

Optimizing Employee Performance through Leadership, Work Motivation, and Job Satisfaction: A Case Study at @nlangitmobilofficial

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Abstract

This study aims to analyze the optimization of employee performance through leadership, work motivation, and job satisfaction at @nlangitmobilofficial. Employee performance is a critical factor in achieving organizational effectiveness and competitiveness, particularly in the service and automotive business sector. This research adopts a quantitative approach using a survey method, with data collected through structured questionnaires distributed to employees of @nlangitmobilofficial. The data were analyzed using statistical techniques to examine the influence of leadership, work motivation, and job satisfaction on employee performance. The results indicate that leadership and work motivation have a significant positive effect on job satisfaction, which in turn contributes to improved employee performance. Furthermore, leadership and work motivation also directly influence employee performance. These findings highlight the importance of effective leadership practices and motivational strategies in fostering job satisfaction and enhancing employee performance. This study provides practical implications for management in designing human resource policies aimed at optimizing employee performance and supporting sustainable organizational growth.

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

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Introduction

Employee performance is widely recognized as a fundamental determinant of organizational success, sustainability, and competitiveness in today's dynamic business environment. Organizations operating in service-oriented and automotive-related industries are required to continuously improve the quality, productivity, and effectiveness of their human resources in order to respond to increasing market competition, technological advancements, and changing customer expectations. High-performing employees not only contribute to operational efficiency but also play a strategic role in enhancing service quality, customer satisfaction, and organizational reputation [1], [2].

In the context of human resource management, employee performance is not merely the result of individual ability, but also the outcome of managerial practices, organizational climate, and psychological conditions experienced by employees in the workplace. Previous studies emphasize that leadership, work motivation, and job satisfaction are among the most influential factors affecting employee performance across various organizational settings [3], [4]. Effective leadership provides direction, inspiration, and support for employees, while motivation serves as an internal driving force that encourages individuals to perform optimally. Job satisfaction, on the other hand, reflects employees' emotional responses to their work and organizational environment, which can significantly influence their attitudes and behaviors at work [5].

Leadership is a critical managerial function that directly shapes employee behavior and performance. Leaders are responsible for setting goals, communicating expectations, and creating an environment that enables employees to achieve both individual and organizational objectives. Transformational and participative leadership styles, in particular, have been shown to positively influence employee engagement, commitment, and performance [6]. Leaders who demonstrate vision, integrity, and concern for employee development are more likely to foster trust and cooperation within the organization, thereby enhancing overall performance outcomes [7]. Conversely, ineffective leadership practices may lead to low morale, reduced motivation, and declining performance levels.

Work motivation is another key factor influencing employee performance. Motivation refers to the internal and external forces that initiate, direct, and sustain work-related behavior [8]. Motivated employees tend to exert greater effort, display higher persistence, and demonstrate stronger commitment to organizational goals. Classical motivation theories, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and McClelland's theory of needs, provide a theoretical foundation for understanding how motivation influences employee behavior and performance [9], [10]. Empirical evidence suggests that both intrinsic motivation (such as recognition, achievement, and personal growth) and extrinsic motivation (such as compensation and job security) play important roles in enhancing employee performance [11].

Job satisfaction represents an employee's overall evaluation of their job and work environment. It encompasses various aspects, including satisfaction with compensation, supervision, coworkers, working conditions, and career development opportunities [12]. Job satisfaction is closely associated with positive work attitudes, such as organizational commitment and job involvement, which in turn influence employee performance and retention [13]. Employees who are satisfied with their jobs are more likely to demonstrate higher productivity, lower absenteeism, and stronger loyalty to the organization [14]. In contrast, low levels of job satisfaction may result in decreased performance, higher turnover intentions, and negative workplace behaviors.

The interrelationship between leadership, work motivation, job satisfaction, and employee performance has been widely examined in the human resource management literature. Several studies indicate that leadership and motivation not only have a direct effect on employee performance, but also indirectly influence performance through job satisfaction [15], [16]. Effective leadership practices can enhance employees' motivation and satisfaction,

which subsequently leads to improved performance outcomes. Similarly, motivated employees who experience high levels of job satisfaction are more likely to perform their tasks effectively and contribute positively to organizational goals [17].

Despite extensive research on these variables, there remains a need for context-specific studies that examine their influence within particular organizational and industry settings. The automotive and service business sector, characterized by high customer interaction and performance-based competition, requires employees to maintain high levels of professionalism, responsiveness, and service quality. In such an environment, leadership effectiveness, employee motivation, and job satisfaction become increasingly important determinants of performance [18]. However, empirical studies focusing on small to medium-sized automotive-related enterprises, particularly in developing country contexts, are still limited.

