

**THE INFLUENCE OF LEADERSHIP, MOTIVATION,
AND JOB SATISFACTION ON EMPLOYEE
PERFORMANCE AT THE CLASS IV PORT
AUTHORITY AND HARBORMASTER OFFICE IN
GUNUNGSITOLI**

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This study aims to analyze the influence of leadership, motivation, and job satisfaction on employee performance at the Class IV Port Authority and Harbormaster Office (KSOP) in Gunungsitoli. A quantitative research method was employed, utilizing multiple linear regression analysis to measure the relationships among these variables. The findings indicate that leadership, motivation, and job satisfaction collectively have a significant impact on employee performance. Individually, each variable also exerts a significant influence on employee performance, albeit at varying levels. The study concludes that effective leadership, optimal job satisfaction, and high motivation play crucial roles in enhancing employee performance. The implications of this research emphasize the need for improved communication, supervision, and the provision of incentives to further enhance employee performance.

Keywords: Leadership, Motivation, Job Satisfaction, Employee Performance, KSOP Gunungsitoli

INTRODUCTION

The Class IV Port Authority and Harbormaster Office in Gunungsitoli (KSOP) plays a strategic role in monitoring and enforcing regulations in maritime security and safety. This function includes operational supervision, implementation of harbor master training, and control and oversight of port activities. However, a major challenge faced by KSOP is the need for competent and highly competitive human resources (HR) to carry out these responsibilities. An imbalance between workload and HR readiness can



negatively impact the organization's effectiveness. Additionally, leadership within organizational management is a crucial factor in the successful execution of duties. Therefore, understanding the dynamics of leadership, work motivation, and job satisfaction is essential to ensuring the optimization of employee performance at KSOP Gunungsitoli.

Previous studies have extensively highlighted the role of leadership in enhancing organizational performance (Kauppila, 2024a; Mariyatha, 2023; Masrayhani et al., 2022; Samar Reyaz, 2024). The leadership style adopted in an organization significantly influences employee motivation and job satisfaction (Park & Rainey, 2008; Schwarz et al., 2020). However, studies specifically examining the relationship between leadership, motivation, and job satisfaction within the context of KSOP remain limited (Denuri Isnanda et al., 2024; Hajiali et al., 2022; Homberg et al., 2015; Paais & Pattiruhu, 2020a; Park & Rainey, 2008). Previous research has mainly focused on business organizations or educational institutions, while leadership dynamics in government agencies such as KSOP possess unique characteristics. Furthermore, non-physical workplace factors, such as interactions between leaders and employees and work pressure, have not been extensively explored in prior studies.

This study aims to bridge this research gap by analyzing how leadership style, motivation, and job satisfaction influence employee performance at KSOP Gunungsitoli. Specifically, it will explore how these variables interact and determine work effectiveness within a governmental institution. By understanding the factors contributing to employee productivity, this research seeks to provide practical recommendations for KSOP in enhancing organizational performance.

The primary hypothesis of this study is that effective leadership positively contributes to employee motivation and job satisfaction, ultimately improving performance. Specifically, the study examines the causal relationship between leadership style and work motivation, job satisfaction, and employee performance. It is assumed that participative and transformational leadership styles are more likely to enhance motivation and job satisfaction compared to authoritarian leadership. Additionally, this study investigates the extent to which non-physical workplace environments mediate the relationship between leadership and employee performance.



THEORETICAL BASIS

The academic literature has extensively explored the relationship between leadership, work motivation, job satisfaction, and employee performance (Mokodompit et al., 2024; Nurlaila et al., 2024). Previous studies indicate that leadership is closely related to both work motivation and job satisfaction, ultimately impacting employee performance. Broadly, three major research trends emerge in this field. First, some studies emphasize the role of leadership styles in enhancing motivation and job satisfaction. Second, certain research focuses on psychological aspects and individual internal factors influencing employee motivation and performance (Anwar et al., 2024; Yulvita et al., 2024). Third, some studies examine the relationship between leadership and job satisfaction from an organizational perspective, such as corporate culture and policy. These three trends suggest that while the relationships among these variables have been widely studied, some gaps remain unexplored.

The first research trend focuses on the influence of leadership on work motivation. These studies highlight how specific leadership styles, such as transformational and participative leadership, can enhance employee motivation (Chan, 2019; Siswanto & Yuliana, 2022; Yıldız & Şimşek, 2016). This approach predominantly employs quantitative methods, using surveys across various sectors to measure the correlation between leadership and work motivation levels. Some studies also emphasize that leaders who provide inspiration and emotional support can significantly boost employee morale (Baquero et al., 2019; Qing et al., 2020; Zhou et al., 2021). Additionally, these studies rely on classical motivation theories, distinguishing between intrinsic and extrinsic motivation in the workplace. However, they often fail to explore how social dynamics and organizational culture moderate the relationship between leadership and work motivation (Kauppila, 2024b; Yıldız & Şimşek, 2016).

