The Influence of Leadership Style, Work Motivation and Job Satisfaction on the Work Performance of Covalima District Health Office Employees

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Abstract

The aim of this research is to determine the influence of leadership style, motivation and job satisfaction on employee performance. The research object is in the generalization area which consists of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions drawn. The population in this study were some employees who worked at the Covalima Health Office, Timor-Leste, totaling 214 people. The sampling technique used is the Slovin technique, namely a sampling technique in which some members of the population are used as samples. The data analysis technique used in this research is multiple linear regression analysis. Based on the results of classical assumption tests carried out through normality, multicollinearity and heteroscedasticity, it is stated that all variables used do not violate the specified conditions. Meanwhile, according to the results of the model feasibility test, the regression model used in this research is suitable for use. Based on the results of hypothesis testing, it shows that the variables of leadership style, motivation and job satisfaction have a positive and significant effect on employee performance.

Keywords: Leadership Style, Motivation, Satisfaction and performance

1. Introduction

Human resources are one of the keys to achieving organizational goals. All organizations need human resources that provide the right and optimal performance to achieve their organizational goals, the attitudes and behavior of human resources every day are a reflection of their performance and can affect the overall performance of the organization. Human resources are one of the most valuable assets owned by an organization. People are the only human resources are important elements that must be maintained by an organization to meet the demands it faces in order to always meet the existing challenges.

Human resource management (HRM) in general is one of the areas of general management that includes aspects of planning, organizing, implementing, and controlling. According to Fathoni (2006) states that Human Resources are the most important capital and wealth of every human activity. Meanwhile, according to Rivai (2003) an organization consists of a group of people with various personal goals. This is supported by Sunyoto (2012) who states that the organization is a tool to achieve the goals of the individuals who join it. People in the organization generally have different backgrounds. For the task of the organization is to unite and maintain between employee desires and organizational goals.

Job satisfaction is a feeling of support or dissupport experienced by employees in working and viewing job satisfaction as the overall result of the degree of liking or disliking of workers towards various aspects of their work.

Based on the table above, it can be seen that the number of positions and divisions in the Covalima Regency Health Office, the number of employees is 214 employees spread across the operational areas of the Covalima Regency Health Office.

The Community Health Center (Puskesmas) as one of the technical implementation units (UPT) of the District/City Health Office is a first-level implementation unit as the spearhead of health development including health services in Timor Leste, especially Covalima Regency. Health

services are the mainstay of the community, so the availability of human resources (HR) in the health system is needed to achieve the highest level of public health (Adisasmito, 2010).

The Covalima District Health Office is a first-level implementation unit as the spearhead of health development including health services in Timor Leste. Health services are the mainstay of the community, so the availability of human resources (HR) in the health system is needed to achieve the highest level of public health. The health office must always increase efficient and effective job satisfaction. In this case, work motivation is very much needed to increase employee job satisfaction, besides job satisfaction within an organization is very important for organizational management to pay attention to.

There are several things related to organizational performance, namely organizational strategy, marketing, operations, human resources and finance. One of the factors that influences organizational performance is human resources in the organization. Human resources in relation to company/organizational performance, there are several things related to organizational performance, namely organizational strategy, marketing, operations, human resources in the organization. Human resources in relation to organizational performance, there are several important elements from a human resource perspective that can affect employee performance, including leadership style, work motivation.

One of the factors related to the performance of the health service organization is leadership style. Leadership style is easy to study because an organization will succeed or even fail, largely determined by its leadership style. The leader is responsible for the failure to carry out a job and this shows that in an organization the position of leader is the most important position. Leadership style is a way used by someone to influence the behavior of others. From this style, benefits can be taken for use by leaders in leading subordinates and followers. (Thoha, 2010)

The most appropriate leadership style of the head of department is applied when the organization's goals have been communicated and subordinates have accepted them. A leader must apply a leadership style in managing his subordinates, because a leader greatly influences the success of the organization in achieving organizational goals. (Waridindan Guritno, 2005).