@nlangitmobilofficial, as a business entity operating in the automotive-related service sector, relies heavily on employee performance to deliver quality services and maintain customer satisfaction. The organization faces challenges related to managing human resources in a competitive market, including maintaining employee motivation, ensuring job satisfaction, and implementing effective leadership practices. Understanding how leadership, work motivation, and job satisfaction influence employee performance in this organizational context is essential for developing appropriate human resource strategies and managerial interventions.

This study aims to analyze the optimization of employee performance through leadership, work motivation, and job satisfaction at @nlangitmobilofficial. By adopting a quantitative approach, this research seeks to empirically examine the direct and indirect effects of leadership and work motivation on employee performance, with job satisfaction considered as a key explanatory factor. The findings of this study are expected to contribute to the existing literature on human resource management by providing empirical evidence from the automotive service sector, as well as offering practical insights for managers in designing leadership approaches and motivational strategies that enhance job satisfaction and employee performance.

From a theoretical perspective, this study integrates leadership theory, motivation theory, and job satisfaction models to explain employee performance behavior in an organizational setting. From a practical standpoint, the results can serve as a reference for organizational leaders and human resource practitioners in improving managerial effectiveness and optimizing employee performance. Moreover, this study supports the broader objective of sustainable organizational development by emphasizing the importance of human capital management as a strategic asset [19], [20].

In conclusion, employee performance remains a critical issue for organizations seeking to achieve long-term success in a competitive business environment. Leadership, work motivation, and job satisfaction are essential factors that shape employee attitudes and behaviors at work. By examining these variables within the context of @nlangitmobilofficial, this study provides valuable insights into how organizations can optimize employee performance through effective leadership and human resource management practices.

Literature Review

Employee Performance

Employee performance refers to the level of achievement demonstrated by employees in carrying out their tasks and responsibilities in accordance with organizational goals and standards. Performance is commonly measured through indicators such as work quality, productivity, timeliness, effectiveness, and commitment to work outcomes [1]. In human resource management literature, employee performance is viewed as a multidimensional construct influenced by both individual and organizational factors. High employee performance contributes directly to organizational effectiveness, service quality, and competitive advantage, particularly in service-oriented industries where employees interact intensively with customers [2].

Several studies emphasize that employee performance is not solely determined by technical skills or competencies, but also by psychological and behavioral aspects such as motivation, satisfaction, and leadership support [3]. Employees who perceive a supportive work environment and effective leadership tend to demonstrate higher levels of engagement and performance. Therefore, understanding the determinants of employee performance is essential for organizations seeking sustainable growth.

Leadership and Employee Performance

Leadership plays a central role in shaping employee attitudes, behaviors, and performance outcomes. Leadership can be defined as the ability to influence, motivate, and enable others to contribute toward organizational success [15]. Effective leaders provide clear direction, establish trust, and create an environment that encourages employees to perform at their best. Transformational leadership theory highlights the importance of vision, inspiration, intellectual stimulation, and individualized consideration in enhancing employee performance [6].

Empirical studies consistently report a positive relationship between leadership and employee performance. Leaders who demonstrate supportive and participative behaviors are more likely to foster employee commitment and willingness to exert extra effort [7]. Conversely, poor leadership practices may result in reduced motivation, low morale, and declining performance levels. In service and automotive-related businesses, leadership effectiveness is particularly critical due to the need for coordination, service excellence, and rapid response to customer demands [18].

Work Motivation and Employee Performance

Work motivation refers to the internal and external forces that drive individuals to act, persist, and perform work-related activities [8]. Motivation theories such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and McClelland's theory of needs provide a theoretical foundation for understanding how motivation influences employee behavior and performance [9], [10]. These theories suggest that employees are motivated not only by financial rewards, but also by psychological needs such as recognition, achievement, and self-development.

Previous research indicates that motivated employees tend to show higher levels of productivity, creativity, and commitment to organizational goals [11]. Both intrinsic motivation (e.g., personal growth and job satisfaction) and extrinsic motivation (e.g., compensation and job security) have been found to significantly influence employee performance. In competitive business environments, organizations must implement effective motivational strategies to maintain employee enthusiasm and performance consistency [3].

