

Research Article

# The Influence of Leadership and Motivation on Employee Performance (A Case Study at PT Lingkar Sakti Mas Gas Station Banjarmasin)

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**Abstract:** This study examines the influence of leadership and motivation on employee performance at PT. Lingkar Sakti Mas Gas Station in Banjarmasin. The research problem is the suboptimal employee performance caused by a lack of leadership attention and low work motivation. The purpose of this research is to analyze the effect of leadership and motivation on employee performance, both partially and simultaneously. The study uses a quantitative method with an associative approach, involving all 32 employees as respondents using a saturated sample technique. Data collection was carried out through questionnaires, and the data were analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression, t-tests, and F-tests. The findings reveal that leadership and motivation both have significant positive effects on employee performance, both partially and simultaneously, with a coefficient of determination ( $R^2$ ) of 63.3%. This indicates that leadership and motivation explain 63.3% of the variation in employee performance. The study concludes that improving leadership integrity and enhancing motivational factors such as compensation and recognition are essential to optimize employee performance in the public service sector, particularly at gas stations.

**Keywords:** Employee Performance; Leadership; Motivation.

## 1. Introduction

Employee performance is one of the key factors determining organizational success, both in the private and public sectors. In an increasingly competitive era, organizations are required to possess highly performing human resources to achieve their strategic objectives. One sector that heavily relies on employee performance is the Public Fuel Filling Station (SPBU), which serves as a public service provider for fuel distribution. The performance of SPBU employees directly reflects the quality of services provided to the community.

Several previous studies have examined the factors affecting employee performance. For instance, Hayati et al. (2021) revealed that motivation significantly affects performance, whereas leadership does not directly influence it. In contrast, Sudarso (2024) found that both leadership and motivation simultaneously exert a strong influence on employee performance. The common methods applied in these studies are quantitative approaches using multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination tests. However, many prior studies focused on organizations with different characteristics, making their relevance to the SPBU sector less conclusive and necessitating further investigation.

This study addresses the issue of suboptimal employee performance, suspected to be caused by weak leadership and low work motivation at PT Lingkar Sakti Mas Gas Station in Banjarmasin. The research employs a quantitative associative approach, utilizing a saturated sampling technique involving all employees as respondents.

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The proposed solution in this study involves analyzing both the partial and simultaneous effects of leadership and motivation on employee performance. The findings are expected to provide concrete recommendations for SPBU management to enhance employee performance through strengthening effective leadership and providing appropriate motivational strategies.

The main contributions of this study include: (1) providing empirical evidence on the influence of leadership and motivation on employee performance in the public service sector (SPBU); (2) offering an analytical model that can be used for similar studies in the future; and (3) presenting practical recommendations for SPBU management in human resource management.

The remainder of this paper is organized as follows: Section 2 presents the literature review. Section 3 discusses the research methodology. Section 4 reports the results and discussions. Finally, Section 5 concludes the paper and outlines the implications of the findings.

## 2. Preliminaries or Related Work or Literature Review

### 2.1. Theoretical Framework

Leadership is a critical factor in organizational success, as it involves influencing and directing others to achieve common goals. According to Robbins and Judge (2015), leadership can be evaluated through several indicators, including integrity, competency, consistency, loyalty, and openness. Effective leadership is characterized by the ability to provide clear direction, maintain ethical conduct, and encourage collaboration among employees.

Motivation plays an equally vital role in driving employee performance. Afandi (2018) identifies six key indicators of work motivation: compensation, working environment, supporting facilities, work achievements, recognition from superiors, and the intrinsic satisfaction derived from the job itself. Motivation can be classified into intrinsic and extrinsic types (Ryan & Deci, 2020), where intrinsic motivation arises from internal satisfaction, while extrinsic motivation stems from external rewards and recognition.

Employee performance refers to the outcomes achieved by individuals in their work, which can be measured through quality, quantity, timeliness, and effectiveness (Oktafiyana, 2017). Strong leadership and high motivation are often correlated with improved employee performance, particularly in service-oriented industries such as gas stations.

### 2.2. Related Work

Several studies have explored the relationship between leadership, motivation, and employee performance. Hayati et al. (2021) investigated these variables at PT Delta Nuansa Nirwana, Jakarta, revealing that motivation significantly influences employee performance, whereas leadership has no direct impact. However, their study emphasized the importance of motivation as a primary driver of performance.