In addition to leadership style, employee work motivation is also an important thing to study because motivation has a core role in shaping behavior, and specifically, in influencing job performance in the organization. Employees who have high motivation will facilitate the success of an organization in achieving its goals. (Daft RI, 2006).

Motivation can also lead to behaviors that indicate high performance in the organization. A study found that high employee motivation is closely related to organizational performance and profits. By assuming that employees are competent and able to make major contributions, managers can improve organizational performance. Motivation is very important to understand in an organization, because through understanding motivation, a manager can manage the organization's human resources more effectively (Solihin, 2009)

Perceptions of Health Service employees about the leadership style of the service policy procedures implemented by the organization have resulted in a lack of employee job satisfaction and will ultimately reduce engagement, loyalty, sense of responsibility and sense of belonging to the health organization. This is due to the need for change in health institutions in an effort to shift from previously focused on aspects of quality and equality of access (equity), to being focused on patients (patient centered) or called patient safety. The need for this change is triggered by a competitive business environment, not only focused on product and process excellence, but more on human resources who are able to create the best service (Sutrisna & Rahyuda, 2014)

Based on the background above, that leadership style and work motivation will lead to an increase in employee performance results, therefore the author is interested in taking the research title: "The Influence of Leadership, Work Motivation and Job Satisfaction on Employee Performance at the Covalima Regency Health Service Office".

Research Objectives
Based on the background and problem formulation above, this research has objectives that it wants to achieve in this research.
1. To determine the influence of Leadership on employee performance at the Covalima District Health Office.
2. To determine the influence of Motivation on employee performance at the Covalima District Health Office.
3. To determine the influence of Job Satisfaction on employee performance at the Covalima District Health Office.

4. To determine the variables of Leadership, Motivation and Job Satisfaction simultaneously affect employee performance at the Covalima District Health Office.

Literature Review

According to Fahmi (2016:122) leadership is a science that comprehensively studies how to direct, influence, and supervise others to carry out tasks according to planned orders. Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals.

According to Shitong (2007) A leader is someone who has the ability, in the sense of being able to influence the behavior of others and groups regardless of the form of the reason. comprehensive about how to direct, influence, and supervise others to carry out tasks according to planned orders. Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals.

According to Tjiptono (2006) leadership style is a way used by leaders in interacting with their subordinates. Leadership style represents the philosophy, skills, and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals (Heidjrachman & Husnan, 2002).

Leadership style is the behavior or method chosen and used by leaders to influence the thoughts, feelings, attitudes and behavior of subordinate members of the organization (Nawawi, 2003). Based on statements from several experts above, researchers conclude that leadership style is a method used to interact in order to convey and achieve organizational goals with good communication patterns.

According to Tampubolon (2017), leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

According to (Kartono, 2018: 31) leadership style is the nature, habits, temperament, character, and personality that distinguishes leadership in interacting with others, the ability to influence others to be willing to work together to achieve predetermined goals by means of various activities to be carried out, determined jointly between leaders and subordinates.

Conceptual Framework and Research Hypothesis

Sugiyono (2017:60) stated that the framework of thinking is a conceptual model of how theory relates to various factors that have been identified as important problems with variables. Influenced by three variables of Leadership style, Training and Motivation because Performance (work performance) is a work result achieved by a person in carrying out the tasks assigned to him which is based on skills, experience, and sincerity and time. Previous research conducted by Efendi (2020), Leadership style has a positive and significant effect on employee performance which is supported by researchers Hasyim, (2022), Batubara (2020), and (Erri & Asymar (2021).

(Umar & Norawati, (2022), that work motivation has a significant effect on employee performance at the UPT Pelabuhan Sungai Duku Pekanbaru and (Siregar & Ritonga 2022), that there is a significant effect between Work Motivation on Employee Performance.