The second research trend focuses on the psychological aspects of individuals influencing job satisfaction and employee performance. These studies highlight how factors such as perceptions of fairness, recognition, and job autonomy enhance employee satisfaction, ultimately improving performance (Audyta Imam Satria Jati et al., 2024; Avey et al., 2011). This research typically adopts psychological approaches and frequently involves experimental or case study methods to examine how these factors interact in the workplace (Liu, 2024; Parker et al., 2003; Prayoga et al., 2024). Some studies



also emphasize the importance of employee mental well-being and how work-related stress can reduce both satisfaction and productivity (Mariyatha, 2023; Masrayhani et al., 2022; Park & Rainey, 2008; Samar Reyaz, 2024). However, these studies often overlook leadership as an external factor influencing job satisfaction and employee performance.

The third research trend examines the relationship between leadership, job satisfaction, and employee performance within an organizational context. These studies explore how corporate policies, organizational culture, and incentive systems moderate the relationship between leadership and employee performance (Kumari & Singh, 2018; Kuswati, 2020; Tarmizi et al., 2021). This research frequently adopts a managerial approach, utilizing organizational data analysis to understand how structural factors impact employee work behavior (Iskamto, 2023; Paais & Pattiruhu, 2020b; Syahrudin, 2020). This perspective suggests that effective leadership depends not only on individual leadership styles but also on the organizational systems in place to support job satisfaction and employee productivity (Everth & Bright, 2023; Paais & Pattiruhu, 2020a; Salam, 2017; Salas-Vallina et al., 2020; Subandi et al., 2021). However, these studies frequently neglect individual psychological factors and intrinsic motivation as primary determinants of job satisfaction and performance.

While the three research trends above provide valuable insights into the relationship between leadership, work motivation, job satisfaction, and employee performance, several aspects remain underexplored. One of the main limitations of previous studies is the lack of a comprehensive approach that integrates leadership, individual psychology, and organizational structural aspects within a single analytical model. Moreover, existing research predominantly employs quantitative methods, limiting the exploration of employees' subjective experiences and social dynamics within the workplace. This presents an opportunity to develop a more integrative study using a mixed-methods approach, combining both quantitative and qualitative methodologies to gain deeper insights.

Based on the evaluation of previous literature, this study proposes a new approach that integrates leadership roles, individual psychological factors, and organizational structural aspects in influencing job satisfaction and employee performance. This approach will highlight how interactions between leadership style, individual job perceptions, and organizational systems shape employee motivation and performance. Consequently, this research aims to



provide a theoretical contribution to understanding the multidimensional relationships among these variables, as well as practical implications for organizations in designing more effective leadership strategies and policies. This study will also employ a mixed-methods approach, combining quantitative analysis with in-depth interviews to obtain richer and more comprehensive data.

This research is expected to fill gaps in the literature by providing a more holistic understanding of the factors influencing work motivation, job satisfaction, and employee performance. By integrating perspectives from leadership studies, individual psychology, and organizational aspects, this study will offer new insights that can contribute to both theoretical development and human resource management practices. The findings of this study can also serve as a foundation for organizations to design more effective leadership strategies and workplace policies aimed at improving employee productivity and well-being.

METHODS RESEARCH

Unit of Analysis The unit of analysis in this study is individuals, specifically employees working at the Class IV Gunungsitoli Harbormaster and Port Authority Office. This study focuses on analyzing the influence of job satisfaction, motivation, and leadership on employee performance. Each individual in this organization serves as the primary research subject, as they directly experience the phenomena under investigation. Thus, using this unit of analysis allows the researcher to gain a deeper understanding of the relationships between the studied variables. **Research Design** This study employs a quantitative approach with an associative causal research method. This approach aims to examine the cause-and-effect relationships between independent variables (job satisfaction, motivation, and leadership) and the dependent variable (employee performance). To obtain valid data, this study utilizes a survey technique as the primary data collection method. The survey involves distributing questionnaires to respondents selected as research samples. In addition, structured interviews are conducted to gather supplementary information that can reinforce the research findings. This quantitative method enables the study to generate data that can be statistically analyzed to identify patterns of relationships between variables (Sugiono, 2010).

