

The Effect of Leadership, Motivation and Job Satisfaction on Employee Performance of PT. Pos Indonesia Lamongan Branch

Kartikasari¹, Abid Muhtarom², Mohammad Yaskun³

Management, Faculty of Economics, Lamongan Islamic University
Email: kartikasari@unisla.ac.id abid@unisla.ac.id m.yaskun@unisla.ac.id

Article Info	ABSTRACT
Keywords: Leadership, Motivation, Job satisfaction.	This research was conducted at PT. Lamongan Branch Post. In its implementation, there are still several problems related to providing motivation and the application of leadership that cause the company's organizational system to not run optimally. Every employee is expected to have a high level of awareness of themselves and the work environment, but in reality not all employees are able to comply with regulations and show maximum work awareness. This study aims to determine the influence of leadership, motivation, and job satisfaction on employee performance at PT. Lamongan Branch Post. The research method uses a quantitative approach with research instruments in the form of questionnaires distributed to employees of PT. Lamongan Branch Post as a respondent. Based on the results of the t-test, it was obtained that the leadership variable (X1) had a calculated t-value of 3.985, the motivation variable (X2) of 3.079, and the work satisfaction variable (X3) of 2.936. All of these calculated t-values are greater than the table t-values of 1.987 so H0 is rejected and H1 is accepted. This shows that partially the variables of leadership, motivation, and job satisfaction have a positive and significant effect on employee performance (Y) at PT. Lamongan Branch Post. Simultaneously, the variables of leadership, motivation, and job satisfaction have also been shown to affect employee performance. This is shown from the results of the F test with an F value of 8.918 which is greater than the F of the table of 3.10 and a significance level of 0.000 which is smaller than 0.05. The results of multiple linear regression analysis resulted in the equation $Y = 7.761 + 0.468X1 + 0.266X2 + 0.117X3$. Based on the value of the beta coefficient (β), the leadership variable (X1) has the greatest value compared to other variables so that it is stated as the most dominant variable affecting employee performance (Y) at PT. Lamongan Branch Post. Thus, it can be concluded that improving the quality of leadership will have a greater influence on improving employee performance than motivation and job satisfaction.
This is an open access article under the CC BY-NC license 	Corresponding Author: Kartikasari Management, Faculty of Economics, Lamongan Islamic University kartikasari@unisla.ac.id

INTRODUCTION

In this era of globalization, it is marked by very rapid changes. An employee's performance will improve if they are actively involved in participating and being part of a team in the process of activities in the organization where they work. With employee participation, employee achievement in a company will achieve the company's goals and employees

understand the tasks to be done. The competition that occurs does not only include prices and comfortable places. However, excellent service to survive and develop in the business world and must be improved.

Leaders play a very effective role in the performance of the organization, namely developing the motivation of subordinates towards the company's goals. Leaders like this have the advantage of being able to direct the company to the company's goals. If the leader provides support, he can become a role model for employees. Leaders are expected to be motivators for their employees with the motivation given by the leader, then employees will automatically give their best abilities.

And leadership that is managed very well by the company can produce good performance results, if the performance of employees is good, then the productivity will be high. Conversely, if the employee's performance is poor both individually and as a team, then the resulting productivity will be low.

Job satisfaction in essence employees must be created as well as possible so that they feel satisfied in their work to achieve good employee performance, leadership that has expertise is needed so that job satisfaction is formed so that employee love and discipline increase and will have an impact on improving their performance (Umar, 2015)

This research takes an object at PT. Pos Indonesia Lamongan Branch is an organization or institution engaged in logistics, delivery services and financial services. In improving the performance of the leadership that is currently being implemented, it is still necessary to pay attention and it is necessary to increase motivation, job satisfaction by implementing good leadership and achieving company goals and is expected to improve company performance.

Based on the description above, the author is interested in conducting further research with the title "The Influence of Leadership, Motivation and Job Satisfaction on Employee Performance at PT. Pos Indonesia Lamongan Branch"

RESEARCH METHODS

This research was carried out on companies engaged in delivery services, logistics and financial transactions. The time of the study was conducted in December 2021, where the study was to determine the influence of several independent variables on dependent variables. The place where this research was conducted at the company PT. Pos Indonesia Lamongan which is located in Temenggungan, Jln Ki Sarmidi Mangun Sarkoro no.1 Jetis Lamongan District, Lamongan Regency, East Java 62214

The type of research used is quantitative research (measurement). According to Sugiyono (2012: 8) quantitative research can be interpreted as a research method based on positive philosophy, used to research on a specific population or sample, data collection using research instruments, data analysis of a quantitative/statistical nature, with the aim of testing the hypothesis that has been determined.

