

The Influence Of Leadership Style, Motivation, And Work Environment On Employee Performance At Pt Jasindo Testing Services

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Abstract

The phenomenon that occurs in various companies shows that there are still many employees who experience decreased work enthusiasm, low productivity, and lack of satisfaction with the work environment. This study aims to further analyze the influence of leadership style, work motivation, and work environment on employee performance. The study used a quantitative method carried out at PT Jasindo Testing Service with a sampling method using the slovin technique with an error rate of 5%, resulting in 110 respondents from a total population of 151 people. Based on the results of the study that has been conducted, it can be concluded that Leadership Style (X1), Motivation (X2), and Work Environment (X3) have a significant influence on Employee Performance (Y) at PT Jasindo Testing & Inspection Services. This is evidenced by the significance value of $0.000 < 0.05$, and the Fcount value ($244.975 > F_{table} (2.69)$), which shows that the three independent variables simultaneously affect the dependent variable. In addition, the R-square value of 0.874 indicates that 87.4% of the variation in employee performance can be explained by leadership style, motivation, and work environment, while 12.6% is influenced by other factors not examined in this study. Thus, the better the leadership style, motivation, and work environment, the higher the employee performance.

Keywords: Leadership Style, Work Motivation, Work Environment, Employee Performance

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INTRODUCTION

Human Resources (HR) is a vital element present in every company worldwide. The presence of high-quality HR will inevitably lead a company toward growth, enabling it to compete and adapt to the changing times (Tambunan, 2020). Therefore, the performance of every individual within the company is expected to meet the targets and objectives set by the organization (Hou et al., 2022). To improve employee performance, companies can take several approaches, such as providing training, creating a comfortable work environment, offering fair compensation, providing motivation, and supporting further education (Mulia, 2020). To ensure an organization functions effectively and in alignment with its objectives, it must

maintain high employee performance by ensuring tasks are executed reliably (Harinto, 2024). Consequently, companies are required to be proactive in analyzing and resolving issues that arise or are likely to arise regarding employee performance. Any performance issues will have a significant and direct impact on the company (Bhastary et al., 2024).

One of the main causes of these issues is an ineffective leadership style that fails to provide clear direction, build good communication, or create a conducive work environment (Hasrul Azwar Hasibuan et al., 2022). Leaders who neglect employee needs tend to decrease work motivation, which ultimately results in low performance (Faris et al., 2024). For example, a transactional leadership style that focuses solely on results without considering employee well-being tends to cause high work stress and a decline in morale (Syaifuddin et al., 2023). Besides leadership style, work motivation is also a critical factor in enhancing employee performance (Tambun et al., 2026). Highly motivated employees tend to be more enthusiastic in completing tasks and contributing to the achievement of company goals. Conversely, unmotivated employees will exhibit apathy, a lack of initiative, and sub-optimal performance (Susanto et al., 2025).

The work environment also plays a significant role in influencing employee performance. A comfortable, safe, and supportive work environment can enhance employee well-being and encourage them to work more productively. On the other hand, an unsupportive environment characterized by a lack of facilities, high work pressure, and disharmonious work relationships can cause stress and lower employee performance (Tanady et al., 2024).

One of the companies facing challenges regarding employee performance is PT Jasindo Testing Services, a firm operating in the testing and inspection service industry. This company plays a vital role in ensuring the quality and standards of various products and services under its evaluation. However, in recent years, PT Jasindo Testing Services has encountered obstacles in improving employee performance due to several factors, including leadership styles, motivation levels, and the condition of the work environment. Based on preliminary observations, it was discovered that several employees have experienced a decline in work motivation caused by a lack of performance recognition and a work environment that does not fully support productivity.

To provide a clearer overview of the challenges faced by the organization, the following table presents a comparison between the official administrative records and the fundamental conditions identified through initial research observations and preliminary surveys at PT Jasindo Testing Service:

Table.1 Critical Problem Identification PT Jasindo Testing Services

Problem Category	Administrative Condition (Formal Records)	Fundamental Conditions: Based on Research Observations and Preliminary Surveys Among Employees
Leadership Style	Formally, work instructions are systematically delivered from superiors to subordinates.	Communication is strictly top-down (one-way). Employees feel excluded from decision-making and lack appreciation for their technical input.
Work Motivation	Employees maintain punctuality and consistently complete their daily routine tasks.	Evidence of "work burnout" and a tendency toward "quiet quitting" (doing only the bare minimum) due to a lack of professional challenges and rewards.
Work Environment	Office and laboratory facilities are physically available and accessible.	An imbalance between workload (volume of test samples) and space capacity/supporting facilities, combined with high psychological pressure.