From the explanation above for writing this research proposal, the author describes the Conceptual Framework as follows:
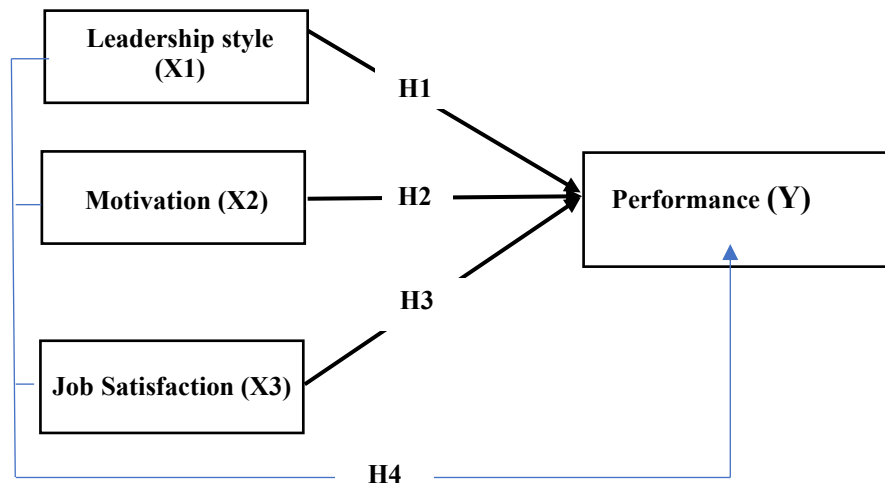
Figure 3.1. Conceptual Framework

2. Methods

This research uses a quantitative descriptive research approach, where the method used emphasizes the process of tracing data and information until it is felt to be sufficient to make an interpretation. The descriptive method is a system of thought or a class of events in the current era according to (Syahrum & Salim, 2014) quantitative research methods can be interpreted as research methods based on positive philosophy, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical in nature with the aim of testing the established hypothesis. This study uses a descriptive approach with the aim of describing the object of research or research results.

3. Results and Discussion

The characteristics of the research respondents are categorized based on age group, education level, marital status, gender, and length of employment.

		Frequency	Percent
Gender	Man	29	42.6
	Woman	39	57.4
	Total	68	100.0
Age	≤ 30	17	25.0
	31-35	20	29.4
	36-40	14	20.6
	41-45	3	4.4
	46-50	6	8.8
	≥50	8	11.8
	Total	68	100.0
Based on Status	Married	57	83.3
	Single	9	13.2
	Widower	2	2.9
	Total	68	100.0
Level Education	High School	10	14.7
	D3	20	29.4
	Graduate	38	55.9
	Total	68	100.0
Period of Employment	1-5 Years	19	27.9
	6-10 Years	22	32.4
	11-15 Years	12	17.6
	16-20 Years	6	88.8
	≥21	9	13.2
	Total	68	100.0

	00	16	23.5
Have Atended Training	Have been there	51	75.0
	Never	1	1.5
	Total	68	100.0

1. Respondent characteristics based on gender

The table above shows (Gender) that the total respondents were 68 people from the total respondents, who answered the questionnaire were more dominantly women as many as 39 people with 57.4% while male respondents were 29 people with 42.6%. So it can be concluded that the majority of the members of the Employees who answered at the Timor Leste Municipal Health Office Covalima were women.

2. Respondent characteristics based on age

The table above shows that the total respondents with an age of 68 people who answered the questionnaire were higher, aged 31-35 as many as 20 people with 54.4% while the lower respondents with an age of 41-45 years were 3 people with 4.4%. So it can be concluded that the majority of employees working at the Timor Leste Municipal Covalima Health Office are aged 31-35 years, meaning that in carrying out work to get better performance, they must have employees who have a high productivity age.

3. Respondent characteristics based on Status

The table above shows that the total respondents with Status as many as 68 people who answered the questionnaire were higher, namely Married Status as many as 57 people with 83.3% and Unmarried as many as 9 people with 13.2% while the lower respondents with Widower Status were 2 people with 2.9%. So it can be concluded that the majority of Employee members who work at the Timor Leste Municipal Covalima Health Office with a Married status means that in carrying out work to get better performance, they must have Employee members who have a high Status.