Data/Information Sources The data in this study come from both primary and secondary sources. Primary data are obtained directly from



employees of the Class IV Gunungsitoli Harbormaster and Port Authority Office through questionnaire distribution and structured interviews. Secondary data are collected from various sources, including official office documents, scientific journals, and relevant books. The use of secondary data aims to strengthen the research argument and provide a more comprehensive theoretical perspective on the studied problem. Data Collection Techniques The data collection process involves several main techniques, including observation, surveys, questionnaires, and interviews. Observation is conducted to directly examine the working conditions and organizational dynamics at the Class IV Gunungsitoli Harbormaster and Port Authority Office. Surveys involve distributing structured questionnaires to employees selected as research samples. Structured interviews are conducted to explore deeper information regarding factors affecting employee performance. Document studies are also used as supplementary sources to obtain relevant secondary data (Muhajirin et al., 2024).

Data Analysis Data analysis in this study follows several stages. The first stage is descriptive analysis, which aims to provide a general overview of respondents' characteristics and research variables. Next, multiple linear regression analysis is conducted to test the causal relationships between independent and dependent variables. Before performing regression analysis, classical assumption tests, including normality test, heteroscedasticity test, and multicollinearity test, are carried out to ensure that the data meet statistical analysis requirements. Hypothesis testing is conducted using the F-test and t-test to determine the significance of the effects of independent variables on the dependent variable. Additionally, the coefficient of determination (R^2) is used to assess the extent to which independent variables explain the dependent variable. All analyses are performed using the SPSS statistical software to ensure valid and reliable results (Bryman & Cramer, 2012; Sarker et al., 2024).



RESULTS AND DISCUSSION

Hypothesis Testing Results

1. Descriptive Analysis

The research instrument used in this study was a questionnaire. A total of 41 statements were included in the questionnaire, with 14 items related to the independent variable X1 (leadership). The independent variable X2 (job satisfaction) consisted of nine items. The dependent variable Y (employee performance) was measured using eight items, while the independent variable X3 (motivation) was represented by ten items. The respondents of this study were employees of the Class IV Gunungsitoli Harbormaster and Port Authority Office (KSOP), totaling 42 individuals.

2. Respondent Characteristics

a. Respondent Characteristics by Age

The age distribution of respondents is presented in the following table:

NO	AGE	TOTAL (Person)	Persentase (%)
1	20-29 Year	9	21%
2	30-39 Year	11	26%
3	40-49 Year	15	36%
4	>50 Year	7	17%

The results indicate that nine employees (21%) of the Class IV Gunungsitoli Harbormaster and Port Authority Office (KSOP) are between 20 and 29 years old, eleven employees (26%) are between 30 and 39 years old, fifteen employees (36%) are between 40 and 49 years old, and seven employees (17%) are over 50 years old. Therefore, it can be concluded that the majority of employees at KSOP Class IV Gunungsitoli fall within the 40–49 age group.

b. Respondent Characteristics by Gender

The gender distribution of respondents is presented in the following table:

NO	Gender	Amount (Person)	Persentase (%)
1	Men	40	95 %
2	Women	2	5 %
Amount		42	100 %



As indicated by the statistics above, 40 employees (95%) at the Class IV Gunungsitoli Harbormaster and Port Authority Office (KSOP) are male, while 2 employees (5%) are female. Therefore, it can be concluded that the workforce at KSOP Class IV Gunungsitoli is predominantly male.

c. Respondent Characteristics by Educational Background

The distribution of respondents based on their highest level of education is presented in the following data:

NO	Education Final	Amount (Person)	Persentase (%)
1	Senior High School	23	55 %
2	Bachelor (S1)	17	40 %
3	Master (S2)	2	5 %
Amount		42	100 %

As shown in Table 4.3, the educational background of employees at the Class IV Gunungsitoli Harbormaster and Port Authority Office (KSOP) is as follows: 23 employees (55%) have a high school diploma, 17 employees (40%) hold a bachelor's degree (S-1), and 2 employees (5%) have a master's degree (S-2). Therefore, it can be concluded that the majority of employees have completed undergraduate education (S-1).

3. Descriptive Analysis of Variables

Frequency Distribution of Respondents' Answers for Variable X1

In the instrument testing for data collection used in this study, responses to the questionnaire were analyzed. The distribution of respondents' answers regarding Variable X1 is presented as follows: The highest response rate came from 27 respondents (64%), who agreed with the statement: "My supervisor constantly reminds me of tasks I already know how to perform. This is a VERY fundamental responsibility required for someone in my position." These findings indicate that employees generally agree with this statement, suggesting that supervisors effectively communicate task expectations to their staff. However, most employees disagreed with the statement: "My leader strives to demonstrate good behavior." This implies that managers do not exhibit a friendly attitude toward their staff. Due to the lack of



interpersonal engagement among employees at the KSOP Class IV Gunungsitoli, work processes have not yet proceeded as expected.