Job Satisfaction and Employee Performance

Job satisfaction represents an employee's emotional and cognitive evaluation of their job experiences. It reflects the degree to which employees feel content with various aspects of their work, including supervision, compensation, work conditions, and career opportunities [12]. Job satisfaction is widely recognized as a key predictor of positive work attitudes and behaviors, such as organizational commitment and performance [13].

Studies have shown that employees with high levels of job satisfaction are more likely to demonstrate better performance, lower absenteeism, and stronger loyalty to the organization [14]. Conversely, dissatisfaction may lead to reduced performance, increased turnover intention, and negative workplace behaviors. In service-based organizations, job satisfaction is particularly important as it influences how employees interact with customers and deliver services.

The Relationship between Leadership, Work Motivation, Job Satisfaction, and Employee Performance

The interrelationship between leadership, work motivation, job satisfaction, and employee performance has been widely explored in organizational behavior and human resource management literature. Leadership and motivation are often identified as antecedents of job satisfaction, which in turn influences employee performance [15], [16]. Effective leadership practices can enhance employee motivation and create a positive work environment, leading to higher job satisfaction and improved performance outcomes.

Several empirical studies suggest that leadership and work motivation have both direct and indirect effects on employee performance, with job satisfaction acting as an important explanatory variable [17]. Employees who are motivated and satisfied with their jobs are more likely to demonstrate high performance and contribute positively to organizational objectives. This integrated perspective highlights the importance of aligning leadership practices and motivational strategies with employee needs to optimize performance.

In the context of automotive-related service businesses, where performance is closely linked to service quality and customer satisfaction, understanding these relationships is crucial. Organizations such as @nlangitmobilofficial require effective leadership, strong employee motivation, and high job satisfaction to maintain performance standards and remain competitive in the market. Therefore, examining these variables simultaneously provides a comprehensive understanding of the factors influencing employee performance.

Research Methodology

Research Design

This study adopts a quantitative research design to examine the influence of leadership, work motivation, and job satisfaction on employee performance at @nlangitmobilofficial. A quantitative approach is appropriate as it allows for objective measurement and statistical analysis of the relationships among the research variables. The study employs a cross-sectional survey method, where data are collected at a single point in time to capture employees' perceptions of leadership, motivation, job satisfaction, and performance.

Population and Sample

The population of this study consists of all employees working at @nlangitmobilofficial. Given the relatively manageable population size, a census or saturated sampling technique is applied, in which all employees are included as research respondents. This approach ensures comprehensive representation and minimizes sampling bias. The sample size meets the minimum requirement for statistical analysis in quantitative research, ensuring the reliability and validity of the findings.

Research Variables and Measurement

This study involves four main variables: leadership, work motivation, job satisfaction, and employee performance. Leadership is measured using indicators related to leadership behavior, communication, decision-making, and support provided by supervisors. Work motivation is measured through intrinsic and extrinsic motivation indicators, including recognition, achievement, compensation, and job security. Job satisfaction is measured using indicators related to satisfaction with work itself, supervision, compensation, coworkers, and working conditions. Employee performance is measured based on indicators such as work quality, productivity, timeliness, and responsibility.

All measurement items are adapted from established scales in previous studies to ensure content validity. Responses are measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Collection Technique

Primary data are collected through structured questionnaires distributed directly to employees of @nlangitmobilofficial. Prior to data collection, respondents are informed about the purpose of the study and assured of the confidentiality and anonymity of their responses. Secondary data are obtained from organizational documents and relevant literature to support the analysis and interpretation of the findings.

Data Analysis Method

The collected data are analyzed using statistical analysis techniques. Descriptive statistics are employed to describe respondent characteristics and variable distributions. Inferential statistical analysis is conducted to test the research hypotheses and examine the relationships among variables. Multiple regression analysis is used to analyze the direct effects of leadership, work motivation, and job satisfaction on employee performance. Validity and reliability tests are conducted to ensure the quality of the research instrument. All data analyses are performed using statistical software.

Ethical Considerations

This study adheres to ethical research principles. Participation in the study is voluntary, and respondents provide informed consent prior to completing the questionnaire. The confidentiality of respondent information is strictly maintained, and the collected data are used solely for academic research purposes.

Research Ethics

This study was conducted in accordance with generally accepted ethical standards in social science research. Ethical considerations were applied throughout all stages of the research process to ensure the protection of participants' rights, dignity, and well-being. Prior to data collection, all respondents were informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without any consequences.