4. Respondents' characteristics based on education level

Based on the table above, the majority of respondents have a high school education of 10 people with 14.7%, respondents with a D3 education of 20 people with 29.4%, respondents with a Bachelor's degree (S1) of 38 with 55.9%, respondents This shows that the level of education of members of the Employee with a Bachelor's degree (S1) is at an average level of 56%. The results show that in an agency, the level of education greatly influences a person's performance.

5. Characteristics based on length of service

Based on the length of service of 68 people, the majority of respondents in this study, 22 people with 32.4%, have a length of service of more than 6-10 years and the length of service of Employee members who have worked less than 10 years is 19 people with 27.9%. This indicates that most of the respondents in the study have work experience as Employee members at the Timor Leste Municipal Covalima Health Office because work experience can affect a person's performance, where the longer a person's experience will show better performance.

6. Respondents' characteristics based on Ever Attended Training

The table above shows that the total respondents with Ever attended training were 68 people who answered the questionnaire more were ever attended training as many as 51 people with 75.0% while the respondents who were less never attended training as many as 1 person with 1.5%. So it can be concluded that the majority of employees who work at the Timor Leste Municipal Health Office Covalima who have attended training means that in carrying out work to get better performance, they must have employees who have very high and broad knowledge.

Validity Test Table

Statement	Variable	Rcount	Rtable	Criteria
X1 = Leadership	X1.1	.952**	0.2272	Valid
	X1.2	.940**	0.2272	Valid
	X1.3	.909**	0.2272	Valid
X2 = Motivation	X2.1	.825**	0.2272	Valid
	X2.2	.846**	0.2272	Valid
	X2.3	.805**	0.2272	Valid
	X2.4	.943**	0.2272	Valid
X3= Satisfaction	X3.1	.816**	0.2272	Valid
	X3.2	.959**	0.2272	Valid
	X3.3	.949**	0.2272	Valid
	X3.4	.957**	0.2272	Valid

	X3.5	.961**	0.2272	Valid
	X3.6	.944**	0.2272	Valid
	Y1.1	.932**	0.2272	Valid
Y= Performance	Y1.2	.877**	0.2272	Valid
	Y1.3	.905**	0.2272	Valid
	Y1.4	.887**	0.2272	Valid

From the table above, it can be seen that the calculated r value for each item or statement has a larger and positive calculated r than the r table, namely: 0.2272. All indicators or statements in the variables of leadership, motivation, satisfaction and work performance have a calculated r that is greater than the r table (rcount > rtable)), so it can be concluded that all indicators of the four variables are valid and can be used in this study.

Reliability Test Table

Statement	Cronbach's Alpha	N of Items	Criteria
Leadership	0.971	3	Reliabel
Motivation	0.942	4	Reliabel
Satisfaction	0.970	6	Reliabel
Performance	0.963	4	Reliabel

According to the table above, it can be seen that all the existing variables, namely Leadership (X1), Motivation (X2), Job Satisfaction (X3) and Employee Member Performance (Y) used in this study, all 17 statements show a Cronbach's alpha greater than 0.6, so it can be interpreted that all variables are stated as reliable and therefore worthy of continuing the research.

Normality test

One-Sample Kolmogorov-Smirnov Test Unstandardized Residual		
N		75
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	2.72274307
Most Extreme Differences	Absolute	0.076
	Positive	0.069
	Negative	-0.076
Test Statistic		0.076
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.		

Based on the SPSS output table above, it is known that the significance value of Asymp. Sig. (2-tailed) is 0.200 greater than 0.05. then according to the basis for decision making in the Kolmogorov-smirnov normality test above, it can be concluded that it is normally distributed. Thus, the assumptions or requirements in the regression model have been met

Heteroscedasticity Test

Model	Coefficients[a]				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.394	.797		1.749	.085
Leadership	.027	.069	.129	.397	.692
1 Motivation	.206	.090	.797	2.279	.026
Satisfaction	-.213	.051	-1.035	-4.172	.000
a. Dependent Variable: abs_Res					

Based on the table above, it shows that this test uses the Glejser test method whose value is seen from t sig. In the communication variable, it has a sig value greater than 0.05, so it can be said

that the data does not experience heteroscedasticity. While for the environmental variables, motivation and performance have sig values smaller than 0.05, it can be said that the data has heteroscedasticity.