General Conditions Of The Research Area

This research was conducted at PT. Pos Indonesia Lamongan Branch using a quantitative research type. Using the Observation Method, Questionnaire Method, Interview and Documentation and the analysis tools used are Validity Test, Reliability Test, Classical

Assumption Test (Normality Test, Multicollinearity Test, Heterokedasticity Test, Autocorrelation Test) Multiple Correlation Test, Determination Coefficient Test, Multiple Linear Regression Test, t-Test, F Test

RESULTS AND DISCUSSION

Validity Test

According to Imam Ghozali (2018:51), a validity test is a test used to measure the validity or validity of a questionnaire. If $r_{\text{counts}} > r_{\text{table}}$, then the variable can be declared valid, if $r_{\text{counts}} < r_{\text{table}}$, then the variable is invalid.

From the results of the validity test in the table above, it can be seen and interpreted that of all the research variable items, it has a calculation of $> r_{\text{table}}$, which is at a significant level of 95% (0.05). Then it can be known that the r_{table} of each item > 0.312 . So it can be said that all items of research variables are valid to be used as instruments in research or questions asked to measure the variables being studied.

Reliability Test

According to Imam Ghozali (2018:45), the reliability test is a tool used to measure questionnaires which are variable indicators. Test reliability if $r_{\text{calculates}} > r_{\text{table}}$ then the variable is declared reliable, if $r_{\text{calculates}} < r_{\text{table}}$ then the variable is unreliable. The results of the reliability test using SPSS From the results of the reliability test, the alpha value of all independent and bound variables is leadership (X1) = 0.667, motivation (X2) = 0.883, job satisfaction (X3) = 0.733, and employee performance (Y) = 0.881 greater than 0.60 with a significant level of $\alpha=5\%$. So it can be concluded that the instrument is in the free and bound variable is reliable.

Classic Assumption Test

a. Normality Test

According to Imam Ghozali (2018:161), the normality test is a test designed to test whether the interfering or residual variables in a regression model are normally distributed. Normality testing is by looking at the distribution of data at the diagonal source on the graph.

The results of the normality test using SPSS using the One Sample Kolmogorov-Smirnov method showed a significant value of 0.207. Thus, the normality test has a normal distributed residual value, because the significance value is greater than 0.05.

b. Multicollinearity Test

According to Imam Ghozali (2018:107), the multicollinearity test is a test designed to test whether there is a correlation between independent variables in a regression model. All independent variables > 0.10 and < 10 , which means that all variables in the regression model of this study do not have multicollinearity problems. From the results of the multicollinearity test, the tolerance value of > 0.10 and $VIF < 10$ have been met. Therefore, it was concluded that there was no symptom of mutolinearity between independent variables in the regression model.

c. Heteroscedasticity Test

According to Imam Ghozali (2018:137), the heteroscedasticity test aims to find out whether there is variance from the residual of one observation to the residual of another

observation in the regression model. If the probability value (sig) > 0.05, then heteroscedasticity does not occur. From the results of the heteroscedasticity test, it has been qualified that the *glycelist test* states that the sig. value of the three variables > 0.05. Therefore, it can be concluded that there are no symptoms of heteroscedasticity in the regression model. The results of the heteroscedasticity test were by analyzing *the scatterplot* graph which saw random scattered points and scattered both above and below the number 0 on the Y axis.

d. Autocorrelation Test

According to Imam Ghozali (2018:111), the autocorrelation test aims to test whether there is a correlation between the disruptive error in the t period and the disruptive error in t-1 (previously). According to Imam Ghozali (2018:112), the results of the autocorrelation test have met the conditions based on the criteria that have been determined and calculated to be between $dU < d < 4 - dU$ or $1.59 < 2.361 < 2.27$. So it was concluded that there was no autocorrelation in this test

Multiple Correlation Test

According to Imam Ghozali (2018:95), multiple correlation is a measure of the strength between two or more independent variables and bound variables. The value of the correlation coefficient ranges from 0 to 1 or 0 to -1, then the closer it gets to 1 or -1, the stronger, and the weaker it gets closer to 0. The strength between variables is determined by the amount of the correlation value between 0 – 1.

