
Analysis Of Leadership Style, Motivation, And Teamwork On Employee Performance In The Inbound Division Of PT.JNE Medan Branch

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Abstract. This study aims to analyze the influence of leadership style, work motivation, and teamwork on employee performance in the Inbound Division of PT JNE Main Branch in Medan. A quantitative method was used, employing multiple linear regression analysis with SPSS on 88 respondents. The results show that leadership style, work motivation, and teamwork have a positive and significant effect on performance, both partially and simultaneously. Work motivation is the most dominant factor with a beta value of 0.228, followed by leadership style at 0.220 and teamwork at 0.210. Simultaneously, these three variables explain 20.5% of the variation in employee performance. Based on these findings, it is recommended that management improve leadership guidance during periods of high workload, evaluate incentive schemes, and strengthen team coordination through routine activities.

Keywords: *Leadership Style, Work Motivation, Teamwork, Employee Performance.*

INTRODUCTION

In this highly dynamic and competitive era of globalization, human resources (HR) play a vital and strategic role in the survival of an organization. People are not merely factors of production but the most valuable assets that serve as the primary driving force in formulating strategies and achieving work targets. According to (Mangkunegara, 2017), employee performance is essentially the quality and quantity of work successfully achieved by an employee in carrying out their primary duties and functions. In line with this, previous research by (Mirdhatillah et al., 2025) emphasizes that performance improvement in both public and private organizations is significantly driven by work motivation stimuli provided appropriately to employees. In accordance with the authority and responsibilities entrusted to them, the success of an agency or commercial corporation in realizing its vision is largely determined by the optimization of the collective performance of its employees.

The rapid development of digital technology has had a direct impact on the proliferation of the e-commerce ecosystem. This phenomenon has, in turn, positioned the logistics and shipping industries as crucial pillars supporting the modern supply chain. As the largest center of economic growth in the North Sumatra region, the city of Medan records a massive volume and intensity of goods distribution flows. In response to these challenges, PT. JNE's Medan Main Branch has emerged as one of the key players playing a strategic role in facilitating the logistics distribution needs of the public and local businesses. Within its operational structure, the success of the delivery process relies heavily on the performance of the Inbound Division. This division serves as the first line of defense in receiving, processing, unloading, and sorting shipments before they are forwarded to couriers for distribution to end consumers. Based on preliminary data, the Inbound Division of PT. JNE's Main Branch in Medan is supported by

approximately 88 operational staff who shoulder a heavy workload, with an estimated daily package volume ranging from approximately 25,000 to 40,000 packages. The high daily targets, coupled with tight delivery deadlines (lead times), demand high work efficiency and exceptional consistency in performance.

Achieving performance targets in the operational realm of the Inbound Division at PT. JNE Medan Main Branch is, in fact, determined by the effectiveness of the leadership style implemented, the high level of employee motivation, and the strength of teamwork. An accommodative and solution-oriented leadership style is essential for reducing the stress caused by heavy workloads in the warehouse. This aligns with the views of Sebayang who states that education regarding the values of work motivation and strong leadership are the main pillars in building an awareness of a productive organizational culture. In line with this, work motivation acts as a psychological determinant that stimulates an individual's drive to dedicate themselves to the fullest. This is further supported by the findings of (Susanti & Ardiansyah, 2022) which show that leadership style and work motivation together have a significant impact on employee performance. Given that the workflow in the inbound division is sequential and interdependent, teamwork is absolutely essential. If coordination among team members is hindered, a bottleneck will occur, leading to distribution delays and automatically lowering the overall performance evaluation of the work unit. In line with this, (Prahawan et al., 2021) found that peer support and employee engagement play a crucial role in improving performance, particularly in work environments with high workloads.

