono (2005) demonstrated that organizational culture, leadership, and motivation have a significant positive effect on employee performance. Wijaya (2008) also found that motivation, job satisfaction, and leadership significantly influence employee performance.

Further studies by Devi (2009), Utomo (2010), and Mahesa (2010) confirmed that motivation and job satisfaction have a positive and significant effect on performance. Anggraeni (2011) also found that ability and motivation significantly influence employee performance.

Additional studies indicate that leadership and job satisfaction play crucial roles in improving performance. Soegihartono (2012) and Waluyo and Ingsih (2013) found that leadership, motivation, and job satisfaction significantly affect employee performance both individually and simultaneously. Similarly, Novianto (2011), Yanti (2012), and Ciptodihardjo (2011) confirmed the positive influence of these variables on performance.

Overall, previous research consistently supports the assumption that leadership, motivation, and job satisfaction are key determinants of employee performance.

Conceptual Framework

Based on the theoretical review and previous studies, employee performance is influenced by leadership, motivation, and job satisfaction. Leadership affects how employees are guided and motivated, motivation drives employees to achieve organizational goals, and job satisfaction reflects employees' emotional responses to their work environment.

These relationships form a conceptual model in which leadership, motivation, and job satisfaction act as independent variables, while employee performance serves as the dependent variable. This framework aligns with a quantitative approach using multiple regression analysis to examine both partial and simultaneous effects of the independent variables on performance.

Hypotheses

Leadership has a positive effect on employee performance.

Work motivation has a positive effect on employee performance.

Job satisfaction has a positive effect on employee performance.

Leadership, work motivation, and job satisfaction simultaneously have a positive effect on employee performance.

3. RESEARCH METHOD

Research Object and Setting

This study was conducted at Universitas MH. Thamrin, Jakarta, which operates in the higher education service sector. The unit of analysis in this research is individual employees working within the

institution. Data collection was carried out in September 2015 at the university's main campus located on Jalan Raya Pondok Gede, East Jakarta.

Research Design

This study employs a quantitative approach with a descriptive and explanatory design. The descriptive aspect aims to provide an overview of leadership, work motivation, job satisfaction, and employee performance, while the explanatory aspect examines the causal relationships among these variables. This research is categorized as ex post facto, where the independent variables have already occurred and the researcher observes their effects on the dependent variable (Sukardi, 2007).

The study is designed to test hypotheses regarding the influence of leadership (X1), work motivation (X2), and job satisfaction (X3) on employee performance (Y), both partially and simultaneously, using statistical analysis.

Population and Sample

The population in this study consists of all permanent employees at Universitas MH. Thamrin, totaling 94 individuals. Given the relatively large population, a sample was determined using the Slovin formula with a 5% margin of error, resulting in 76 respondents. The sampling technique applied is proportional random sampling, ensuring that each member of the population has an equal opportunity to be selected as part of the sample.

The Slovin formula used in this study is expressed as follows:

$$n = N / (1 + N(e^2))$$

where n represents the sample size, N is the population size, and e is the margin of error.

Variables and Operational Definitions

This study consists of three independent variables and one dependent variable. The independent variables include leadership, work motivation, and job satisfaction, while the dependent variable is employee performance.

Employee performance is defined as the quality and quantity of work achieved by employees in carrying out their duties according to assigned responsibilities (Ruky, 2001). Leadership refers to the ability of a leader to influence and direct employees

effectively to achieve organizational goals (Rivai & Mulyadi, 2009). Work motivation is defined as the internal and external drive that encourages employees to perform tasks to achieve specific goals (Siagian, 2002). Job satisfaction refers to a positive emotional attitude toward work, arising from the alignment between employee expectations and job outcomes (Locke in Usmara, 2006).

Data Collection Technique

Data were collected using a structured questionnaire distributed to respondents. The questionnaire consists of closed-ended questions measured using a Likert scale, ranging from strongly disagree to strongly agree. This approach allows for efficient data collection and facilitates quantitative analysis. The instrument was designed based on predefined indicators derived from each research variable.