Multicollinearity Test:
The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between independent variables. To find out the presence of multicollinearity in the regression model, it can be seen from the Variance Inflation Factor (VIF) value as follows:

Multicollinearity Test

		Unstandardized Coefficients		Coefficients[a] Standardized Coefficients			Collinearity Statistics	
	Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-2.276	1.410		-1.614	0.111		
	Leadreship	0.647	0.121	0.642	5.330	0.000	0.107	9.347
	Motivation	0.687	0.160	0.558	4.300	0.000	0.092	10.858
	Satisfaction	-0.269	0.090	-0.274	-2.974	0.004	0.183	5.458
	a. Dependent Variable: Performance							

Source: SPSS 24 Processing Results in 2024

The table above shows that the multicollinearity test on the leadership and motivation variables has a tolerance value greater than 0.10 and the VIF has a value of less than 10.00, so it can be said that the data does not experience multicollinearity. Meanwhile, the work environment variable experiences multicollinearity because it has a tolerance value less than 0.10 and the VIF has a value of more than 10.00.

Description of Research Variables
Descriptive analysis was conducted to obtain information about respondents' responses to the statement items contained in the questionnaire. Descriptive analysis also shows the average score of respondents' responses for each statement item/indicator in the research variables. The variables described in this study are: Leadership style (X1), Motivation (X2), Satisfaction (X3) and performance of Health Service Employee Members (Y). Interpretation of the average score of respondents' responses in this study uses a range of values as shown in the table below.

Respondent Response Criteria

Score	Criteria
75 – 134,99	Strongly Disagree
135 – 194,99	Disagree
195 – 254,99	Neutral
255 – 314,99	Agree
315 – 375	Totally agree

Leadership Variables

No	Statement	Totally agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Information
1	X1.1	19	32	7	8	2	68	Agree
2	X1.2	25	27	12	2	2	68	Agree
3	X1.3	25	24	17	2	0	68	Agree
	Total	69	83	36	12	4	204	
	Average total score						204	

From the table above, it can be seen that the average value for each question item with the lowest result is at a value of 4 with the statement item I establish good work communication with fellow coworkers. while the highest is at a value of 83, namely I can understand messages and take

action according to the contents of the message communicated by the leader/superior. With these results, it shows that the leadership variables at the Timor Leste Municipal Covalima Health Office are categorized as agree. This indicates that the members of the Employees agree with the existing Leadership. With the overall response of the Employees at the Timor Leste Municipal Covalima Health Office regarding communication, it is categorized as agree with an average score of 204.

Motivation Variables

No	Statement	Totally Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Information
1	X2.1	16	35	14	2	1	68	Agree
2	X2.2	29	31	4	3	1	68	Agree
3	X2.3	26	18	7	10	7	68	Agree
4	X2.4	11	27	4	14	12	68	Agree
5	X2.5	9	22	16	13	8	68	Agree
6	X2.6	38	24	3	3	0	68	Agree
	Total	129	157	48	45	29	408	
	Average Total Score						408	

From the table above, it can be seen that the average value for each question item with the lowest result is at a value of 29 with the statement item Conducive work motivation greatly supports the smooth implementation of my work at the Health institution While the highest is at a value of 129, namely: I build good working relationships with coworkers at the Health institution. With these results, it shows that the Work Motivation variable at the Timor Leste Municipal Health Office, Covalima is classified as agree. This indicates that the members of the Employees agree with the existing Work Motivation. With the overall response of the Employees at the Timor Leste Health Office, Servisu Saude Municipal Covalima, regarding the environment, it is categorized as agree with an average score of 408.