To empirically map the issues in the field, the researcher conducted a preliminary study (pre-survey) by distributing a structured questionnaire to 22 respondents at the Inbound Division of PT. JNE Medan Main Branch. From the results of the initial data exploration on the Leadership Style variable (X1), an average agreement rate of 84% was obtained. Although this was considered quite good, there was a crucial finding regarding the managerial communication skills indicator: only 50% of respondents considered the instructions or guidance from management to be easy to understand when facing a surge in packages (peak season). Additionally, 95.5% of respondents indicated that the management of mitigation strategies or the allocation of backup operational personnel was not functioning optimally when work pressure increased. This reinforces the view (Rivai & Sagala, 2015) that the functions of instructive and controlling leadership must align with the dynamics of the workplace. These findings are also consistent with the results of studies by (Annisa & Rizky, 2024) and (Gratia & Budiyanto, 2024) which demonstrate that leadership style has a positive and significant impact on employee performance in courier service companies. These findings are also consistent with the results of a study (Saputra & Astria, 2025) at PT. JNE Express Cikupa Branch, which demonstrated that a good leadership style combined with high work discipline can significantly enhance employee performance. On the other hand, a more in-depth analysis of the issues was found in the aspect of Work Motivation (X2). The results of the pre-survey indicate that employee motivation is not yet optimal, with a level of disagreement reaching 45%. Referring to Abraham Maslow's hierarchy of needs as cited in Malayu S.P. (Hasibuan, 2019) 54.5% of respondents felt that the fulfillment of physical needs in the form of financial incentives during the peak season was not commensurate with the time and energy they expended. Furthermore, a heavy workload has caused 50% of employees to lose their drive for self-actualization due to extreme fatigue. This problem is exacerbated by the dynamics of Teamwork (X3), where 86.4% of respondents complained about the lack of a clear distribution of operational tasks when a coworker is absent. Consequently, there is a decline in employees' stamina and concentration (Y), which has the potential to lead to errors in package sorting or delays in estimated delivery times.

Based on logical arguments and empirical evidence from the preliminary study above, the researcher formulates several research questions for this study, namely (1) Does leadership style have a partial effect on employee performance in the Inbound Division of PT. JNE Medan

Main Branch? (2) Does work motivation have a partial effect on employee performance in the Inbound Division of PT. JNE Main Branch in Medan? (3) Does teamwork have a partial effect on employee performance in the Inbound Division of PT. JNE Main Branch in Medan? (4) Do leadership style, work motivation, and teamwork have a simultaneous (combined) effect on employee performance in the Inbound Division of PT. JNE Main Branch in Medan?

The primary objective of this study is to identify, test, and analyze in depth the partial and simultaneous effects of leadership style, work motivation, and teamwork on employee performance in the Inbound Division of PT. JNE Main Branch in Medan. Theoretically, this study is expected to contribute to the advancement of Human Resource Management, particularly regarding organizational behavior in the logistics services industry. Practically, the findings of this study are expected to serve as a reference, input, and strategic consideration for the management of PT. JNE Main Branch in Medan in formulating appropriate managerial policies to boost employee productivity in the future.

LITERATURE REVIEW

The theoretical foundation of this study places employee performance as the quality and quantity of work achieved by employees in carrying out assigned duties, following Mangkunegara (2017). Leadership style is examined through decision-making, motivation, communication, management of subordinates, responsibility, and emotional control based on Kartono (2016) and Thoha (2015). Work motivation refers to Maslow's hierarchy of needs as described by Hasibuan (2019) and Sutrisno (2016), while teamwork is represented by open communication, mutual trust, group cohesion, mutual support, and conflict resolution based on West (2012) and Daft (2014). These concepts provide the basis for testing their influence on employee performance in the Inbound Division of PT. JNE Medan Main Branch.

METHODS

Research Design and Approach

This study employs a quantitative research method with an associative approach. According to (Sugiyono, 2019) the quantitative method is interpreted as a scientific method grounded in the philosophy of positivism, used to study a specific population or sample, where data collection is conducted using research instruments and data analysis is quantitative or statistical in nature, with the aim of testing predetermined hypotheses. Furthermore, the associative approach was chosen because this study focuses on examining the relationship or influence between two or more variables. Through this design, the researcher specifically tests the influence of the independent variables-Leadership Style (X1), Work Motivation (X2), and Teamwork (X3) on the dependent variable, Employee Performance (Y). Research Population and Sample

In scientific research, the population is the domain of generalization consisting of objects or subjects possessing specific qualities and characteristics defined by the researcher for study, from which conclusions are subsequently drawn (Sugiyono, 2019) The target population in this study comprises all operational employees assigned to the Inbound Division of PT. JNE's Main Branch in Medan, totaling 88 individuals. The population is divided into 52 permanent employees and 36 contract employees/partners. In terms of length of service, the majority of the personnel consists of senior employees with more than 5 years of service (63 people).

Given that the population size in this study is relatively limited and falls below the threshold of 100 people, the sampling technique applied is saturation sampling or the census method. (Sugiyono, 2019) explains that saturation sampling is a technique for determining a sample in which all members of the population are used as the sample. This step was taken to minimize the margin of error in generalizing the research results. Thus, the sample size used as

respondents in this study was the total number of population members, namely 88 employees of the Inbound Division at PT. JNE's Medan Main Branch.