Distribution of Respondents' Answers for Variable X1

Statement	SS		S		KS		TS		STS		Total	Average
	F	%	F	%	F	%	F	%	F	%		
1	9	16,36	37	67,27	6	10,91	3	5,45	0	0	42	3,9
2	10	18,18	38	69,09	7	12,73	0	0	0	0	42	4,1
3	8	14,55	39	70,91	7	12,73	1	1,82	0	0	42	4,0
4	6	10,91	34	61,82	14	25,45	1	1,82	0	0	42	3,8
5	13	23,64	32	58,18	9	16,36	1	1,82	0	0	42	4,0
6	10	18,18	35	63,64	7	12,73	3	5,45	0	0	42	3,9
7	9	16,36	32	58,18	13	23,64	1	1,82	0	0	42	3,9
8	9	16,36	32	58,18	13	23,64	1	1,82	0	0	42	3,9
9	10	18,18	34	61,82	9	16,36	2	3,64	0	0	42	3,9
10	8	14,55	20	36,36	24	43,64	3	5,45	0	0	42	3,6
11	9	16,36	31	56,36	11	20	4	7,27	0	0	42	3,8
12	2	3,64	29	52,73	21	38,18	3	5,45	0	0	42	3,5
13	4	7,27	26	47,27	24	43,64	1	1,82	0	0	42	3,6
14	11	20	35	63,64	8	14,55	1	1,82	0	0	42	4,0

Frequency of Respondents' Answers to Job Satisfaction Variable (X2)

The following data illustrates respondents' responses to variable X2 based on the questionnaire that has been given:

Statement	SS		S		KS		TS		STS		Total	Average
	F	%	F	%	F	%	F	%	F	%		
1	9	16,36	30	54,55	15	27,27	1	1,82	0	0	42	3,9
2	18	32,73	12	21,82	20	36,36	5	9,09	0	0	42	3,8
3	11	20	16	29,09	20	36,36	8	14,55	0	0	42	3,5
4	12	21,82	17	30,91	16	29,09	10	18,18	0	0	42	3,6
5	14	25,45	8	14,55	23	41,82	9	16,36	1	2	42	3,4
6	25	45,45	23	41,82	5	9,09	2	3,64	0	0	42	4,3
7	24	43,64	24	43,64	4	7,27	3	5,45	0	0	42	4,3
8	12	21,82	12	21,82	21	38,18	7	12,73	3	5	42	3,4
9	20	36,36	32	58,18	1	1,82	1	1,82	1	2	42	4,2



As indicated by the data above, the statement "I have opportunities for promotion based on my job performance" received the highest average response, with 32 employees (58.18%) agreeing. This is attributed to the perception that their work contributes to improving organizational performance. However, the majority of employees disagreed with the statement, "I receive assurance of workplace safety provided by the company," with 23 employees (41.82%) expressing disagreement. This suggests that employees perceive their workplace safety and security as inadequate due to the lack of concern from the leadership of the Class IV Gunungsitoli Harbormaster and Port Authority Office (KSOP) regarding workplace security measures.

Frequency Distribution of Respondents' Answers for Motivation Variable (X3)

The following information presents respondents' feedback on Variable X3 based on the questionnaire distributed to them:

Statement	SS		S		KS		TS		STS		Total	Average
	F	%	F	%	F	%	F	%	F	%		
1	23	41,82	30	54,55	1	1,82	1	1,82	0	0	42	4,4
2	18	32,73	34	61,82	1	1,82	2	3,64	0	0	42	4,2
3	21	38,18	30	54,55	3	5,45	1	1,82	0	0	42	4,3
4	21	38,18	30	54,55	4	7,27	0	0	0	0	42	4,3
5	12	21,82	41	74,55	1	1,82	1	1,82	0	0	42	4,2
6	18	32,73	33	60	4	7,27	0	0	0	0	42	4,3
7	20	36,36	32	58,18	3	5,45	0	0	0	0	42	4,3
8	23	41,82	31	56,36	1	1,82	0	0	0	0	42	4,4
9	21	38,18	31	56,36	3	5,45	0	0	0	0	42	4,3
10	19	34,55	33	60	2	3,64	1	1,82	0	0	42	4,3

Based on the statistics mentioned above, the distribution of respondents' answers regarding motivation (X3) shows that the most frequently agreed-upon statement was "I enjoy working in a team," with 41 employees (74.55%) expressing agreement. This indicates that employees at the Class IV Gunungsitoli Harbormaster and Port Authority Office (KSOP) tend to prefer collaborative work over independent tasks. However, the statement "I can



perform optimally when I feel accepted in my work environment" was not agreed upon by an average of four employees (7.27%). These findings suggest that some employees still feel unaccepted in their workplace. This may be due to a lack of motivation to work effectively within their current work environment.