SPSS Multiple Correlation Test Results

Model Summary									
		Change Statistics							
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig.
1	0,689a	0,639	0,613	1,162	0,639	8,918	3	85	0,000

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

Source :SPSS 25 statistical output processed 2022

The results of the analysis obtained in table 5.16 above are known that the R obtained is 0.689, this shows a moderate influence. Meanwhile, the contribution or contribution of the simultaneous variables of leadership, motivation and job satisfaction to employee performance was 21.3% while 78.7% was determined by other variables

Coefficient Determination Test

According to Ghozali (2018:97), the determination coefficient is a number used to describe or determine the contribution of variable X (free) to variable Y (bound). The value of the coefficient of determination is between zero and one. If $r = 0$, it means that the free variable has no effect on the bound variable. If the value of r is close to 1 it means that the free variable has a stronger influence on the bound variable, if the value of r is smaller and close to zero means that the influence of the free variable on the bound variable is smaller. The coefficient of determination (*R Square*) obtained was 0.689. This means that 78.7% of employee performance variables can be explained by the variables of leadership, motivation, and job satisfaction. The remaining 21.3% of employee performance variables can be explained by other variables or other factors outside of the variables, including: work

environment (Aldo Herlambang Gardjito, 2014), creativity (Andi Febriyan Eka Muhti, 2017), and organizational culture (Syafriyadi Miftahul Munir Lubis, 2018).

Multiple Linear Regression Test

According to Ghozali (2018:95), multiple linear regression analysis is an analysis that measures more than one independent variable (X) and bound variable (Y). According to Sugiyono quoted by Amalia (2020:66), the formula for the regression equation model is:

SPSS Results of Multiple Linear Regression Analysis Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	Sig.
1	(Constant)	7,761	3,171		2,448
	LEADERSHIP	0,468	0,117	0,380	3,985
	MOTIVATION	0,266	0,086	0,292	3,079
	JOB	0,117	0,060	0,318	2,936
	SATISFACTION				0,004

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source :SPSS 25 statistical output processed 2022

From the results of the multiple linear analysis, the regression equation formed is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 7.761 + 0.468 X_1 + 0.266 X_2 + 0.117 X_3 + e$$

The results of the multiple linear regression equation show that if there is a change in Leadership (X1), Motivation (X2), and Job Satisfaction (X3) towards a better change, this will cause a change in Employee Performance at PT. Pos Indonesia Lamongan Branch (Y)

T test

According to Imam Ghozali (2018:98) the partial influence hypothesis test (t-test) is used to determine the partial influence of independent variables on dependent variables. If $t_{counts} > t_{table}$, H_0 is rejected and H_a is accepted means the hypothesis is accepted and if $t_{counts} < t_{table}$, then H_0 is accepted and H_a is rejected means the hypothesis is rejected or with a significance level of < 0.05 .

The results of the hypothesis test partially showed that the Leadership variable (X1) had a calculated t value (3.985) $>$ a table t-value (1.987) and a significant value of $0.000 < 0.05$, then the decision was to accept H_a and H_0 was rejected. This means that the Leadership variable has a significant effect on the Employee Performance of PT. Pos Indonesia Lamongan Branch.

The results of the hypothesis test partially showed that the Motivation variable (X2) had a calculated t value (3.079) $>$ a table t-value (1.987) and a significant value of $0.003 < 0.05$, then the decision was to accept H_a and H_0 was rejected. This means that the Motivation variable has a significant effect on the Performance of PT. Pos Indonesia Lamongan Branch

The results of the hypothesis test partially showed that the Job Satisfaction variable (X3) had a calculated t value (2.936) $>$ a table t-value (1.987) and a significant value of $0.004 < 0.05$, then the decision was to accept H_a and H_0 was rejected. This means that the Job

Satisfaction variable has a significant effect on the Performance of PT. Pos Indonesia Lamongan Branch.

Test F

According to Imam Ghozali (2018:98), the F test is used to determine the significant level of influence of dependent variables together (simultaneously) on dependent variables and if $F_{\text{calculates}} > F_{\text{table}}$, then H_0 is rejected and H_a is accepted meaning the hypothesis is accepted. If $F_{\text{calculates}} < F_{\text{table}}$, then H_0 is accepted and H_a is rejected, meaning that the hypothesis is rejected or with a significance level < 0.05 .