Data Collection Method

Primary data collection was conducted directly at the research site using a structured questionnaire. The questionnaire was distributed to 88 respondents using a written instrument that had been tested for validity and reliability. The measurement scale used was the Likert scale with a scoring range of 1 to 5 (Score 5 = Strongly Agree, Score 4 = Agree, Score 3 = Neutral, Score 2. Disagree, Score 1 = Strongly Disagree), in accordance with Sugiyono (2020). In addition to the questionnaire, the researcher also employed direct observation techniques in the inbound warehouse area to capture the actual operational work rhythms, as well as documentation methods to collect secondary data including organizational structure, company profile, and personnel administrative data from PT. JNE's Main Branch in Medan.

Operational Definitions of Variables

To avoid interpretive bias and facilitate the operationalization of measurements in the field, the research variables were operationally defined into the following empirical indicators:

1. *Employee Performance (Y)*: Measured based on the theoretical concepts of Anwar Prabu (Mangkunegara, 2017) and (Rizky et al., 2023) including the following indicators: work quality (accuracy of sorting), work quantity (daily package volume), task execution (compliance with SOPs), and responsibility for package safety.
2. *Leadership Style (X1)*: Measured based on the theories of (Kartono, 2016) and (Thoha, 2015), it includes the following indicators: ability to make quick decisions, ability to motivate subordinates, operational communication skills, ability to manage subordinates, sense of responsibility, and the supervisor's emotional control. This concept is supported by (Rizky & Adil, 2020) and (Robbins & Judge, 2016) who emphasize that leadership style is one of the organizational behavioral factors that directly influences the effectiveness and performance of organizational members.
3. *Work Motivation (X2)*: Measured based on Maslow's Hierarchy of Needs as described in (Hasibuan, 2019) and (Sutrisno, 2016) The measurement of this variable also refers to an empirical construct (Wardhani & Sebayang, 2024) that demonstrates that motivational drives linearly contribute significantly to optimizing employee performance in the industrial sector, encompassing the following indicators: physiological needs (salary/incentives), safety needs (work safety guarantees), social needs (harmonious work relationships), esteem needs (recognition of achievements), and self-actualization needs.
4. *Teamwork (X3)*: Measured based on a synthesis of theories by Michael A.(West, 2012) and (Daft, 2014), including the following indicators: open communication among members, mutual trust, group cohesion, voluntary mutual support, and the effectiveness of resolving operational conflicts.

Data Analysis Method

Data processing for the research findings was conducted using statistical software. The data analysis process began with a data quality check via a validity test using the Bivariate Pearson Correlation formula, in which survey items were deemed valid based on the testing criteria outlined by Imam (Ghozali, 2018). Next, a reliability test was conducted using Cronbach's Alpha coefficient, with the instrument's reliability threshold set at an Alpha value $> 0,60$ according to the perspective of (Manullang & Pakpahan, 2022) or $> 0,70$ as specified by (Ghozali, 2018)

Before testing the hypotheses, the regression model must undergo a series of Classical Assumption Tests to ensure compliance with the BLUE (Best Linear Unbiased Estimator) principle. The classical assumption tests applied include: (1) the Normality Test, using visual analysis of histograms and normal P-P plots, and statistically confirmed via the One-Sample

Kolmogorov-Smirnov test, with the criterion that the data are normally distributed if the Sig. value is $> 0,05$; (2) Multicollinearity Test, to check for the presence of correlation among independent variables by examining whether the Tolerance value is $> 0,10$ and VIF < 10 ; (3) Heteroscedasticity Test, detected through scatterplots to confirm the suitability of the residual Variances.

The main statistical test, Multiple Linear Regression Analysis, was used to measure the simultaneous effects of two or more independent variables on the dependent variable to determine the direction and magnitude of the independent variables effects on the dependent variable. The econometric model used is formulated into the following equation structure:

Where represents Employee Performance; is the constant term; are the regression coefficients of each independent variable; represents Leadership Style; represents Work Motivation; represents Teamwork; and indicates the error term or estimation error.

The final stage of the analysis is hypothesis testing, which consists of a t-test (partial) to test the significance of the individual effects of the independent variables, with an acceptance criterion of Sig. $< 0,05$. An F-test (simultaneous) is applied to test the validity of the regression model as well as the combined effect of all independent variables on employee performance, with a criterion of Sig. F $< 0,05$. Finally, an analysis of the Coefficient of Determination (R^2) was conducted using the Adjusted R-Square value to measure the percentage of variation in Leadership Style, Work Motivation, and Teamwork that explains the variation in the Employee Performance variable in the Inbound Division of PT. JNE Main Branch in Medan.