Frequency Distribution of Respondents' Answers for Employee Performance Variable (Y)

Based on the questionnaire distributed to respondents, their responses regarding variable Y can be illustrated in the following data:

Statement	SS		S		KS		TS		STS		Total	Average
	F	%	F	%	F	%	F	%	F	%		
1	9	16,36	41	74,55	4	7,27	1	1,82	0	0	55	4,05
2	10	18,18	41	74,55	3	5,45	1	1,82	0	0	55	4,09
3	2	3,64	41	74,55	12	21,82	0	0	0	0	55	3,82
4	13	23,64	41	74,55	3	5,45	0	0	0	0	55	4,33
5	5	9,09	42	76,36	8	14,55	0	0	0	0	55	3,95
6	10	18,18	35	63,64	10	18,18	0	0	0	0	55	4,00
7	11	20	34	61,82	10	18,18	0	0	0	0	55	4,02
8	11	20	35	63,64	9	16,36	0	0	0	0	55	4,04

The distribution of respondents' answers regarding employee performance (Y) based on the data above indicates that the statement *"I always work according to the procedures established by the company"* received the highest response, with 42 employees (76.36%) agreeing. This finding suggests that employees at the Class IV Gunungsitoli Harbormaster and Port Authority Office (KSOP) consistently follow established procedures to enhance organizational performance. However, a significant number of employees disagreed with the statement *"I always arrive at work on time,"* with 12 employees (21.82%) expressing disagreement. This result highlights that some employees frequently arrive late to work. This issue may stem from a lack of discipline among employees and insufficient supervision by the Class IV Gunungsitoli Port Authority and Harbormaster Office in monitoring employee performance.

4. Multiple Linear Regression Analysis

The influence of independent factors (X), including X1 (leadership), X2 (job satisfaction), and X3 (motivation), on the dependent variable Y (employee



performance) at the Class IV Gunungsitoli Harbormaster and Port Authority Office was evaluated using multiple linear regression analysis.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.722	3.472		3.664	.001
Leadership ₁	.133	.058	.295	2.293	.026
Job satisfaction	.134	.063	.264	2.146	.037
Motivation	.177	.086	.255	2.070	.044

Multiple Linear Regression Model Formulation

Based on the data analysis, the following multiple linear regression equation is formulated:

$$Y = 12.722 + 0.133X_1 + 0.134X_2 + 0.177X_3$$

where:

- Y = Employee performance
- X_1 = Leadership
- X_2 = Job satisfaction
- X_3 = Motivation

The equation can be interpreted as follows:

- (1) Constant (β_0) = 12.722
 This indicates that when all independent variables (X_1, X_2, X_3) are equal to zero, the baseline level of employee performance is 12.722.
- (2) Leadership (β_1) = 0.133
 This implies that for every one-unit increase in leadership (X_1), employee performance (Y) increases by 0.133, assuming other variables remain constant.
- (3) Job Satisfaction (β_2) = 0.134
 This indicates that for every one-unit increase in job satisfaction (X_2), employee performance (Y) increases by 0.134, assuming other variables remain constant.
- (4) Motivation (β_3) = 0.177
 This suggests that for every one-unit increase in motivation

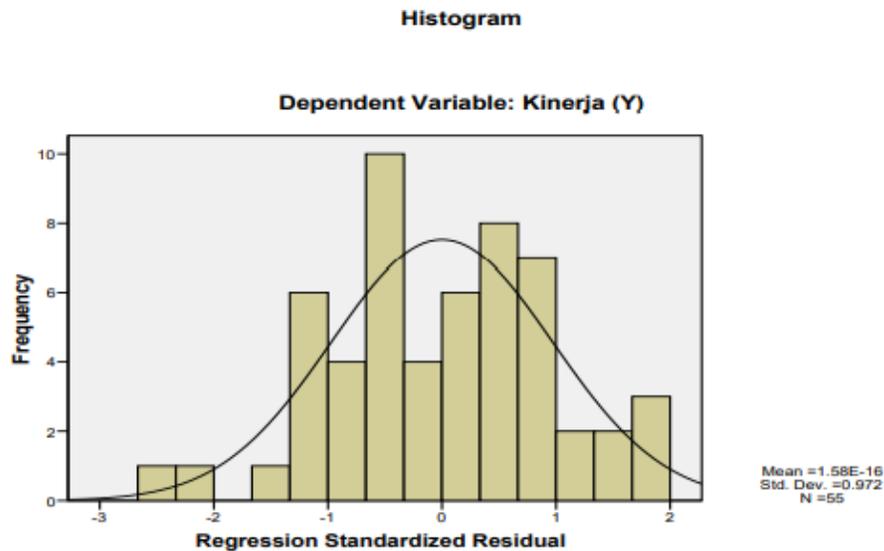


(X3X_3X3), employee performance (YYY) increases by 0.177, assuming other variables remain constant.

