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Leading with Satisfaction: How Leadership Style, Job Satisfaction, and Motivation Drive Managerial Performance in an Indonesian Trading Firm

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ABSTRACT
Purpose*: This study aims to examine and empirically prove the effect of leadership style, job satisfaction, and work motivation on managerial performance at PT. Gading Murni Surabaya, a private trading company selling stationery and writing instruments, and to identify which of the three variables exerts the most dominant effect on managerial performance.*
Method*: A quantitative explanatory design was applied. Because the population of managers at the company was small, all 30 managers across the top, middle, and lower management levels were taken as respondents through a census rather than a probability sample. Primary data were collected with a structured seven-point semantic differential questionnaire covering leadership style, job satisfaction, motivation, and managerial performance, and were analyzed with multiple linear regression after item validity, reliability, normality, and classical assumption test.*
Findings*: After two items with weak item total correlations were removed during validity testing, all remaining instrument items were valid and reliable, the data were normally distributed, and the regression model showed no multicollinearity or heteroscedasticity. The model was statistically fit, and leadership style, job satisfaction, and motivation jointly explained the variance in managerial performance, with job satisfaction carrying the largest partial contribution among the three predictors.*
Implications*: The findings suggest that managers at small and medium trading enterprises benefit most directly from investments that raise day to day job satisfaction, such as clearer promotion paths, financial security, and stronger working relationships among managers, while leadership style and motivation remain necessary complements rather than substitutes for a satisfaction focused human resource strategy.*
Originality: *The originality of this study lies in revisiting a well-established set of managerial behavior variables through a full population census of an under researched small private trading company in Surabaya, Indonesia, updating the theoretical discussion with recent Scopus and Web of Science indexed evidence, and reporting which single driver of managerial performance deserves priority attention when organizational resources for people management are limited.*

Keywords: *Leadership Style, Job Satisfaction, Work Motivation, Managerial Performance, Census Study.*

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1. INTRODUCTION

Rapid change in the business environment has pushed companies of every size into closer competition, and that competition has, in turn, pushed managers to search continuously for more efficient ways of organizing work and building an edge over rival firms. A company can only meet this challenge when its management is capable of recognizing opportunities, diagnosing problems early, and implementing solutions in a timely manner, and a manager can only do this well when the core management functions of planning, coordinating, organizing, directing, and controlling are carried out consistently. Strategic decisions about how to allocate a firm's limited resources, including decisions about how to lead, motivate, and satisfy the people who run daily operations, sit at the center of that managerial task, which is why the antecedents of managerial performance continue to attract sustained empirical attention across both large corporations and small and medium sized enterprises (Kafetzopoulos, 2022; Oncioiu et al., 2022).

PT. Gading Murni Surabaya is a private trading company located on Jalan Tunjungan in Surabaya, Indonesia, that sells stationery and writing instruments to retail and institutional customers. In the years following the coronavirus pandemic, the company's monthly sales realization repeatedly fell short of its internally set targets, most visibly in March, April, and October, when the gap between the target and the realized figure turned negative even though several other months closed well above target. Internal interviews conducted by the company indicated that this shortfall tracked closely with a decline in the quality and quantity of managerial work and with weaker cooperation among the managers responsible for different business units, a pattern that company leadership associated with declining managerial performance rather than with external market conditions alone.

Company observation further suggested that the decline in managerial performance was connected to three organizational conditions that management could directly influence: the leadership style practiced within the firm, the level of job satisfaction experienced by managers, and the strength of the motivation the company provided to its management team (Pratiwi & Suryaningrum, 2023). A manager who receives a fair salary, works in a pleasant environment, sees a credible path for career advancement, and is led by a superior who can channel subordinates' energy toward shared goals is, in principle, more likely to sustain strong performance than a manager who lacks these conditions, and a total quality orientation that signals trust in employees tends to strengthen the sense of responsibility managers bring to their work. Contemporary evidence continues to support this general logic: leadership style has repeatedly been linked to subordinate performance and engagement across different industries and countries (Wang et al., 2022; Asrar-ul-Haq et al., 2020; Nguyen & Nguyen, 2022), job satisfaction remains one of the most consistent predictors of individual job performance in recent meta analytic work (Katebi et al., 2022), and work motivation continues to show a measurable causal association with performance outcomes over time (Wang et al., 2024).