RESULTS

Respondent Profile

This study involved 88 employees of the JNE Medan Main Branch as respondents. Respondent characteristics were identified based on employment status, age, education level, and length of service to provide a comprehensive overview of the background related to employee performance in the Inbound Division.

Table 1. Data on JNE Employees in the Inbound Division at the Medan Main Branch LINK Excel.Sheet.12 "C:\Users\hp14s\Downloads\Data Varika.xlsx" Sheet1!R7C2:R24C5 \a \f 4 \h * MERGEFORMAT

Description	Classification	Number of Respondents	Percent age
Employment Status	Permanent Employees	52	59%
	Contract Employees/Partners	36	41%
	Total	88	100%
Age	21 - 30 Years	38	43%
	31 - 40 Years	30	34%
	> 40 Years	20	23%
	Total	88	100%
Education	Vocational High School (SMK)/High School (SMA) or Equivalent	45	51%
	Associate Degree (D3)	19	22%
	Bachelor's Degree (S1)	20	23%
	Master's Degree (S2)	4	5%
	Total	88	100%

Years of Experience	< 1 Years	10	11%
	1 - 3 Years	7	8%
	3 - 5 Years	8	9%
	> 5 Years	63	72%
Total		88	100%

Source: Author's Data Analysis, 2026

Based on Table 1, 72% of respondents are employees with more than 5 years of service, indicating that the majority of the team has extensive experience in managing logistics workflows. Respondents predominantly in the 21-30 (43%) and 31-40 (34%) age groups; this composition indicates that inbound operations are supported by a workforce in their productive years. The majority of employees (51%) are graduates of vocational high schools (SMK) or equivalent; this aligns with the technical needs of the operations division, which prioritizes on-the-job skills and adherence to company standard operating procedures (SOP) over a managerial academic background.

Data Validity Test

A validity test was conducted to determine whether the research instrument (questionnaire) used was capable of measuring what it was intended to measure. Validity was assessed by comparing the calculated r-value (Corrected Item-Total Correlation) with the table r-value. Based on a sample size of 88 respondents at a 5% significance level, the table r-value was determined to be 0,22. If the calculated r-value is greater than 0,22, the statement item is deemed valid.

Table 2. Results of the Data Validity Test for Each Independent and Dependent Variabel
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Variable	Questionnaire Indicators	Concorected Total		Notes
		Calculated-r	Table-r	
Leadership Style (X1)	Statement Indicator 1	0,601	0,22	VALID
	Statement Indicator 2	0,530	0,22	VALID
	Statement Indicator 3	0,539	0,22	VALID
	Statement Indicator 4	0,631	0,22	VALID
	Statement Indicator 5	0,571	0,22	VALID
	Statement Indicator 6	0,633	0,22	VALID
Work Motivation (X2)	Statement Indicator 1	0,625	0,22	VALID
	Statement Indicator 2	0,648	0,22	VALID
	Statement Indicator 3	0,603	0,22	VALID
	Statement Indicator 4	0,655	0,22	VALID
	Statement Indicator 5	0,612	0,22	VALID
Teamwork (X3)	Statement Indicator 1	0,809	0,22	VALID

	Statement Indicator 2	0,782	0,22	VALID
	Statement Indicator 3	0,697	0,22	VALID
Employee Performance (Y)	Statement Indicator 1	0,752	0,22	VALID
	Statement Indicator 2	0,747	0,22	VALID
	Statement Indicator 3	0,704	0,22	VALID
	Statement Indicator 4	0,701	0,22	VALID

Source: Author's Data Analysis, 2026

All items in the research instrument for the variables Leadership Style (X1), Work Motivation (X2), Teamwork (X3), and Employee Performance (Y) have calculated r-values greater than the table r-value (0,22). Therefore, this research instrument is deemed valid and can be used for further data collection.

Data Reliability Test

A reliability test was conducted to ensure that the research instrument could produce consistent results. If the results tend to be the same each time it is used, it means the instrument is reliable, and thus the data is suitable for research analysis.

Table 3. Results of the Data Reliability Test for Each Independent and Dependent Variable

Variable	Cronbach's Alpha	N of Items	Information
Leadership Style (X1)	0,614	6	RELIABEL
Work Motivation (X2)	0,617	5	RELIABEL
Teamwork (X3)	0,641	3	RELIABEL
Employee Performance (Y)	0,701	4	RELIABEL

Source: Author's Data Analysis, 2026

Based on the reliability test results in Table 3, all research variables- Leadership Style (X1), Work Motivation (X2), Teamwork (X3), and Employee Performance (Y)-have a Cronbach's Alpha value of 0.60. The reliability values for each variable are as follows: Leadership Style at 0,614, Work Motivation at 0,617, Teamwork at 0,641, and Employee Performance at 0,701. These results indicate that all instruments used to measure the variables in this study are reliable, and thus can be used for the next stage of data analysis.