In contrast, Sudarso (2024) conducted research at CV Aroma Berkah Seribu and found that both leadership and motivation significantly affect employee performance, both partially and simultaneously. Their findings indicated a strong correlation and high explanatory power of the model used.

Similar conclusions were drawn by Baharuddin and Salam (2021) in their study at PT Niaga Bangun Persada, which highlighted the positive and significant effects of leadership and motivation on performance. Furthermore, Hidayat (2021) confirmed these relationships at PT Agung Abadi, emphasizing leadership and motivation as critical factors in improving employee productivity.

Lastly, Hermawan (2023) examined this topic in the context of CV Goyang Karawang KJA Cirata, concluding that motivation has a significant impact, while leadership does not. These studies demonstrate varied results depending on organizational contexts, methodologies, and sample characteristics.

Despite the extensive research in this area, studies focusing on public service sectors such as gas stations remain limited. This study aims to fill this gap by analyzing the combined effects of leadership and motivation on employee performance at PT Lingkar Sakti Mas Gas Station in Banjarmasin, providing new insights specific to this context.

### 3. Proposed Method

This study employs a quantitative approach, where the entire research process is systematically structured and aims to quantify data so that the results can be generalized. The main focus of this research is to examine the relationship between leadership and motivation variables on employee performance.

The quantitative approach was chosen because it aligns with the research objective, which is to test existing theories and to determine the magnitude of the relationships among the variables. According to Sugiyono (2019), quantitative research aims to test theories, show relationships between variables, and provide statistical descriptions of research data.

The research was conducted at PT Lingkar Sakti Mas Gas Station in Banjarmasin, as this location allowed the researcher to directly observe employee activities. The study was carried out from March to May 2025, involving a population of 32 employees. Due to the small number of employees, a saturated sampling technique was used, where all employees were included as respondents.

The variables in this study consist of independent variables, namely leadership and motivation, and the dependent variable, namely employee performance. These variables were measured using relevant indicators such as integrity, competency, loyalty for leadership, and compensation, work environment, and work achievement for motivation. Data collection was conducted through a questionnaire using a Likert scale, and interviews were also conducted to enrich the information.

The collected data were analyzed using several statistical tests, including validity tests, reliability tests, classical assumption tests, and multiple linear regression analysis to test the formulated hypotheses.

### 4. Results and Discussion

#### T-test (Partial test)

The results of the t-test are as follows:

**Table 1.** The results of the t-test (Partial)

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.156	2.271		.069	.946
	KEPEMIMPINAN (X1)	.245	.112	.284	2.198	.036
	MOTIVASI (X2)	.484	.101	.617	4.779	.000
<b>a. Dependent Variable: KINERJA KARYAWAN (Y)</b>						

Source: Respondent results with SPSS (data reprocessed in 2025)

Based on the results of the t-test (partial), the following results were obtained, 1) Leadership (X<sub>1</sub>) has a sig. value of 0.036 < 0.05, so it is said that there is a significant partial influence on performance (Y), so that H<sub>2</sub> (There is an influence of leadership on employee performance at PT Lingkar Sakti Mas Gas Station Banjarmasin) is accepted; and 2) Motivation (X<sub>2</sub>) has a sig. value of 0.000 < 0.05, so it is said that there is a significant partial influence on performance (Y), so that H<sub>2</sub> (There is an influence of motivation on employee performance at PT Lingkar Sakti Mas Gas Station Banjarmasin) is accepted.

#### F test (Simultaneous)

The results of the F test (Simultaneous) are as follows:

**Table 2.** Results of the F test (Simultaneous)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.528	2	42.264	25.043	.000 <sup>b</sup>
	Residual	48.941	29	1.688		
	Total	133.469	31			
<b>a. Dependent Variable: KINERJA KARYAWAN (Y)</b>						
<b>b. Predictors: (Constant), MOTIVASI (X2), KEPEMIMPINAN (X1)</b>						

Source: Respondent results with SPSS (data reprocessed in 2025)

Based on the results of the analysis, there is a sig. value of  $0.000 < 0.05$ , so that H3 (There is an influence of leadership and motivation on employee performance at PT Lingkar Sakti Mas Gas Station Banjarmasin) is accepted. Thus, it can be concluded that the leadership (X1) and motivation (X2) variables have a significant simultaneous effect on performance (Y).