Job Satisfaction Variables

No	Statement	Totally Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Information
1	X3.1	21	25	15	6	1	68	Agree
2	X3.2	28	29	9	2	0	68	Agree
3	X3.3	36	21	10	1	0	68	Agree
4	X3.4	24	27	16	1	0	68	Agree
	Total	109	102	50	10	1	272	
	Average Total Score						272	

From the table above, it can be seen that the average value for each question item with the lowest result is at a value of 1 with the statement item Work rewards such as (bonuses and allowances) given by the health institution make me work well. While the highest is at a value of 109, namely: I always do my duties safely and under control at the health institution. With these results, it shows that the job satisfaction variable at the Timor Leste Municipal Covalima Health Office is categorized as agree. This indicates that the members of the Employees agree with the existing Satisfaction. With the overall response of the Employees at the Timor Leste Municipal Covalima Health Office regarding motivation, it is categorized as agree with an average score of 272.

Work Performance Variables

No	Statement	Totally Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Information
1	Y1.1	27	34	6	0	1	68	Agree
2	Y1.2	22	31	13	2	0	68	Agree
3	Y1.3	12	46	8	1	1	68	Agree

4	Y1.4	19	41	6	2	0	68	Agree
	Total	80	152	33	5	1	272	
		Average Total Score					272	

From the table above, it can be seen that the average value for each question item with the lowest result is at a value of 1 with the statement item I am able to do the job by working together in a team/section well. While the highest is at a value of 152, namely I am able to complete the work given according to the time given by the municipal health employee. With these results, it shows that the work performance variable at the Timor Leste Municipal Covalima Health Office is categorized as agree. This indicates that the members of the Employees agree with the existing performance. With the overall response of the Employees at the Covalima Municipal Health Office regarding performance categorized as agree with an average score of 272.

Multiple Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.276	1.410		1.614	0.111
	Leadership	0.647	0.121	0.642	5.330	0.000
	Motivation	0.687	0.160	0.558	4.300	0.000
	Satisfaction	0.269	0.090	0.274	2.974	0.004
a. Dependent Variable: Performance						

Based on the table above, it shows that the ß coefficient is a form of a regression equation on the variables of leadership style, motivation, satisfaction and performance which can be produced as follows:

$Y = a + b1X1 + b2X2 + b3x3 + e$

$Y = 2.276 + 0.642X1 + 0.558X2 + 0.274 X3 + e$

Based on table 5.16, it can be concluded as follows:

a. Constant of 2.276 means that if the leadership variable (X1), Motivation (X2) Job satisfaction (X3) has a constant value, then employee performance will increase by 2.276 assuming that other variables can affect the performance of health employee members are considered constant.

b. The regression coefficient of the leadership variable (X1) is 0.642. Every increase in the value of the Motivation variable (X1) by a unit and the value of the leadership variable and work motivation remain the same, will increase the performance of employee members at the Timor Leste Municipal Health Office, Covalima by 2,276.

c. The regression coefficient of the Motivation variable (X2) is 0.558. Every increase in the value of the Motivation variable (X2) by one unit and the value of the Leadership and Motivation variables remains the same, it will increase the performance of employee members at the Timor Leste Health Service Office, Servisu Municipal Saude Covalima by 2,276.

d. The regression coefficient of the Work Performance variable (X3) is 0.274. Each increase in the value of the work performance variable (X3) by one unit and the value of the leadership and Motivation variables remains the same, it will increase the performance of health employee members at the Timor Leste Municipal Covalima Health Office by 2,276.

Coefficient of Determination Test

From the table above, the Adjusted R Square value is 0.885 or 88.5%, which means that the employee member performance variable can be explained by the leadership, motivation and job satisfaction variables by 88.5%. While 11.5% are other factors that are not discussed in this study.

Partial significance test (t-test):

The t-statistic test basically shows how far the influence of one explanatory/independent variable individually explains the variation in the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.276	1.410		1.614	0.111
	Leadership	0.647	0.121	0.642	5.330	0.000
	Motivation	0.687	0.160	0.558	4.300	0.000
	Satisfaction	0.269	0.090	0.274	2.974	0.004

a. Dependent Variable: Performance

Based on the results of the t-test above, it can be seen that the magnitude of the influence of each independent variable partially (individually) on the dependent variable is as follows:

1. The influence of leadership style on the work performance of employee members at the Timor Leste Municipal Health Office, Covalima. From the results of the t-test in the table above, it can be seen that the significant value for the influence of the leadership variable (X1) on employee work performance (Y) is 0.000 <0.05 and the t-value is 5.330> t table 1.666. can be concluded that the Motivation variable has a positive and significant effect on employee work performance at the Timor Leste Municipal Health Office, Covalima.