Classical Assumption Tests

Classical assumption tests were conducted to ensure that the regression model met statistical assumptions so that the analysis results would be valid. The tests included tests for normality, multicollinearity, and heteroscedasticity.

Data Normality Test

A normality test was conducted to determine whether the regression data were normally distributed, as normality is a prerequisite for valid and accurate statistical analysis.

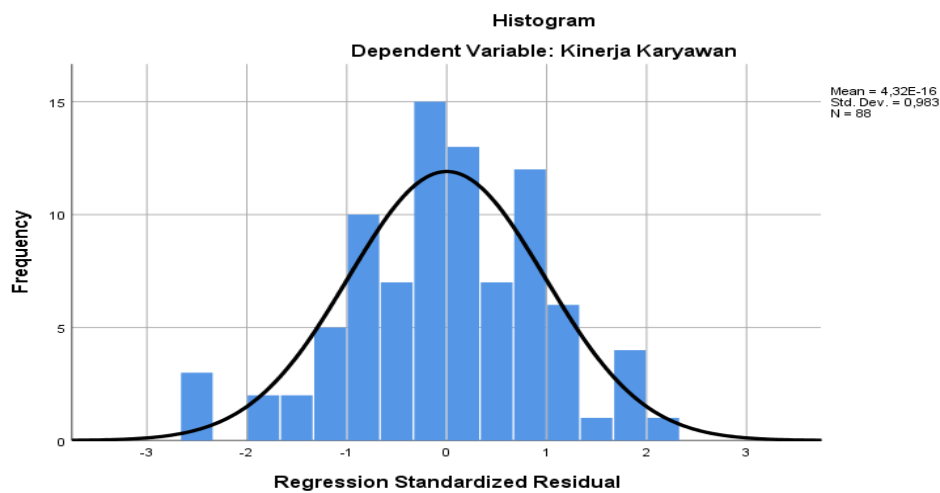


Figure 1. Grafik Histogram

The histogram in figure 1 shows a normal, bell-shaped data distribution, characterized by a symmetrical curve that does not skew to the left or right.

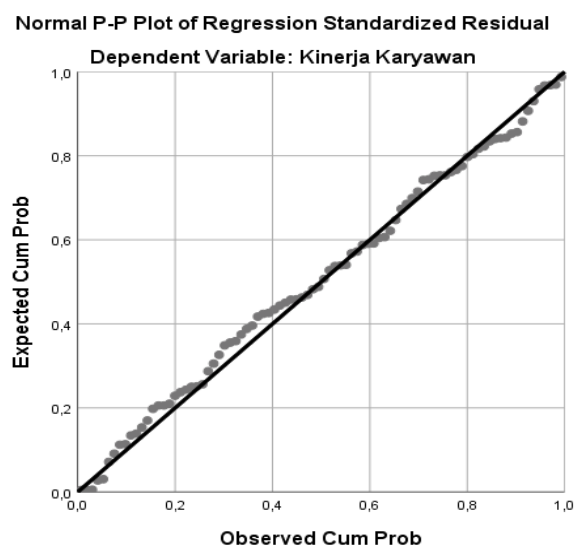


Figure 2. Normal Probability (P-P Plot)

The Normal Probability Plot (P-P Plot) in Figure 2 shows that the data points are scattered around the diagonal line, so it can be concluded that the data are normally distributed.

The normality test was also verified using the Kolmogorov-Smirnov method to confirm the previous results. This test examines whether the residual data are normally distributed based on the significance value. If the (Asymp. Sig.) value is greater than 0,05, the data are considered normal. However, if the value is less than 0,05, the data are considered non-normal.

Table 4. Results of the Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		88
Normal Parameters^{a,b}	Mean	,0000000
	Std. Deviation	1,98088618
Most Extreme Differences	Absolute	,052
	Positive	,049
	Negative	-,052
Test Statistic		,052
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Author's Data Analysis, 2026

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test with Monte Carlo Simulation, the Asymp. Sig. (2- tailed) value obtained was 0,200. Since this value is greater than 0,05, it can be concluded that the residuals are normally distributed and the normality assumption is met. Thus, the normality requirement for the regression model has been met, so the data can be used for regression analysis and subsequent hypothesis testing.