Informed consent was obtained from all participants before they completed the questionnaire. Respondents were assured that their responses would be kept confidential and anonymous, and no personally identifiable information was collected or disclosed. The data obtained from this study were used solely for academic and research purposes.

Furthermore, this research avoided any form of coercion, deception, or misrepresentation. The research instruments were designed to ensure clarity, neutrality, and respect for participants. Data analysis and reporting were conducted honestly and objectively, without manipulation or fabrication of results. By adhering to these ethical principles, this study ensures the credibility, integrity, and trustworthiness of the research findings.

Results

Respondent Characteristics

The respondents in this study consist of employees of @nlangitmobilofficial who participated voluntarily in completing the research questionnaire. Based on descriptive analysis, the respondents represent various demographic backgrounds, including differences in age, gender, educational level, and length of employment. This diversity provides a comprehensive overview of employee perceptions regarding leadership, work motivation, job satisfaction, and performance within the organization.

Descriptive Analysis of Research Variables

Descriptive statistical analysis indicates that leadership at @nlangitmobilofficial is perceived positively by employees. Most respondents agree that leaders demonstrate clear

direction, effective communication, and supportive behavior in carrying out managerial responsibilities. This finding suggests that leadership practices within the organization contribute to a conducive working environment.

Work motivation is also perceived at a relatively high level. Employees indicate that both intrinsic factors, such as recognition and achievement, and extrinsic factors, such as compensation and job security, play an important role in encouraging them to perform their tasks effectively. This result reflects the importance of motivational strategies in maintaining employee enthusiasm and commitment.

Job satisfaction shows a positive overall perception among respondents. Employees generally express satisfaction with their work roles, supervision, and working conditions. A positive level of job satisfaction indicates that employees feel comfortable and valued within the organization, which may influence their work attitudes and performance.

Employee performance is also assessed positively. Respondents report that they are able to complete tasks in a timely manner, maintain work quality, and demonstrate responsibility in carrying out their duties. This suggests that employees perceive themselves as performing effectively in accordance with organizational expectations.

Inferential Analysis

The results of inferential statistical analysis indicate that leadership has a positive and significant effect on employee performance. This finding suggests that effective leadership practices contribute directly to improving employee performance. Leaders who provide guidance, support, and motivation are able to influence employee behavior and work outcomes positively.

Work motivation is also found to have a positive and significant effect on employee performance. Employees who are motivated tend to show higher levels of effort, persistence, and commitment in performing their tasks. This result confirms the role of motivation as a key driver of employee performance.

Job satisfaction demonstrates a positive and significant effect on employee performance. Employees who are satisfied with their jobs tend to exhibit better performance, higher productivity, and stronger responsibility toward their work. This finding highlights the importance of creating a work environment that supports employee satisfaction.

Furthermore, the analysis indicates that leadership and work motivation also have a positive influence on job satisfaction. Effective leadership practices and adequate motivational factors contribute to higher levels of job satisfaction among employees. This result suggests that job satisfaction plays an important role in strengthening the relationship between leadership, motivation, and employee performance.

Summary of Findings

Overall, the results of this study indicate that leadership, work motivation, and job satisfaction are significant factors influencing employee performance at @nlangitmobilofficial. Leadership and work motivation not only directly affect employee performance but also contribute to enhancing job satisfaction, which in turn supports improved performance outcomes. These findings provide empirical evidence that optimizing leadership practices and motivational strategies is essential for improving employee performance in the automotive-related service sector.

Conclusion

This study concludes that leadership, work motivation, and job satisfaction play significant roles in optimizing employee performance at @nlangitmobilofficial. Effective leadership practices contribute positively to employee performance by providing clear direction, support, and motivation. Leaders who are able to communicate effectively and

demonstrate supportive behavior create a conducive work environment that encourages employees to perform optimally.

Work motivation is also found to be a key determinant of employee performance. Both intrinsic and extrinsic motivational factors encourage employees to exert greater effort, maintain commitment, and achieve work targets. Motivated employees tend to demonstrate higher productivity and responsibility in carrying out their tasks.

Furthermore, job satisfaction has a significant positive influence on employee performance. Employees who experience satisfaction with their work, supervision, and working conditions are more likely to perform effectively. The findings also indicate that leadership and work motivation contribute to enhancing job satisfaction, which further supports improved performance outcomes.

Overall, this study emphasizes the importance of integrating effective leadership, motivational strategies, and efforts to enhance job satisfaction in order to achieve sustainable employee performance in the automotive-related service sector.

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