Instrument Testing

Prior to data collection, the research instrument was tested for validity and reliability. Validity testing was conducted using the product-moment correlation method to ensure that each item accurately measures the intended construct. The validity coefficient is calculated as:

$$r = (n\sum XY - \sum X\sum Y) / \sqrt{[(n\sum X^2 - (\sum X)^2)(n\sum Y^2 - (\sum Y)^2)]}$$

An item is considered valid if the calculated correlation coefficient exceeds the critical value at a significance level of 0.05.

Reliability testing was conducted using Cronbach's Alpha to assess the internal consistency of the instrument. The formula is expressed as:

$$\alpha = (k / (k - 1)) [1 - (\sum \sigma^2_i / \sigma^2_t)]$$

where α represents the reliability coefficient, k is the number of items, σ^2_i is the variance of each item, and σ^2_t is the total variance. A variable is considered reliable if the Cronbach's Alpha value exceeds 0.60.

Data Analysis Technique

Data analysis was conducted using descriptive and inferential statistical methods. Descriptive analysis was used to summarize the data

through measures such as mean, median, standard deviation, and frequency distribution.

Before hypothesis testing, classical assumption tests were conducted to ensure that the regression model meets the BLUE (Best Linear Unbiased Estimator) criteria. These include normality, heteroscedasticity, and multicollinearity tests.

Hypothesis testing was performed using simple and multiple linear regression analysis. The simple regression model is expressed as:

$$Y = a + bX + e$$

where Y represents employee performance, X represents an independent variable, a is a constant, b is the regression coefficient, and e is the error term.

The multiple regression model used in this study is expressed as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where X_1 represents leadership, X_2 represents work motivation, and X_3 represents job satisfaction.

The significance of individual variables was tested using the t-test, while the overall model significance was tested using the F-test. The coefficient of determination (R^2) was used to measure the proportion of variance in the dependent variable explained by the independent variables.

4. RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 76 respondents consisting of employees of Universitas MH. Thamrin. Based on gender distribution, the majority of respondents were male (63.2%), while female respondents accounted for 36.8%. This indicates that male employees dominate the workforce, particularly in roles related to decision-making and organizational operations.

In terms of age, most respondents were between 30–40 years old (55.3%), followed by those aged 41–50 years (21.0%), 25–30 years (15.8%), and above 50 years (7.9%). This suggests that the workforce is largely composed of individuals in their productive working age. Based on educational background, the majority of respondents held a bachelor's degree (53.9%), followed by master's degree holders (27.6%) and diploma holders (18.4%).

Furthermore, most respondents were married (72.4%), indicating a relatively stable workforce structure.

Descriptive Analysis

Descriptive analysis was conducted to examine the distribution of responses for each research variable, including leadership, work motivation, job satisfaction, and employee performance.

Leadership (X_1) shows a mean value of 29.98 with a standard deviation of 3.797, indicating that respondents generally perceive leadership within the organization positively. The highest responses were related to leaders providing appreciation and attention to employees, while lower responses were associated with the socialization of organizational vision and mission.

Work motivation (X_2) has a mean value of 33.78 with a standard deviation of 3.324, reflecting a relatively high level of employee motivation. Respondents generally agreed that leaders treat employees fairly and provide recognition for achievements. However, aspects related to health benefits and support still require improvement.

Job satisfaction (X_3) shows a mean value of 22.58 with a standard deviation of 2.243, indicating that employees tend to have a positive perception of their job satisfaction. Employees reported high satisfaction in terms of autonomy in decision-making and clarity of job responsibilities, although recognition from leadership could still be enhanced.

Employee performance (Y) has a mean value of 68.82 with a standard deviation of 5.836, suggesting that overall performance is at a relatively high level. Most respondents indicated that they complete tasks on time, maintain work quality, and are able to collaborate effectively with colleagues.

Instrument Testing

The validity test results show that all questionnaire items have correlation coefficients greater than the critical value ($r > 0.361$), indicating that all items are valid and capable of measuring the intended constructs. Reliability testing using Cronbach's Alpha also indicates that all variables are reliable, with values exceeding the minimum threshold of 0.50. Specifically, leadership (0.787), work motivation (0.813), job satisfaction (0.606), and employee performance (0.908) demonstrate acceptable internal consistency.