Multicollinearity Test

Table 5. Results of the Multicollinearity Test for Each Independent and Dependent Variable

Variable		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,342	1,797		3,529	,001		
	Leadership Style	,166	,079	,220	2,102	,039	,836	1,197
	Work Motivation	,143	,065	,228	2,208	,030	,861	1,162
	Teamwork	,241	,118	,210	2,051	,043	,870	1,150

Dependent Variable: Employee Performance

The multicollinearity test aims to ensure that there are no strong linear correlations or significant relationships among the independent variables in the regression model. A good regression model requires the absence of multicollinearity so that the estimates of the regression coefficients remain stable and the effect of each independent variable on the dependent variable can be determined accurately without overlap. This test is generally conducted by examining the Variance Inflation Factor (VIF) and the Tolerance value; the model is considered free of multicollinearity if the VIF value is less than 10 and the Tolerance value is greater than 0,10.

Based on the table of multicollinearity test results above, it is evident that the Tolerance values for all independent variables (Leadership Style, Work Motivation, and Teamwork) are greater than 0,10. Similarly, the Variance Inflation Factor (VIF) values indicate that all independent variables have VIF values less than 10. Thus, it can be concluded that this regression model does not suffer from multicollinearity and is suitable for use in this study.

Test for Heteroscedasticity

A heteroscedasticity test was conducted to determine whether there were differences in the distribution of errors (residuals) within the regression model. A good model should not exhibit heteroscedasticity; the analysis involved examining a scatterplot of the predicted values of the dependent variable (ZPRED) against the residual values (SRESID). The following is the scatterplot with the dependent variable Y (Employee Performance)

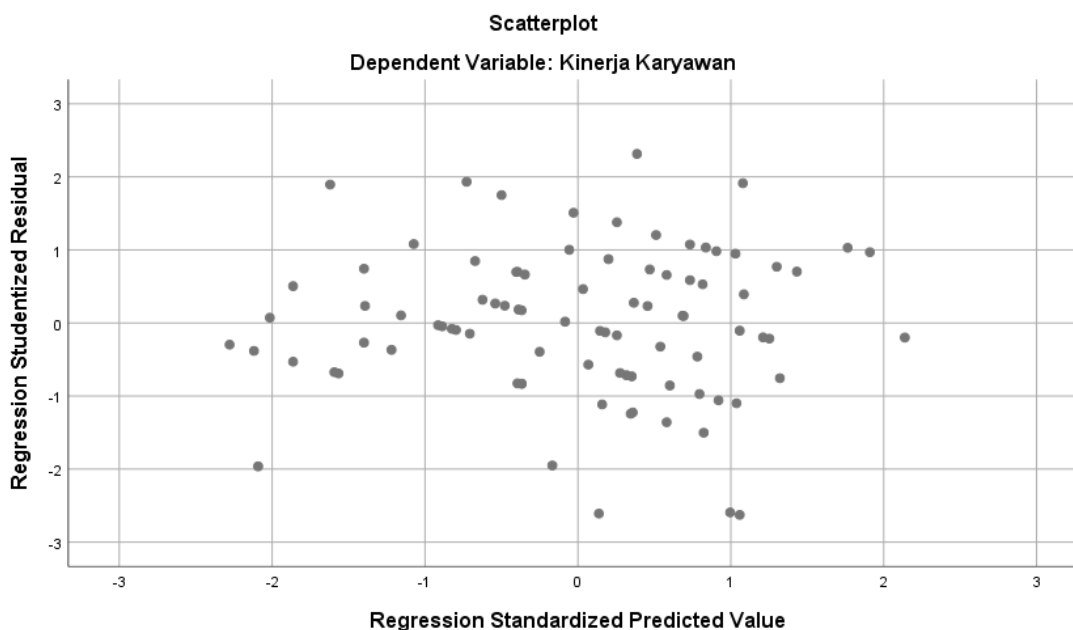


Figure 3. Scatterplot for the Heteroscedasticity Test

Based on the results of the heteroscedasticity test using the scatterplot, it can be seen that the data points are randomly distributed and do not form any clear pattern, and they are spread both above and below the 0 mark on the Y-axis. This indicates that there is no evidence of heteroscedasticity in the regression model, so the regression model is suitable for predicting Employee Performance.

Multiple Linear Regression Test

Multiple linear regression analysis is used to test the linear influence of two or more independent variables on a single dependent variable. In this study, the analysis aims to measure the strength of the relationship and the direction of the influence between Leadership Style (X1), Work Motivation (X2), and Teamwork (X3) on Employee Performance (Y). Through the resulting regression coefficients, it is possible to determine the magnitude of change in the dependent variable when each independent variable increases or decreases, as well as to identify which variable makes the most significant contribution to predicting employee performance.