Job satisfaction, in particular, functions as an early signal of how performance is likely to develop. Because a manager's sense of satisfaction is shaped by structural features of the organization, such as the scope of autonomy attached to a position, the variety of tasks a role offers, and the freedom to exercise independent judgment, managers who occupy higher positions tend to report higher satisfaction, while managers in lower positions are more likely to experience boredom and dissatisfaction stemming from limited challenge and narrow responsibility. Dissatisfaction tends to intensify whenever a gap opens between what a manager expects from the organization and what the organization actually provides, a pattern that recent work on the job satisfaction to performance relationship in Southeast Asian small and medium enterprises has reaffirmed (Susanto et al., 2022). Motivation operates alongside satisfaction as a second internal driver, since it supplies the energy that pushes an employee to work with enthusiasm and pursue the organization's goals with real commitment rather than mere compliance, and self-determination-based accounts of motivation continue to refine how researchers separate its intrinsic and extrinsic components (Van den Broeck et al., 2021).

Leadership style adds a third dimension to this picture because a leader who is formally responsible for the direction of the organization is expected to already possess a repertoire of strategies for communicating what the organization needs from its members so that organizational goals can be reached without friction. A leader carries an informal authority that allows the leader to move, direct, and guide subordinates, yet in practice, leaders and subordinates do not always share the same perception of what the organization requires, and this perceptual gap can generate conflict that slows the organization down, a congruence problem that has been documented directly among bank managers and their subordinates in a South Asian setting (Asrar-ul-Haq et al., 2020). Because managerial performance is so consequential for a firm's ability to compete, a decline in that performance should be treated as a signal that warrants systematic investigation rather than routine correction.

Internal company sales records illustrate the scale of the problem that motivated this study. Against a monthly sales target of Rp 700,000,000 set for every month, PT. Gading Murni Surabaya recorded realized sales below target in three separate months, including a shortfall of roughly Rp 25,700,000 in March, a much larger shortfall of roughly Rp 158,300,000 in April, and a further shortfall of roughly Rp 78,100,000 in October, even though several other months, including January, May, July, and September, closed well above target. This month-to-month volatility, rather than a single sustained downturn, is precisely the pattern one would expect if the underlying cause were a fluctuating internal condition, such as inconsistent managerial performance across teams and time periods, rather than a stable external shock affecting every month equally. Company interviews linked the shortfall months directly to visible drops in managerial performance, evidenced by reduced satisfaction among managers and an increase in the number of reprimands issued by senior management to subordinate managers, both of which point toward the same underlying explanation this study investigates.

Building on this background, the research problem addressed in this study is whether leadership style, job satisfaction, and motivation influence managerial performance at PT. Gading Murni Surabaya, and, if so, which of the three exerts the strongest influence. The purpose of this study is therefore to determine and empirically demonstrate the effect of leadership style, job satisfaction, and motivation on the managerial performance of managers at PT. Gading Murni Surabaya, and to identify which variable among the three carries the most dominant effect. Beyond its practical value for this particular company, the study contributes to the broader literature by revisiting a classic set of managerial behavior variables through a full population census design in an under studied small private trading enterprise, and by anchoring the discussion in current, predominantly Scopus and Web of Science indexed evidence rather than relying solely on older domestic textbook sources.

2. LITERATURE REVIEW

2.1. Leadership Style and Managerial Performance

Leadership can be defined as the ability of a person in a position of authority to influence the behavior of others toward the achievement of a particular goal within a given situation. Classic trait based accounts hold that intelligence, maturity, breadth of social relationships, self-motivation, achievement drive, and interpersonal orientation together shape whether a leader succeeds in guiding an organization, while group-based accounts add that a leader and followers must maintain a positive exchange if the group is to reach its shared objectives.