2. The influence of work motivation (X2) on employee work performance at the Timor Leste Municipal Health Office. Based on the table above, work motivation (X2) has a positive and significant effect on the work performance of employees at the Timor Leste Municipal Covalima Health Office because the significant value is 0.000 <0.05 and the t-count value is 4.300 <t table 1.666, this shows that motivation (X2) has an effect on the work performance of employees at the Timor Leste Municipal Covalima Health Office.

3. The effect of job satisfaction (X3) on the work performance of employees at the Timor Leste Municipal Covalima Health Office. Based on the table above, job satisfaction has a positive and significant effect on the work performance of employee members at the Covalima District Health Office because the significant value is 0.004 <0.05 and the t-count value is 2.976> t table 1.666, this shows that job satisfaction (X3) has an effect on the work performance of employees at the Covalima District Health Office.

The t-statistic test basically shows how far the influence of the explanatory/independent variables of Leadership, Motivation and Satisfaction together in explaining the variation of the dependent variable (Y) to determine the distribution of the Ftable value, then the regression equation can be calculated with three independent variables and one dependent variable. The number of samples forming the regression is 75. Then df1 = k-1 = 4 - 1 = 3 while df2 = n - k = 75 - 4 = 71 If the test is carried out at α = 5%, then the F table value is 2,734. See N1 = 3 and N2 = 71.

Simultaneous Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4429.414	3	1476.471	191.090	.000[b]
	Residual	548.586	71	7.727		
	Total	4978.000	74			

a. Dependent Variable: Performance

b. Predictors: (Constant), Performance, Satisfaction, Motivation, and Leadership

Based on the calculation results in the t-test table above, it can be seen that the joint influence of the variables Leadership, Motivation and Job Satisfaction on the work performance of employees at the Covalima District Health Office. In the table above, it is known that the significant value for the influence of the variables leadership (X1), Motivation (X2) and Job Satisfaction (X3) on employee performance (Y) is 0.000 <0.05 and the t-value is 191.090> Ftable 2.734. So it can be concluded that HO is rejected and Ha is accepted, meaning that the independent variables leadership (X1), Motivation (X2) and Job satisfaction (X3) together have a significant effect on the performance of employee members at the Covalima District Health Office.

Discussion

a. The Influence of Satisfaction on Employee Performance at the Covalima District Health Office. From the results of the t-test analysis in the table above, it can be seen that the significant value for the influence of the communication variable (X1) on the performance of the Police members (Y) is 0.000 <0.05 and the t-value is 5.330> t table 1.666. can be concluded that the leadership variable has a positive and significant effect on the work performance of Covalima District Health Office employees. The results of the study are the same as the study conducted by Wandi, D., Adha, S., & Asriyah, I. (2019) that leadership has a positive and significant effect on the performance of district health office employees with a t-value of 8.721 with a significance level of 0.000.

b. The Influence of Motivation (X2) on the Work Performance of Employees at the Covalima Regency Health Office. Based on the results of the analysis above, Motivation (X2) has a positive and significant effect on health work performance at the Timor Leste Municipal Covalima Health Office because the significance value is 0.000 <0.05 and the t-count value is 4,300 <t table 1.666. This shows that Motivation (X2) has an effect on employee work performance at the Covalima Regency Health Office. The results of this study are the same as the study conducted by Sihaloho, R. D., & Siregar, H. (2020) that the work environment has a positive and significant effect on the performance of employees of PT. Super Setia Sagita Medan. The results of the study showed t count (5.829)> t table (2.01) with a significance value (0.000) smaller than alpha 0.05, so the hypothesis is accepted. This means that the work environment has a positive and significant effect on the performance of employees of PT. Super Setia Sagita Medan.