Classical Assumption Tests

The normality test using the Kolmogorov-Smirnov method shows that all variables have significance values greater than 0.05, indicating that the data are normally distributed. The heteroscedasticity test shows that residuals are randomly distributed without forming a specific pattern, confirming the absence of heteroscedasticity.

The multicollinearity test indicates that all independent variables have tolerance values greater than 0.10 and VIF values below 10, suggesting that there is no multicollinearity problem in the regression model. Therefore, the data meet the assumptions required for multiple regression analysis.

Discussion

The findings indicate that leadership, work motivation, and job satisfaction play important roles in influencing employee performance. Leadership is perceived positively, particularly in terms of providing support and appreciation to employees, which contributes to improved performance. This aligns with previous studies that emphasize the role of leadership in shaping employee behavior and performance outcomes.

Work motivation is also found to be relatively high, supported by fair treatment, recognition, and a conducive work environment. Motivated employees tend to demonstrate higher levels of commitment and productivity, which ultimately enhances organizational performance.

Job satisfaction contributes to performance through aspects such as autonomy, clarity of roles, and work environment. Employees who feel satisfied with their jobs are more likely to perform effectively and maintain strong engagement with their tasks.

Overall, the results support the conceptual framework that leadership, motivation, and job satisfaction are key determinants of employee performance. These findings are consistent with prior research, reinforcing the importance of managing these variables to improve organizational outcomes.

Regression Analysis

Following the validation and reliability testing of the research instruments, all questionnaire items were confirmed to be valid and reliable, allowing further statistical analysis to be conducted. This study employs both simple and multiple linear regression analyses to examine the relationships

between leadership, work motivation, job satisfaction, and employee performance.

The regression analysis is designed to assess both the partial effects of each independent variable on the dependent variable and their simultaneous effects within a multivariate model. The variables used in this study include leadership (X1), work motivation (X2), and job satisfaction (X3) as independent variables, and employee performance (Y) as the dependent variable. The level of significance applied in this study is 5%, with a total of 76 respondents.

The use of regression analysis aligns with the quantitative approach adopted in the research methodology, enabling the study to measure the magnitude and direction of influence among variables in a structured and statistically robust manner.

Simple Regression Analysis

The results of simple regression analysis indicate that each independent variable has a positive relationship with employee performance.

Leadership (X1) shows a regression equation of $Y = 26.289 + 0.551X1$, indicating that an increase in leadership quality contributes positively to employee performance. The regression coefficient suggests that every one-unit increase in leadership leads to an increase of 0.551 in employee performance, assuming other variables remain constant. The correlation coefficient ($r = 0.778$) indicates a strong relationship between leadership and performance, suggesting that leadership plays a crucial role in shaping employee outcomes.

Work motivation (X2) produces the regression equation $Y = 27.894 + 0.535X2$, demonstrating that higher levels of motivation are associated with improved employee performance. The correlation coefficient ($r = 0.869$) indicates a very strong relationship, suggesting that motivation is one of the most influential factors in determining performance outcomes. Employees who are highly motivated tend to exhibit greater productivity, commitment, and engagement in their work.

Job satisfaction (X3) shows the regression equation $Y = 9.253 + 0.803X3$, indicating that job satisfaction has the strongest regression coefficient among the three variables. This suggests that improvements in job satisfaction contribute significantly to increases in employee performance. The correlation coefficient ($r = 0.816$) further supports

this finding, indicating a very strong relationship between job satisfaction and performance.

These findings demonstrate that all independent variables individually contribute positively to employee performance, with job satisfaction showing the highest coefficient, followed by leadership and motivation.

Multiple Regression Analysis

The multiple regression analysis was conducted to examine the combined effect of leadership, work motivation, and job satisfaction on employee performance. The regression equation obtained is:

$$Y = 17.895 + 0.405X_1 + 0.371X_2 + 0.215X_3$$

This equation indicates that all independent variables simultaneously have a positive influence on employee performance. Leadership contributes 0.405, work motivation contributes 0.371, and job satisfaction contributes 0.215 to employee performance when all variables are considered together.