Table6. Results of Multiple Linear Regression Tests for Each Independent and Dependent Variable

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,342	1,797		3,529	,001		
	Leadership Style	,166	,079	,220	2,102	,039	,836	1,197
	Work Motivation	,143	,065	,228	2,208	,030	,861	1,162
	Teamwork	,241	,118	,210	2,051	,043	,870	1,150

Dependent Variable: Employee Performance

Source: Author's Data Analysis, 2026

Based on the test results in Table 6 above, the following regression equation model was obtained:

$$Y = 6,342 + 0,166 X_1 + 0,143 X_2 + 0,241 X_3$$

1. The constant 6,342 indicates that if the variables Leadership Style, Work Motivation, and Teamwork are held constant or set to zero, then the value of Employee Performance is 6,342
2. Leadership Style Coefficient X1: a one-unit increase in Leadership Style increases Employee Performance by 0,166. With a significance value of $0,039 < 0,05$, Leadership Style has a positive and significant effect on Employee Performance.
2. Work Motivation Coefficient X2: Each one-unit increase in Work Motivation increases Employee Performance by 0.143. With significance value of $0,030 < 0,05$, Work Motivation has a positive and significant effect on Employee Performance.
3. The coefficient for Teamwork (X3) indicates that a one-unit increase in a Teamwork increases Employee Performance by 0,241. With significance value of $0,043 < 0,05$, Teamwork has a positive and significant effect on Employee Performance.
4. Overall, these results indicate that all three independent variables have a positive and significant effect on employee performance in the Inbound Division of PT JNE Medan Main Branch.

Hypothesis Testing

Partial t-Test

Aims to determine whether each independent variable individually has a significant effect on the dependent variable.

Table 7. Results of the Partial Test (t-Test) for Each Independent and Dependent variable

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta			Tolerance VIF
1 (Constant)	6,342	1,797		3,529	,001	
Leadership Style	,166	,079	,220	2,102	,039	,836 1,197
Work Motivation	,143	,065	,228	2,208	,030	,861 1,162
Teamwork	,241	,118	,210	2,051	,043	,870 1,150

Dependent Variable: Employee Performance

Source: Author's Data Analysis, 2026

The degrees of freedom (df) for the t-table value are calculated using the following formula: $df2 = n - k$ (where n is the sample size, k is the number of independent and dependent variables, and α is the significance level). Thus, $df2 = 88 - 4 = 84$ and t-table value at $\alpha = 0,05$ (5%). The t-table coefficient is then calculated as 1,988.

The Effect of Leadership Style on Employee Y Performance

Base on the table above, the value of X_1 is 2,102 with a significance value of 0,039. since the significance value of $t_{hitung} = 2,102 < 0,05$, the null hypothesis H_0 is rejected. This means that leadership style has a significant effect on employee performance.

- The Effect of Motivation on Employee Y's Performance

The value of X_2 was 2,208, with a significance level of 0,030. Since the significant level of $t_{hitung} = 2,208 < 0,05$, the null hypothesis H_0 is rejected. This means that motivation has a significant effect on employee performance.

- The Effect of Teamwork on Employee Performance Y

X_3 was found to be 2,051 with a significance value of 0,043. Since the significance value of $t_{hitung} = 2,051 < 0,05$ the null hypothesis H_0 is rejected. This means that teamwork has a significant effect on employee performance.

Simultaneous F-Test

The F-test, or simultaneous test, was conducted to determine whether there is a significant combined effect of all independent variables Leadership Style (X1), Work Motivation (X2), and Teamwork (X3) on the dependent variable, Employee Performance (Y).

Table 8. Results of the Simultaneous Test (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103,336	3	34,445	8,476	,000 ^b
	Residual	341,380	84	4,064		
	Total	444,716	87			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Teamwork, Work Motivation, Leadership Style

Source: Author's Data Analysis, 2026

As can be seen from the results of the simultaneous test in the table above, the coefficient value for $F_{\text{calculated}}$ is 8,476 at significance level of 0,000. The sample size in this study was $n = 88$ respondent where $df_1 = k - 1 = 4 - 1 = 3$, and $df_2 = n - k = 88 - 4 = 84$. The F_{table} coefficient was then calculated as 2.75 at a significance level of 0.05. Thus, it can be concluded that leadership style, work motivation, and teamwork collectively (simultaneously) have a positive effect on employee performance (the $\text{calculated } F\text{-coefficient value} > \text{the table } F\text{-value}$, $8,476 > 2.75$ at a significance level of $0.000 < 0.05$). Therefore, the previous hypothesis (H4) is accepted.