c. The Influence of Satisfaction (X3) on the Work Performance of Employees at the Covalima District Health Office. Based on the results of the analysis above, work motivation has a positive and significant effect on the work performance of Covalima District Health Office employees because the significant value is 0.004 <0.05 and the t-value is 2.976> t table 1.666, this shows that Job Satisfaction (X3) has an effect on the work performance of Covalima District Health Office employees. The results of this study are in accordance with research conducted by Seo, N., Rumampuk, J. L., & Potolau, M. J. J. (2020) which states that the work motivation variable (X) has a significant effect on the employee performance variable (Y) at PT. Telkom Kota Tomohon. This is shown from the results of the product moment correlation analysis of 0.724 compared to the rtable significant level of 5% N = 14 of 0.532.

d. The simultaneous influence of leadership variables, work motivation and job satisfaction on the work performance of employees of the Covalima Regency Health Service. Based on the analysis above, it is known that the significant value for the influence of leadership variables (X1), Motivation (X2) and Job satisfaction (X3) on employee work performance (Y) is 0.000 <0.05 and the calculated t value is 191.090> Ftable 2.734. So it can be concluded that HO is rejected and Ha is accepted, meaning that the independent variables of leadership (X1), Work motivation (X2) and Job satisfaction (X3) together have a significant effect on the work performance of employees of the Covalima Regency Health Service Karni Zendrato, P. (2022) said that the multiple linear regression analysis through the F test which is positive with a calculated F value of 11.429 with sig. 0.000. Shows that leadership, work motivation and job satisfaction have a positive effect on employee performance.

4. Conclusion

Based on the results of the discussion above, the researcher can draw the following conclusions: 1) Leadership variables have a positive and significant effect on employee performance at the Covalima District Health Office. This shows that leadership indicators are able to influence or contribute to performance achievement. 2) Work motivation affects the performance of the Covalima District Health Office. This indicates that the indicators in the work motivation variable are able to encourage employee performance achievement. 3) Job satisfaction affects the performance of employees of the Covalima district health office. This means that job satisfaction indicators contribute to employee performance. 4) Leadership style, motivation, and job satisfaction are able to explain the influence of the three variables on employee performance.

The researcher provides suggestions that are expected to provide benefits for the Covalima District Health Office, as follows: 1) For leaders, provide opportunities for health workers to work together with fellow co-workers to improve good work performance at the Covalima District Health Office. 2) Leadership must provide conducive work motivation to support the smooth implementation of good work in order to improve better work performance at the Timor Leste Municipal Covalima Health Office. 3) Leaders should pay more attention to work rewards such as (bonuses and allowances) given to employees of the District Health Office to improve good work performance to achieve the goals of the Health organization. 4) Leadership, Work motivation and job satisfaction are synergistic so that they can improve the performance of health staff members at the Timor Leste Covalima Municipal Health Office, which is one aspect that can be considered by a leader in the workplace. 5) This research that has been conducted is a contribution and as input for the Covalima Municipal Health Service and its leaders in providing direction to members and especially in improving the work performance of members in the future.

Based on the results of the study on the variables of leadership, motivation and job satisfaction towards employee work performance with the existing results can provide implications in the Covalima district health office to provide motivation to employee members as follows: 1) This study can be useful for leaders and employees in decision making because the results of the study can provide an overview that the leadership of a person who leads an institution is very influential in improving the performance of members or the ineffectiveness of member work at the Timor Leste Health Office, Covalima Regency because every institution really needs leadership, motivation and good job satisfaction not depending on the problems and abilities of its members. 2) As a leader must set an example to his subordinates because a leader must work together with his subordinates, because it takes the ability to provide direction to his subordinates besides that a leader also provides knowledge about how to manage employees through giving bonuses and allowances and creating communication between subordinates and fellow co-workers in order to create a safe and conducive work environment to achieve organizational goals. 3) In accordance with the theory that has been formulated by the researcher, it can be seen that work motivation can have an effect because the work environment is one of the factors that can affect the performance of members that must be considered by the Health Service. This is because if the conditions of safe and good job satisfaction will provide motivation for members to complete their duties as public servants at the Timor Leste Health Service Office, Covalima Regency.

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