Based on the comparison between administrative records and field observations, it has been identified that the primary issue is rooted in a strictly top-down leadership style, where one-way communication causes employees to feel excluded from the decision-making process and leads to a lack of appreciation for their technical contributions. This condition triggers a systematic decline in work motivation, evidenced by emerging symptoms of burnout and the "quiet quitting" phenomenon a state where employees tend to perform only at the bare minimum level without professional initiative due to a lack of meaningful challenges and tangible reward systems.

This situation is further exacerbated by a work environment that has become disproportionate, where the imbalance between the surging volume of test samples and the physical facility capacity, combined with high psychological pressure, creates a non-conducive work atmosphere. If this rigid leadership style, stagnant motivation, and environmental limitations are not promptly addressed through appropriate HR development strategies, the employees' technical competence will be insufficient to prevent the degradation of service quality and testing accuracy, which are the core reputations of PT Jasindo Testing Services in the inspection industry. Based on the aforementioned background, this research is essential to analyze the extent to which leadership style, motivation, and the work environment influence employee performance at PT Jasindo Testing Services. The results of this study are expected to contribute to managerial decision-making and more targeted, data-driven human resource development strategies.

METHODOLOGY

This study employs a quantitative approach with a descriptive research design, aimed at testing hypotheses and determining the relationships between variables scientifically and empirically. The research is grounded in the philosophy of positivism to

analyze the influence of leadership style, work motivation, and work environment on employee performance at PT Jasindo Testing Service, Deli Serdang. Primary data is collected by distributing questionnaires to respondents using a Likert scale measurement, while secondary data is gathered through company documentation. The population for this study includes all 151 employees, from which the sample size was determined using the Slovin formula with a 5% margin of error, resulting in 110 representative respondents. All collected data will be processed systematically using multiple linear regression analysis to ensure accurate and accountable results throughout the research period, scheduled from March to August 2026.

RESULTS AND DISCUSSION

Descriptive Statistics

Table 2. Descriptive Statistics

Variabel	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Leadership	110	5	25	22.24	4.59	19.36
Work Motivation	110	5	25	21.48	3.568	15.101
Work Environment	110	5	25	23.13	4.568	30.008
Employee Performance	110	5	25	22.45	6.454	25.456

The descriptive analysis of 110 respondents reveals that Work Environment (X3) holds the highest mean (23.13), though with high variance, while Employee Performance (Y) follows with a mean of 22.45, marked by a significant performance gap among staff. Leadership (X1) shows pockets of extreme dissatisfaction (Min: 5) due to its top down style, and Work Motivation (X2) recorded the lowest, most uniform mean (21.48), indicating widespread burnout. These results emphasize that despite high average scores, management must urgently address stagnant motivation and leadership gaps to prevent long-term performance decline.

Validity Test

Table 3. Validity Test

Variable	r-value	r-table	Valid
X1.1	0.946	0.195	Valid
X1.2	0.944	0.195	Valid
X1.3	0.947	0.195	Valid
X1.4	0.943	0.195	Valid
X1.5	0.961	0.195	Valid
X2.1	0.884	0.195	Valid
X2.2	0.902	0.195	Valid
X2.3	0.923	0.195	Valid
X2.4	0.872	0.195	Valid
X2.5	0.886	0.195	Valid

X3.1	0.814	0.195	Valid
X3.2	0.810	0.195	Valid
X3.3	0.903	0.195	Valid
X3.4	0.379	0.195	Valid
X3.5	0.857	0.195	Valid
Y1.1	0.941	0.195	Valid
Y1.2	0.936	0.195	Valid
Y1.3	0.935	0.195	Valid
Y1.4	0.953	0.195	Valid
Y1.5	0.962	0.195	Valid

The validity test results in Table 3 demonstrate that all research instruments are valid. Every item across the variables – Leadership (X1), Work Motivation (X2), Work Environment (X3), and Employee Performance (Y) yielded an r-value significantly higher than the r-table of 0.195. Notably, variables X1 and Y showed exceptionally high correlation values (above 0.93), while all indicators for X3 and X2 also surpassed the required threshold. Consequently, these instruments are proven to be accurate and reliable for data collection in this study.