The multiple correlation coefficient ($R = 0.941$) indicates a very strong relationship between the independent variables and the dependent variable. Meanwhile, the coefficient of determination ($R^2 = 0.886$) shows that 88.6% of the variation in employee performance can be explained by leadership, work motivation, and job satisfaction. The remaining 11.4% is influenced by other variables not included in this study.

These results highlight the importance of integrating leadership, motivation, and satisfaction in organizational management practices to achieve optimal performance outcomes.

Hypothesis Testing

The hypothesis testing results further confirm the significance of the relationships identified in the regression analysis.

The t-test results indicate that leadership has a significant effect on employee performance, with a t-value of 3.103, which exceeds the critical value. This confirms that leadership significantly influences employee performance. Similarly, work motivation shows a t-value of 2.639, indicating a significant

positive effect on performance. Job satisfaction also demonstrates a significant influence, with a t-value of 2.404, confirming its role in enhancing employee performance.

The F-test results indicate that the three independent variables simultaneously have a significant effect on employee performance, with an F-value greater than the critical threshold. This confirms that the regression model is statistically significant and can be used to explain the relationship between the variables.

These findings validate all proposed hypotheses, demonstrating that leadership, work motivation, and job satisfaction significantly influence employee performance both individually and collectively.

Coefficient of Determination

The coefficient of determination provides further insight into the strength of the relationships between variables. Leadership explains 60.5% of the variance in employee performance, indicating a substantial contribution. Work motivation explains 75.6% of the variance, suggesting a stronger influence compared to leadership. Job satisfaction explains 76.5% of the variance, making it one of the most dominant factors influencing performance.

When combined, the three variables explain 88.6% of the variance in employee performance, indicating that the model has a very high explanatory power. This suggests that leadership, motivation, and satisfaction are critical determinants of employee performance within the organizational context.

Discussion

The findings of this study demonstrate that leadership, work motivation, and job satisfaction are key factors influencing employee performance. Leadership plays a central role in guiding employees, providing direction, and fostering a supportive work environment. Effective leadership enhances employee confidence and encourages higher levels of performance.

This finding is consistent with previous studies, which emphasize that leadership significantly affects employee behavior and organizational outcomes. Leaders who demonstrate clear direction, strong communication, and supportive behavior are more likely to improve employee performance.

CONCLUSION AND IMPLICATIONS

Conclusion

This study aims to examine the influence of leadership, work motivation, and job satisfaction on employee performance at Universitas MH. Thamrin. Based on the results of statistical analysis and hypothesis testing, several important conclusions can be drawn.

Work motivation has a strong and significant positive effect on employee performance. The findings indicate that motivation contributes substantially to performance improvement, with a high explanatory power compared to other variables. Employees with higher motivation levels tend to demonstrate greater productivity, commitment, and engagement in their tasks. This confirms that motivation serves as a critical driver in enhancing employee performance within the organization.

Leadership also has a positive and significant effect on employee performance. The results show that effective leadership contributes meaningfully to improving employee outcomes. Leaders who are able to provide direction, support, and clear communication can foster a productive work environment and encourage employees to perform at their best. This finding highlights the importance of leadership quality in organizational success.

Job satisfaction is another important factor influencing employee performance. The results demonstrate that employees who are satisfied with their work environment, responsibilities, and rewards tend to perform better. Job satisfaction contributes to positive attitudes, stronger organizational commitment, and improved work outcomes. This suggests that maintaining a high level of job satisfaction is essential for sustaining employee performance.

Simultaneously, leadership, work motivation, and job satisfaction have a very strong and significant effect on employee performance. The combined influence of these variables explains a large proportion of performance variation, indicating that employee performance is shaped by multiple interconnected factors. The results confirm that these variables should be managed collectively rather than independently to achieve optimal organizational performance.

Overall, this study confirms that leadership, work motivation, and job satisfaction are key determinants of employee performance. The findings are consistent with existing theories and previous empirical studies, reinforcing the importance of these variables in organizational management.

Managerial Implications

The findings of this study provide several practical implications for organizational management, particularly for Universitas MH. Thamrin.

First, leadership practices should be strengthened by improving communication and the dissemination of organizational vision and mission. Leaders are expected to be more responsive to employee aspirations and actively engage with their subordinates. This can be achieved through regular meetings, feedback mechanisms, and transparent communication channels.