R² Coefficient of Determination Test

The coefficient of determination test (R^2) aims to measure the percentage of contribution or combined influence of all independent variables in explaining the variation in the dependent variable. A value of R^2 close to one indicates that the research model has a strong ability to predict the dependent variable, while a low value indicates the presence of other factors outside the model that exert a greater influence.

Table 9. Results of the Coefficient of Determination Test (R^2)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,482 ^a	,232	,205	2,016	2,344

a. Predictors: (Constant), Teamwork, Work Motivation, Leadership Style

b. Dependent Variable: Employee Performance

Source: Author's Data Analysis, 2026

Based on Table 9, the Adjusted R-Square value is 0,205. This means that leadership style, work motivation, and teamwork can explain 20,5% of employee performance. The

remaining 70,5% is influenced by other factors outside the scope of this study. Thus, the model used is sufficiently robust to explain the relationships among the variables under study

DISCUSSION

The findings show that leadership style has a positive and significant effect on employee performance. This result is consistent with the studies cited in the introduction by Annisa and Rizky (2024), Gratia and Budiyanto (2024), and Saputra and Astria (2025), which emphasize the importance of leadership in supporting employee performance in courier and logistics work environments.

Work motivation also has a positive and significant effect and becomes the strongest standardized predictor among the three independent variables. This supports the research context described in the introduction, in which motivation is closely related to the fulfillment of employee needs, incentives, recognition, and the ability to maintain work enthusiasm during high workload periods.

Teamwork has a positive and significant effect on employee performance. The result supports the view cited from Prahawan et al. (2021) that peer support and employee engagement are important in high-workload environments, particularly because the inbound workflow is sequential and depends on coordination among team members.

Simultaneously, leadership style, work motivation, and teamwork significantly affect employee performance, with an Adjusted R-Square of 0.205. This indicates that the three variables explain part of the variation in performance, while the remaining variation is related to other factors outside the research model, as also acknowledged in the recommendations for future research.

CONCLUSION

Based on the results of the multiple linear regression analysis of 88 employees in the Inbound Division of PT. JNE Medan Main Branch, the following conclusions can be drawn:

First, Leadership Style (X1) has a positive and statistically significant partial effect on Employee Performance (Y), with a significance value of $0,039 < 0,05$ and a regression coefficient of 0,220. This indicates that the more effective the leadership style applied, the higher the employee performance.

Second, Work Motivation (X2) has a positive and statistically significant partial effect on Employee Performance (Y), with a significance value of $0,030 < 0,05$ and a regression coefficient of 0,228. This means that an increase in employee work motivation contributes significantly to improved performance.

Third, Teamwork (X3) has a positive and statistically significant partial effect on Employee Performance (Y), with a significance value of $0,043 < 0,05$ and a regression coefficient of 0,210. This proves that the strength of cooperation among team members has a direct impact on operational performance.

Fourth, Leadership Style, Work Motivation, and Teamwork simultaneously have a positive and significant effect on Employee Performance, with a calculated F-value of 8,476 at a significance level of $0,000 < 0,05$. The Adjusted R-value of 0,205 indicates that these three variables account for 20,5% of the variation in employee performance, while the remaining 79,5% is influenced by other factors outside the research model.

RECOMMENDATIONS

Leadership style is the variable with the most dominant influence; management at PT. JNE Medan Main Branch is advised to improve leaders' communication skills and the clarity of their directives, particularly during periods of high package volume (peak season), and to optimize the operational staff backup system to ensure the team's performance remains stable.

Second, to boost employee motivation, the company needs to evaluate its financial incentive scheme to ensure it is more proportional to the workload, particularly during peak season, and provide a sustainable performance recognition program to encourage employees' drive for self- actualization.

Third, to strengthen teamwork, the company is advised to implement a more equitable and transparent task-assignment system, as well as hold regular coordination meetings among team members to minimize bottlenecks caused by coworkers' absences.

Fourth, for future researchers, it is recommended to include other variables not yet examined in this study-such as organizational culture, work discipline, or compensation to obtain a more comprehensive understanding of the factors influencing employee performance in the logistics sector.

LIMITATION

This study is limited to 88 operational employees of the Inbound Division of PT. JNE Medan Main Branch and to the variables of leadership style, work motivation, teamwork, and employee performance. The Adjusted R-Square value of 0.205 indicates that a substantial proportion of employee performance variation is associated with factors outside the variables examined in this study.

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