Reliability Test

Table 4. Reliability Test

Variable	Cronbach's Alpha	N of Items	Reliabel
Leadership	0.833	5	Reliabel
Work Motivation	0.825	5	Reliabel
Work Environment	0.795	5	Reliabel
Employee Performance	0.833	5	Reliabel

The reliability test results in Table 4 demonstrate that all research instruments are reliable. A variable is considered reliable if its Cronbach's Alpha value exceeds the threshold of 0.60. In this study, both Leadership (X1) and Employee Performance (Y) showed high internal consistency with an alpha value of 0.833. Similarly, Work Motivation (X2) and Work Environment (X3) yielded reliable scores of 0.825 and 0.795, respectively. Since all variables significantly surpass the required threshold, the research questionnaire is proven to be a stable and consistent tool for data collection, ensuring that the results remain dependable over time.

Classical Assumption Test Results

Normality Test Results

Table 5. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual	
N		110	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.88674874	
Most Extreme Differences	Absolute	.076	
	Positive	.076	
	Negative	-.050	
Test Statistic		.076	
Asymp. Sig. (2-tailed) ^c		.151	
Monte Carlo Sig. (2-tailed) ^d	Sig.	.119	
	99% Confidence Interval	Lower Bound	.111
		Upper Bound	.127

The normality test results from Table 5 show an Asymp. Sig. (2-tailed) value of 0.151. Since this value is greater than the 0.05 threshold ($0.151 > 0.05$), the residual data is confirmed to be normally distributed. This satisfies the classic assumption required for a valid regression model.

Multicollinearity Test

Table 6. Multicollinearity Test

Model	Tolerance	VIF
(Constant)		
Leadership	0.191	5.243
Work Motivation	0.209	4.776
Work Environment	0.184	5.428

The multicollinearity test results in Table 6 demonstrate that the regression model is free from any significant correlation between the independent variables. This is evidenced by the Tolerance values for Leadership (0.191), Work Motivation (0.209), and Work Environment (0.184), all of which are well above the 0.10 threshold. Additionally, the VIF values for all three variables (5.243, 4.776, and 5.428, respectively) remain below the maximum limit of 10. Consequently, it is concluded that no multicollinearity exists, ensuring that each independent variable provides unique and reliable information to the model.

Heteroscedasticity Test

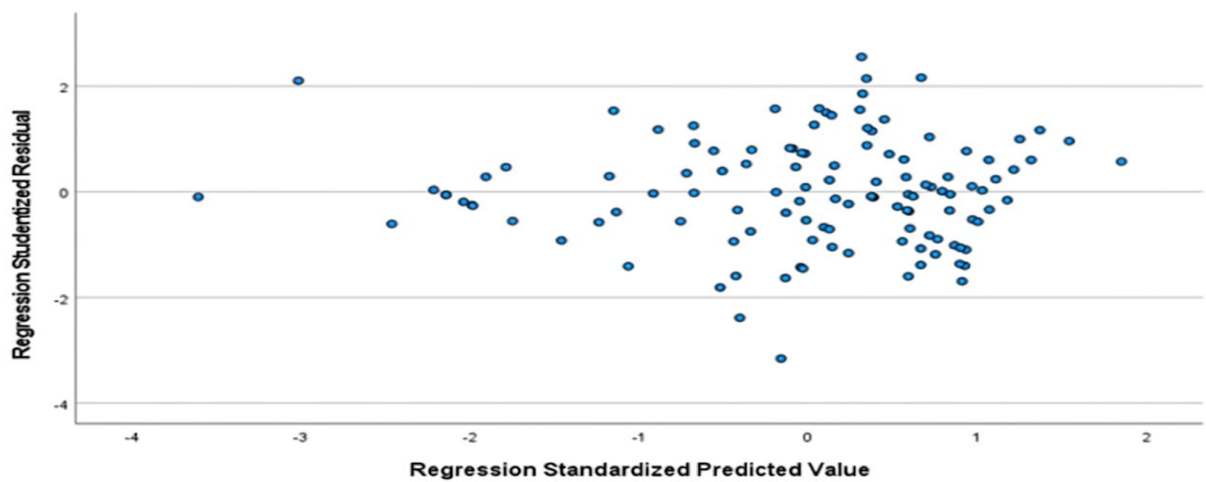


Figure 1. Scatterplot of Heteroscedasticity Test

The provided scatterplot is used to examine the presence of heteroscedasticity within the regression model. The graph demonstrates that the data points are distributed randomly without forming any discernible or specific pattern. This indicates that there is no evidence of heteroscedasticity. In other words, the variance of the residuals in this regression model is constant (homoscedastic), confirming that the assumption of homoscedasticity has not been violated in this study.