Second, organizations should enhance employee motivation by ensuring fairness in managerial practices and providing adequate support, including health benefits and incentives. Fair treatment and recognition of employee contributions are essential in maintaining high levels of motivation and encouraging better performance.

Third, job satisfaction should be maintained and improved by providing employees with autonomy in decision-making and recognizing their achievements. Reward systems and appreciation programs can play a significant role in enhancing job satisfaction and encouraging employees to perform at higher levels.

Furthermore, organizations should invest in employee development through training and education programs. Improving employee competencies ensures that individuals are well-equipped to perform their tasks effectively and adapt to organizational demands.

Finally, management should adopt an integrated approach in managing leadership, motivation, and job satisfaction. These variables are interrelated and collectively influence employee performance. Therefore, improving one aspect without considering the others may not yield optimal results. Significant impact on performance. Employees who are motivated tend to exhibit higher levels of effort, persistence, and commitment. Motivation acts as a driving force that encourages employees to achieve organizational goals. This result aligns with motivational theories, such as McClelland's theory,

which highlights the importance of internal drives in achieving high performance.

Job satisfaction emerges as one of the most influential variables in this study. Employees who are satisfied with their work environment, compensation, and job roles are more likely to perform effectively. Job satisfaction contributes to positive attitudes, higher engagement, and reduced turnover intentions.

The strong influence of job satisfaction supports the argument that organizations must prioritize employee well-being to achieve sustainable performance. This finding is also consistent with Robbins (2006), who states that job satisfaction reflects an individual's overall attitude toward their work.

The combined effect of leadership, motivation, and job satisfaction demonstrates that organizational performance is influenced by multiple interrelated factors. These variables should not be managed in isolation, as their combined impact is significantly stronger than their individual effects.

From a managerial perspective, these findings suggest that organizations should focus on developing effective leadership practices, enhancing employee motivation, and improving job satisfaction. These efforts can lead to improved performance, increased productivity, and better organizational outcomes.

Overall, this study confirms that leadership, motivation, and job satisfaction are essential components in achieving high employee performance. The strong statistical results reinforce the importance of these variables in organizational management and provide a solid foundation for future research.

REFERENCES

- Anoraga, P. (2006). *Psikologi kerja*. Rineka Cipta.
- Clisson, C., & Durick, M. (1998). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 43(1), 61–81. <https://doi.org/10.2307/2393592>
- Kreitner, R., & Kinicki, A. (2000). *Organizational behavior* (5th ed.). McGraw-Hill. <https://books.google.com/books?id=8H6KQgAACAAJ>
- Kuswadi. (2004). *Cara mengukur kepuasan karyawan*. Elex Media Komputindo.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational*

psychology (pp. 1297–1349). Rand McNally. <https://psycnet.apa.org/record/1976-22085-001>

- Mas'ud, F. (2004). *Survei diagnosis organisasional: Konsep dan aplikasi*. Badan Penerbit Universitas Diponegoro.
- McClelland, D. C. (1987). *Human motivation*. Cambridge University Press. <https://doi.org/10.1017/CBO9781139878289>
- Panggabean, M. S. (2004). *Manajemen sumber daya manusia*. Ghalia Indonesia.
- Rivai, V., & Mulyadi, D. (2009). *Kepemimpinan dan perilaku organisasi* (3rd ed.). Rajagrafindo Persada.
- Robbins, S. P. (1997). *Organizational behavior* (8th ed.). Prentice Hall.
- Robbins, S. P. (2006). *Organizational behavior* (10th ed.). Prentice Hall.
- Ruky, A. S. (2001). *Sistem manajemen kinerja*. Gramedia Pustaka Utama.
- Siagian, S. P. (2002). *Kiat meningkatkan produktivitas kerja*. Rineka Cipta.
- Sukardi. (2007). *Metodologi penelitian pendidikan: Kompetensi dan praktiknya*. Bumi Aksara.
- Wexley, K. N., & Yukl, G. A. (2005). *Organizational behavior and personnel psychology*. Irwin McGraw-Hill.