5. Classical Assumption Tests

(1) Normality Test

Histogram Approach

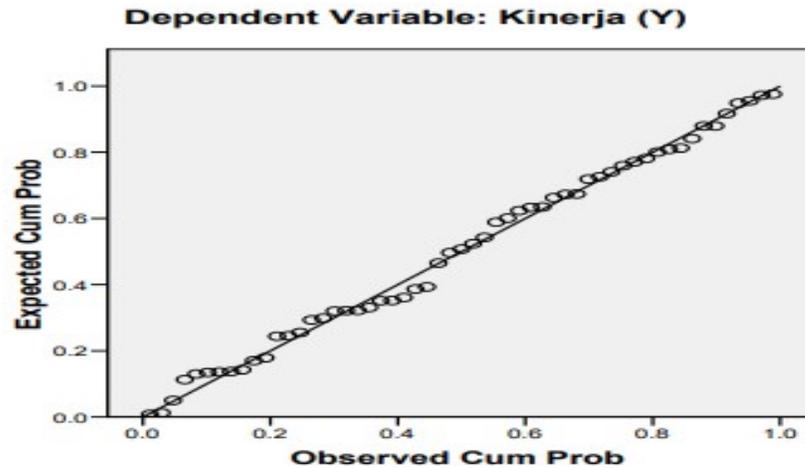


The normality of the regression model was assessed using a histogram of residuals. The results indicate that the distribution of residuals follows a normal pattern, as the histogram does not exhibit significant skewness to the left or right. This suggests that the assumption of normality in the regression model is met, ensuring the validity of statistical inference.



Normality Test Approach Normal Probability Plot Graph

Normal P-P Plot of Regression Standardized Residual



Graphical Approach.

The normality of the data was tested using a graphical approach with the Normal P-P Plot. The analysis results show that the residual points are scattered around the diagonal line, indicating that the data follows an approximately normal distribution.

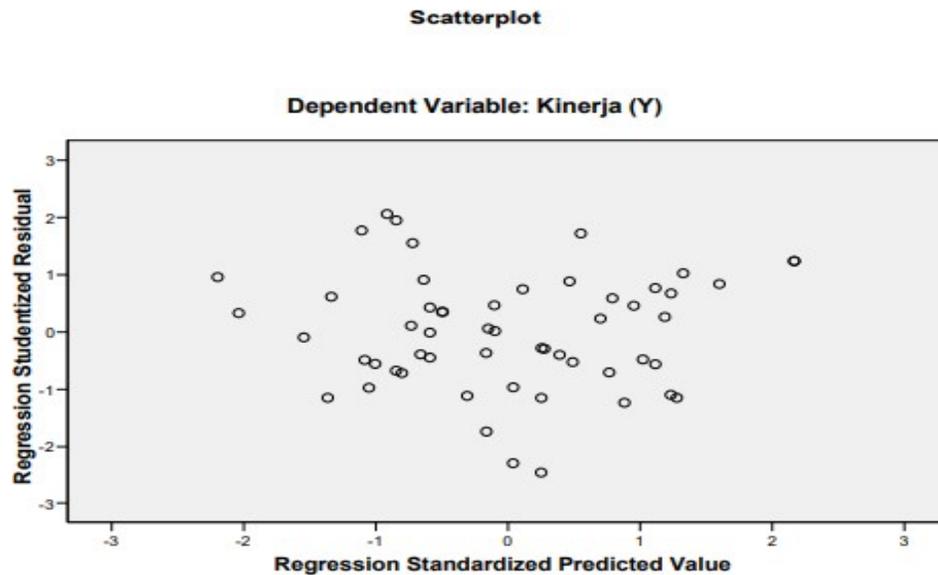
(2) Kolmogorov-Smirnov Test (K-S Test)

To further confirm the normality of the data statistically, the Kolmogorov-Smirnov (K-S) test was conducted. The results indicate that the significance value (p-value) is greater than 0.05, suggesting that the data is normally distributed and meets the regression assumptions.