Multiple Linear Regression Test

Table 7. Multiple Linear Regression Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-1.048	.811		-1.292	.199
	Leadership	.453	.076	.472	5.980	.000
	Work Motivation	.236	.087	.206	2.728	.007
	Work Environment	.407	.110	.298	3.713	.000

The multiple linear regression analysis results presented in Table 7 establish the following equation: $Y = -1.048 + 0.453X_1 + 0.236X_2 + 0.407X_3$. This model indicates that Leadership (X1) has the most substantial impact on employee performance with a coefficient of 0.453, followed by Work Environment (X3) at 0.407, and Work Motivation (X2) at 0.236. The positive coefficients for all three independent variables signify that any improvement in leadership quality, employee motivation, or the physical and non-physical work environment will result in a direct increase in

performance at PT Jasindo Testing Service. Furthermore, since the significance values for all variables (0.000, 0.007, and 0.000) are well below the 0.05 threshold, it is concluded that leadership, motivation, and the work environment each exert a statistically significant positive influence on employee performance.

Coefficient of Determination Test

Table 8. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935	.874	.870	1.913

The table above shows an Adjusted R Square value of 0.601, which means that 60.1% of the variation in Employee Performance can be explained by the independent variables, namely Leadership, Work Motivation, and Work Environment. The remaining 39.9% (100% - 60.1%) is attributed to other variables not included in this model or external factors not measured in this study. This indicates that while the independent variables have a significant influence, there are still other contributing factors that impact employee performance levels.

F Test

Table 9. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2690.243	3	896.748	244.975	.000 ^b
	Residual	388.020	106	3.661		
	Total	3078.264	109			

To examine the simultaneous influence of variables X1, X2, and X3 on Y, the output table indicates that the significance value for the joint effect of these variables is $0.000 < 0.05$. Furthermore, the calculated F-value (F-count) of 244.975 is greater than the F-table value of 2.69. Consequently, it can be concluded that there is a significant simultaneous influence of Leadership (X1), Work Motivation (X2), and Work Environment (X3) on Employee Performance (Y).

t-test

Table 10. t-test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.048	.811		-1.292	.199
	Leadership	.453	.076	.472	5.980	.000
	Work Motivation	.236	.087	.206	2.728	.007
	Work Environment	.407	.110	.298	3.713	.000

Based on the results of the hypothesis testing using the T-test (partial), it is determined that Leadership Style (X1) has a significant influence on Employee Performance (Y), as evidenced by a significance value of $0.000 < 0.05$ and a t-count of 5.980, which exceeds the t-table value of 1.983. Furthermore, Work Motivation (X2) is also shown to significantly affect performance, with a significance value of $0.007 < 0.05$ and a t-count of 2.728 greater than 1.983. Finally, the Work Environment (X3) exerts a significant impact on employee performance, supported by a significance value of $0.000 < 0.05$ and a t-count of 3.713 higher than the 1.983 threshold. Consequently, it can be concluded that all three independent variables individually and significantly contribute to the enhancement of employee performance.

The Influence of Leadership Style on Employee Performance

The hypothesis testing results using the T-test (partial) indicate that Leadership Style (X1) has a significant influence on Employee Performance (Y). This is evidenced by a significance value of 0.000, which is lower than the 0.05 significance level ($0.000 < 0.05$). Furthermore, the calculated t-count of 5.980 is greater than the t-table value of 1.983 ($5.980 > 1.983$), further strengthening the conclusion that the Leadership Style variable significantly impacts Employee Performance. These results indicate that leaders with an effective leadership style can enhance employee performance. Leaders who are capable of providing clear direction, establishing positive communication, and creating a conducive work environment can boost employee morale. Conversely, ineffective leadership can decrease motivation, lead to confusion regarding tasks, and ultimately diminish employee performance.

These findings suggest that the leadership style implemented within the company plays a vital role in determining performance levels. Leaders who provide proper guidance, build effective communication, and foster a positive workplace atmosphere can increase motivation and productivity. On the other hand, an ineffective leadership style may lead to confusion, lack of motivation, and a decline in overall performance.

Furthermore, this research aligns with several previous studies. For instance, research by (Dedahanov et al., 2022) shows that transformational leadership oriented toward employee development has a positive impact on their performance. Additionally, (Atun et al., 2024) emphasize that the right leadership style can enhance loyalty, engagement, and individual performance within an organization.