**Coefficient of Determination Test (R<sup>2</sup>)**

The results of the Coefficient of Determination Test (R<sup>2</sup>) are as follows:

**Table 3.** Results of the Coefficient of Determination Test (R<sup>2</sup>)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 <sup>a</sup>	.633	.608	1.299
<b>a. Predictors: (Constant), MOTIVASI (X2), KEPEMIMPINAN (X1)</b>				
<b>b. Dependent Variable: KINERJA KARYAWAN (Y)</b>				

Source: Respondent results with SPSS (data reprocessed in 2025)

The output results show that the value of the coefficient of determination (R Square) is 0.633 or equivalent to 63.3%. This indicates that 63.3% of the total variation in the dependent variable, namely employee performance, can be explained by the independent variables used in this study, namely Leadership (X1) and Motivation (X2). Thus, these two independent variables have a fairly large contribution in influencing changes in employee performance. Meanwhile, the remaining 36.7% ( $100\% - 63.3\% = 36.7\%$ ) is explained by other variables outside of this study.

**5. Comparison**

**The Influence of Leadership on Employee Performance at SPBU PT. Lingkar Sakti Mas Banjarmasin**

Based on the results of the partial t-test, it was found that the calculated t-value for the Leadership variable (X1) was 2.198. This value is greater than the t-table value of 2.042 ( $2.198 > 2.042$ ). In addition, the resulting significance value was 0.036, which is smaller than the significance level of 0.050 ( $0.036 < 0.050$ ).

This study is in line with the research conducted by Dayat Hidayat (2021) which stated that leadership has a significant effect on employee performance. These results provide evidence that the Leadership variable (X1), partially or individually, has a significant effect on the dependent variable, namely Employee Performance (Y). In other words, the leadership style or quality applied in the company is able to influence the extent to which employees demonstrate optimal performance.

**The Influence of Motivation on Employee Performance at SPBU PT. Lingkar Sakti Mas Banjarmasin**

Based on the results of the partial t-test, the calculated t-value for the Motivation variable (X2) was 4.779. This value is greater than the t-table value of 2.042 ( $4.779 > 2.042$ ). In addition, the obtained significance value was 0.000, which is much smaller than the predetermined significance level of 0.050 ( $0.000 < 0.050$ ).

This study is in line with the research conducted by Hermawan, Z. M. (2023) which stated that motivation has a significant effect on employee performance. These results indicate that the Motivation variable (X2) has a significant effect on the Employee Performance variable (Y) partially or individually. In other words, an increase in employee motivation will directly contribute to an improvement in their performance. This means that the higher the level of motivation possessed by employees, the better their work performance will be.

### **The Influence of Leadership and Motivation on Employee Performance at SPBU PT. Lingkar Sakti Mas Banjarmasin**

Based on the test results using ANOVA analysis, the calculated F-value was 25.043, which is greater than the F-table value of 3.328 ( $25.043 > 3.328$ ). In addition, the significance value shown was 0.000, which is smaller than the significance level of 0.05 ( $0.000 < 0.05$ ).

These results indicate that the independent variables, namely Leadership (X1) and Motivation (X2), simultaneously or jointly have a significant effect on the dependent variable, namely Employee Performance (Y). This study is in line with the research conducted by Eko Sudarso (2024) which proved that the Leadership variable (X1) and the Motivation variable (X2) together have a significant effect on employee performance. In other words, a combination of effective leadership and high levels of motivation can jointly explain changes or improvements in employee performance.

Thus, the regression model used in this study is considered appropriate for analyzing the relationship between independent variables and the dependent variable. This also reinforces the argument that leadership and motivation are essential components that organizations need to pay attention to in their efforts to improve overall employee performance.

### **6. Conclusions**

Based on the research results, it can be concluded that leadership and motivation have a significant effect on employee performance at PT Lingkar Sakti Mas Gas Station Banjarmasin. Partially, both leadership and motivation significantly influence employee performance, and simultaneously, these two variables also have a significant effect on employee performance.

These findings indicate a strong relationship between leadership and motivation in improving employee performance, meaning that the research objective to examine the effects of these two variables has been achieved. This research contributes to the development of human resource management, particularly in the public service sector such as gas stations.

However, this study has limitations as it was conducted in only one company with a limited number of respondents. Therefore, future research is suggested to expand the study area, increase the number of respondents, and consider other variables that may affect employee performance

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