		Unstandardized Residual
N		55
Normal Parameters ^{a,b}	Mean	.000000
	Std. Deviation	2.26579169
	Absolute	.064
Most Extreme Differences	Positive	.064
	Negative	-.052
Kolmogorov-Smirnov Z		.476
Asymp. Sig. (2-tailed)		.977



As shown in the results, the Asymp. Sig. (2-tailed) value is 0.977, which is greater than the significance threshold of 5% (0.05). This indicates that the residual variable follows a normal distribution. Therefore, the statistical analysis using the non-parametric Kolmogorov-Smirnov (K-S) test confirms that the residuals are normally distributed, which is consistent with the graphical analysis.



(3) Glejser Test

The Glejser test is conducted by regressing the absolute residual values against the independent variables. The underlying principle of this test is that heteroscedasticity is present if the independent variables have a statistically significant effect on the residuals.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	,113	1,963		,058	,954
Leadership	-,027	,033	-,136	-,830	,410
job satisfaction	-,002	,035	-,010	-,066	,947
Motivation	,076	,048	,247	1,570	,123



Based on the regression results using the Glejser test, the dependent variable (absolute Ut / Absut) is statistically not significantly influenced by any independent variable. Since all independent variables do not substantially affect the absolute residual values, it can be concluded that there is no heteroscedasticity in this regression model. Therefore, the regression model meets the classical assumptions and is suitable for further analysis.

(4) Multicollinearity Test

A proper regression model should not exhibit correlation among independent variables.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	12.722	3,472		3,664	,001		
Leadership	,133	,058	,295	2,293	,026	.694	1.442
Job Satisfaction	,134	,063	-,264	2,146	,037	.757	1.321
Motivation	,177	,086	,255	2,070	,044	.755	1.325

It can be observed that:

- a) If the VIF values for leadership, motivation, and job satisfaction are less than or equal to 10 ($VIF < 10$), then there is no multicollinearity among the independent variables in the regression model.
- b) Since the tolerance values for leadership, job satisfaction, and motivation are greater than 0.1 ($Tolerance > 0.1$), there is no multicollinearity among the independent variables in the model.

Hypothesis Testing

(1) Simultaneous Testing (F-Test). To determine the F-table value, the degrees of freedom (df) for the numerator and denominator are calculated using the following formulas:

- a. df (Numerator) = $k - 1$
- b. df (Denominator) = $n - k$



Where:

n = total sample size

k = total number of independent and dependent variables

Given that this study includes 42 samples (n = 42) and 4 variables (k = 4), the degrees of freedom are:

a) $df_1 = k - 1 = 4 - 1 = 3$

b) $df_2 = n - k = 42 - 4 = 38$

The F-statistic (Fhitung) is obtained using SPSS and then compared to the F-table value at $\alpha = 5\%$, which is 2.79.

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	195.611	3	65.204	11.995	.000b
Residual	277.226	51	5.436		
Total	472.836	54			

The calculated F-value (Fhitung) is 11.995, with a significance level of 0.000, as shown in Table 4.12. At a 95% confidence level ($\alpha = 0.05$), the F-table value is 2.79. Since Fhitung (11.995) > Ftabel (2.79) and the significance level (0.000) < 0.05, it can be concluded that the independent variables (motivation, job satisfaction, and leadership) have a positive and significant impact on the performance of employees at Kantor Kesyahbandaran dan Otoritas Pelabuhan Kelas IV Gunungsitoli simultaneously.

Partial Test (t-Test)

The t-test is used to determine the extent to which each independent variable individually affects the dependent variable.

For this test: The critical t-value (Ttabel) is 1.675, With degrees of freedom (df) = (n - k) = 55 - 4 = 51, At a 5% significance level ($\alpha = 0.05$).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.722	3.472		3.664	.001
Leadership	.133	.058	.295	2.293	.026
Job Satisfaction	.134	.063	.264	2.146	.037
Motivation	.177	.086	.255	2.070	.044



The t-test results indicate the following:

- (1) Leadership (X1) has a positive and significant impact on employee performance, as evidenced by t-value (thitung) = 2.293 > t-table (1.675) and significance level (0.026) < 0.05. This implies that employee performance will improve as leadership quality increases.
- (2) Job satisfaction (X2) has a positive and significant impact on employee performance, as seen from t-value (thitung) = 2.146 > t-table (1.675) and significance level (0.044) < 0.05. This suggests that higher job satisfaction leads to better employee performance.
- (3) Motivation (X3) has a positive and significant impact on employee performance, with t-value (thitung) = 2.070 > t-table (1.675) and significance level (0.037) < 0.05. This indicates that higher motivation contributes to better employee performance.

Coefficient of Determination (R²) Analysis

The R² value in this study can be seen in the following table:

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.643a	.414	.379		2.33148

Table 4.14 shows that the Adjusted R Square value is 0.379, meaning that job satisfaction, motivation, and leadership explain 37.9% of the variance in employee performance. However, the remaining 62.1% of the variance is influenced by other factors not included in this study. This indicates that while the independent variables in this study significantly impact employee performance, other external or internal factors may also contribute to performance variations.