Based on the results of data analysis, F_{cal} was obtained at 8.918 while F_{table} was 3.10. Because $F_{\text{cal}} > F_{\text{table}}$, H_0 is rejected, meaning that together the variables of leadership, motivation, and job satisfaction have a significant influence on employee performance at PT. Pos Indonesia Lamongan Branch

This is the same as the results of a previous study that examined the variables of leadership, motivation, and job satisfaction on employee performance conducted by Syarah Amelia (2016)

CONCLUSION

The t-test (partial) shows the variables Leadership (X1), Motivation (X2), and Job Satisfaction (X3) have a significant effect partially on employee Performance (Y) at PT. Lamongan Branch Post. The F test (simultaneous) displays the variables Leadership (X1), Motivation (X2), and Job Satisfaction (X3) which have a significant effect simultaneously on employee Performance (Y) at PT. Lamongan Branch Post. The results of multiple linear regression analysis, Leadership (X1) which is more dominant to the bound variable, namely employee performance (Y) at PT. Pos Indonesia Lamongan Branch. Viewed based on the Beta Coefficient (β) for the influence of Leadership (X1), the largest beta coefficient was obtained from the results of linear regression analysis. Thus, it is concluded that the most dominant variable is Leadership.

REFERENCES

- Amalia, S., & Fahri, M. (2016). The Effect of Work Motivation on Performance Employees at PT. Garamedia Asri Media Emerald Bntaro Branch. *Journal of Computation & Business*, 10(2), 119-127.
- As'ad, M. 2001. *Industrial Psychology*. Fourth Edition. Sixth Printing. Yogyakarta: Liberty.
- Dewi, Sintya Kumala, et al. 2017. The Influence of Teamwork, Work Discipline and Loyalty to Employee Performance at PT. Amertha Lintas Persada in Surabaya. *Branchmarck Journal of Management*. Vol. 4.
- Ghozali, Imam. 2011. "Applications Multivariate Analysis With Program SPSS". Semarang: Publishing Agency of Diponegoro University.
- Hasibuan, M. 2014. *Human resource management*. Jakarta: Seru book.
- Harsan, A. S. A., Ramly, M., & Sufri, M. (2020). Leadership Influence, Motivation, and Job Satisfaction to Employee Performance at PT. TASPEN (Persero) Makassar. *PARADOX: Journal of Economics*, 3(4), 134-145.

- Hamid, Sanusi. 2014. Advanced Human Resource Management. Deepublish.Yogyakarta: p. 23.
- Hatta, Muhammad. 2017. The Influence of Leadership Style, Teamwork, and Compensation for Job Satisfaction and Its Impact on Performance Employees of PT. PLN (Persero) Aceh Region. Journal of Master of Management. Vol. 1 No. 1. ISSN. 2302-0199.
- Kismono, nervous. 2001. Introductory Business. Yogyakarta: BPFE.
- Kusuma, Livia Putri. 2018. The Role of Teamwork and Work Spirit on Performance of Zolid Agung Perkasa. Journal of Management. Volume, 3 No. 4.
- Lubis, Syariyadi Miftahul Munir. 2018. Leadership Influence, Compensation, Organizational Culture and Work Motivation on Employee Performance of PT. E.g. Rich in Energy. Journal of Hygienic Industry. Vol. 3 No.1. ISSN. 2541-5727.
- Musdalifah. 2016. The Influence of Leadership Style, Motivation, Work Discipline on the Performance of PT. Harmonious Men's Chess Makassar. Journal Administration. Vol. 3. No. 1.
- Muthi, Andi ebriyan Eka. 2017. The Influence of Creativity Team Collaboration on UD Employee Performance. Argo Inti Sejahtera Jember. Research Journal Management.
- Mangkunegara, A. A. P. (2013). Corporate human resource management. Bandung: Remaja Rosdakarya.
- Nugraha, Eri. 2017. The Influence of Leadership and Teamwork on Performance Employees at PT. Ramayana Lestari Sentosa Samarinda Square Branch. National Seminar on Business Management and Economics. Volume.1. ISSN. 2579- 8715.
- Orocomna, Cion. 2018. The Effect of Work Motivation on Employee Performance At PT. TASPEN (Persero) Manado Branch. Journal of Business Administration. Vol. 7 No. 1. ISSN : 2338 – 9605.
- Pratama, M. R. B., Al Musadieg, M., & Nurtjahjono, G. E. (2017). Influence Work Motivation and Job Satisfaction on Employee Performance (Study on Employees of Giant Hypermart Mall Olympic Garden Malang). Journal of Business Administration, 47(1), 47-55.