This is also consistent with research by (Lim et al., 2024) which found that Leadership Style has a significant influence; therefore, it can be concluded that there is a linear relationship between the independent and dependent variables. If the Leadership Style improves, Employee Performance will increase accordingly.

The Influence of Work Motivation on Employee Performance

Based on the research findings, it is established that Work Motivation (X2) has a significant influence on Employee Performance (Y). This is evidenced by a significance value of 0.007, which is lower than the 0.05 threshold ($0.007 < 0.05$). Additionally, the calculated t-count of 2.728 is greater than the t-table value of 1.983 ($2.728 > 1.983$). Consequently, the hypothesis stating that work motivation affects employee performance is accepted. These results indicate that higher levels of work motivation lead to better employee performance. High motivation encourages employees to be more enthusiastic in completing tasks, demonstrate greater initiative, and remain more committed to their work. Conversely, low motivation can lead to decreased productivity, a lack of dedication, and increased rates of absenteeism or employee turnover.

Furthermore, these findings are supported by previous studies, such as the research conducted by (Paulus, 2022), which states that employees with high levels of motivation tend to perform better than those who are less motivated. Another study by (Gulo et al., 2026) also demonstrates that work motivation plays a crucial role in enhancing productivity and work effectiveness within an organization. This aligns with the research of (Hutasoit et al., 2021) which suggests that work motivation and performance are interconnected; an increase in motivation will lead to improved performance and vice versa. Work motivation serves as a stimulus for every employee to carry out their duties. With strong motivation, employees feel happy and enthusiastic at work, resulting in significant growth and development for the organization. Finally, as motivation has a positive and significant effect, it can be concluded that there is a linear relationship between the variables: if motivation increases, employee performance will improve accordingly (Kirana et al., 2024).

The Influence of Work Environment on Employee Performance

The research results indicate that the Work Environment (X3) has a significant influence on Employee Performance (Y). This is evidenced by a significance value of 0.000, which is lower than the 0.05 threshold ($0.000 < 0.05$), leading to the conclusion that the relationship between the work environment and employee performance is statistically significant. Furthermore, the calculated t-count of 3.713, being greater than the t-table value of 1.983 ($3.713 > 1.983$), indicates that the work environment variable has a substantial impact on employee performance. These findings align with research conducted by (Fadli & Nasib, 2020)(Purba et al., 2025), which states that a supportive work environment plays a key role in enhancing job satisfaction and employee productivity. Additionally (Aini et al., 2022),(Tambun et al., 2026)(Edward, 2021) found that employees working in comfortable environments tend to exhibit higher performance levels compared to those working under less supportive conditions. As the work environment exerts a positive and significant effect, it can be concluded that there is a linear relationship between the independent and dependent variables; if the work environment improves, employee performance will increase accordingly (Nyoto, 2023).

The Influence of Leadership Style, Work Motivation, and Work Environment on Employee Performance

Based on the statistical analysis, this study finds that the variables Leadership Style (X1), Work Motivation (X2), and Work Environment (X3) have a simultaneous influence on Employee Performance (Y). This is confirmed through the ANOVA (Analysis of Variance) test, which yielded a significance value of 0.000, significantly lower than the critical threshold of $\alpha = 0.05$. Statistically, this means that the three independent variables together have a significant impact on the dependent variable. Furthermore, the calculated F-count of 244.975 is substantially higher than the F-table value of 2.69. This reinforces the evidence of a substantial relationship between Leadership Style, Motivation, and Work Environment toward Employee Performance. Since the F-count exceeds the F-table, the null hypothesis (H_0), which states that there is no influence between the independent and dependent variables, is rejected. Consequently, the alternative hypothesis (H_a), asserting a significant simultaneous influence, is accepted.

CONCLUSION

Based on the results of the data analysis and discussion, several key conclusions can be drawn regarding the factors influencing employee performance. First, Leadership Style (X₁), Work Motivation (X₂), and Work Environment (X₃) each individually exert a positive and significant influence on Employee Performance (Y), meaning that improvements in any of these areas will lead to a direct increase in productivity. Furthermore, the simultaneous test results confirm that all three independent variables together significantly impact performance, as evidenced by the high F-value and a significance level of 0.000. Finally, the Adjusted R Square value of 0.601 indicates that these three variables account for 60.1% of the variance in employee performance, while the remaining 39.9% is influenced by other factors not examined in this study. Overall, these findings suggest that a combination of effective leadership, high motivation, and a supportive environment is essential for optimizing employee output at PT Jasindo Testing Service.

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