DISCUSSION

1. Leadership Affects Employee Performance

Based on Table 4.13, the leadership variable has a significance value of 0.026 < 0.05 and a t-value of 2.293 > t-table value of 1.675. This indicates that employee performance is significantly and positively influenced by leadership. The performance of employees at the Class IV Gunung Sitoli Harbor Authority and Port Authority Office is supported by leadership, as demonstrated by the statistical results. According to the study findings, leadership within the



organization needs to be further improved to optimize employee performance and achieve organizational goals. This result aligns with research suggesting that leadership has a significant and positive impact on employee performance. Purwanti (2015) states that leadership is one of the key elements that can enhance performance, supporting this finding. In Prima Sandakan Store, employee performance significantly improves when leadership skills are enhanced. Therefore, leaders must cultivate a positive work environment to improve employee performance. As a company's success heavily depends on how managers or leaders foster positive relationships with their staff, effective leadership should ensure fair treatment of all employees.

2. Job Satisfaction Affects Employee Performance

Based on Table 4.13, the job satisfaction variable has a significance value of $0.044 < 0.05$ and a t-value of $2.146 > t$ -table value of 1.675. This suggests that employee performance is significantly and positively influenced by job satisfaction. This finding indicates that employee performance at the Class IV Gunung Sitoli Harbor Authority and Port Authority Office is supported by job satisfaction. Kartawiguna's (2015) study, *The Influence of Leadership, Motivation, and Job Satisfaction on Employee Performance at Dr. Hospital Outpatient Unit*, supports this conclusion. The study found that employee performance is significantly affected by job satisfaction to a certain extent. According to Prabu (2012), job satisfaction is a positive or negative emotional state that employees feel about their work, reinforcing this finding. Employees with a positive attitude toward their workplace and tasks tend to perform better, while dissatisfied employees may negatively impact their work. Therefore, job satisfaction is a state in which individuals feel either satisfied or dissatisfied with their work outcomes and expectations.

3. Motivation Affects Employee Performance

Based on Table 4.13, the motivation variable has a significance value of $0.037 < 0.05$ and a t-value of $2.070 > t$ -table value of 1.675. This shows that employee performance is significantly and positively influenced by motivation. This finding indicates that the performance of employees at the Class IV Gunung Sitoli Harbor Authority and Port Authority Office is supported by motivation. The study findings suggest that the organization provides strong motivation, which encourages employees to perform better. To maintain and enhance employee motivation, the organization must ensure that employees feel comfortable, valued, and driven to work. Sulton's (2010)



research, The Influence of Leadership, Job Satisfaction, and Motivation on Auditor Performance at Public Accounting Firms in Jakarta, supports this conclusion. The study found that employee performance is significantly and positively affected by motivation. Additionally, Hasibuan (2013) defines motivation as providing a driving force that creates enthusiasm for work, encouraging employees to collaborate, work efficiently, and integrate their efforts to achieve job satisfaction. This perspective further supports the study's findings.

CONCLUSION

This study provides important insights into the factors influencing the performance of the Class IV Gunung Sitoli Harbor Authority and Port Authority Office. The key findings indicate that leadership, job satisfaction, and motivation simultaneously have a significant impact on office performance. These findings highlight that organizational effectiveness largely depends on the synergy between leadership styles, employee satisfaction levels, and sustained work motivation. Therefore, in a managerial context, organizational leaders must focus not only on structural policies but also on employees' psychological well-being and overall welfare. Effective human resource management will foster a more conducive work environment, enhance productivity, and strengthen employees' commitment to the organization.

From an academic perspective, this study makes a significant contribution to understanding the relationship between leadership, job satisfaction, and motivation within the maritime institution context. It adds relevant empirical data to previous studies and reinforces the understanding of these variables in the public service sector. Conceptually, this research also affirms that a multidimensional approach to human resource management is crucial for organizational success. Additionally, it opens avenues for further inquiries regarding the effectiveness of leadership strategies in enhancing motivation and job satisfaction across different organizational settings.

Despite its valuable findings, this study has several limitations. One key limitation is its focus on only three main variables – leadership, job satisfaction, and motivation – without considering other potential influencing factors such as organizational culture, compensation, or workload. Additionally, the research methodology employed a quantitative approach, which does not fully explore qualitative aspects that could provide deeper insights into the dynamics of inter-variable relationships. Future research is recommended to



expand the range of examined variables and adopt a more holistic methodological approach, such as a combination of quantitative and qualitative methods, to gain a more comprehensive understanding of the factors affecting organizational performance.

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