Contemporary empirical research has kept these ideas current by testing them against measurable performance and satisfaction outcomes. Transformational leadership, which motivates followers by articulating a compelling vision and by treating followers as individuals with distinct developmental needs, has been shown to raise employee engagement and job performance through the mediating effect of affective organizational commitment (Wang et al., 2022), and a separate study found that transformational leadership improves job satisfaction indirectly through a healthier employee relations climate, with the strength of that pathway varying by subordinate gender (Chen et al., 2022). In a tourism sector sample, transformational leadership was similarly found to raise both job satisfaction and employee motivation at the same time (Nguyen et al., 2022), which is consistent with the idea that leadership style, satisfaction, and motivation are not fully independent forces but instead reinforce one another inside an organization.

Situational and transactional styles have received similar support. A study of small and medium sized enterprise employees in Indonesia found that situational leadership, which adapts the leader's behavior to the readiness level of each subordinate, raised job satisfaction, organizational citizenship behavior, and employee performance at the same time (Pasaribu et al., 2022), while a study of Indonesia's automotive industry found that newer, more participative leadership styles outperformed older command oriented styles in raising employee performance (Susita et al., 2023). Evidence from Vietnam's public sector further shows that transformational and transactional styles both raise employee engagement more effectively than a laissez faire, hands off style (Nguyen & Nguyen, 2022), and a very recent study of commercial banks in Ethiopia found that the effect of leadership style on performance runs partly through the employee commitment that a given style is able to build (Abate & Gorfie, 2026).

Perceptual congruence between leaders and subordinates about what the organization needs, meanwhile, has been shown to matter in its own right, since a mismatch in perception between bank managers and their subordinates about leadership style has been linked to weaker performance outcomes (Asrar-ul-Haq et al., 2020). Effective leadership has also been linked to stronger organizational citizenship behavior through the satisfaction it generates (Dubey et al., 2023), and in an Indonesian small and medium enterprise setting, a more traditional, relationship-oriented leadership style was found to support business performance directly (Andriani et al., 2024). Taken together, this body of work supports the expectation that the leadership style practiced by managers at PT. Gading Murni Surabaya has a measurable effect on how well those managers perform.

2.2. Job Satisfaction and Managerial Performance

Job satisfaction can be understood as an evaluative feeling that reflects whether an employee views work, and the conditions surrounding that work, favorably or unfavorably. Feelings tied directly to the job include reactions to pay, opportunities for career development, relationships with coworkers, job placement, the type of work performed, the structure of the organization, and the quality of supervision received, while feelings tied to the person include age, health, ability, and education. Several classic theoretical accounts explain why satisfaction should translate into performance. Equity based accounts propose that satisfaction depends on how an employee's own ratio of inputs to outcomes compares with the ratio observed for other employees, discrepancy based accounts propose that satisfaction depends on the gap between what an employee receives and what an employee expected to receive, need fulfillment accounts propose that satisfaction depends on whether the job actually satisfies the employee's needs, social reference group accounts propose that satisfaction depends on the standards of a reference group the employee identifies with, two factor accounts distinguish the factors that prevent dissatisfaction from the factors that actively generate satisfaction, and expectancy based accounts tie effort, and by extension satisfaction, to the perceived link between effort and a desired outcome.

In 2022, a meta-analysis spanning many primary studies confirmed that the relationship between job satisfaction and job performance remains positive and non-trivial in magnitude once publication bias and measurement differences are accounted for (Katebi et al., 2022). Consistent evidence has emerged specifically among small and medium sized enterprise employees, where job satisfaction has been shown to mediate the relationship between work life balance and job performance (Susanto et al., 2022), and an analysis of Indonesian workers more broadly found that job satisfaction levels can be modeled and forecast with reasonable accuracy using structural time series methods, underscoring how central satisfaction is to labor market outcomes in Indonesia specifically (Astuti & Suryani, 2024).

Cross country evidence further shows that job satisfaction tends to climb with tenure and organizational commitment in a mutually reinforcing pattern (Vieira et al., 2023), while research on small and medium sized enterprises in Germany found that formalizing annual performance feedback raises employees' job satisfaction, pointing to a concrete lever that firms of the size of PT. Gading Murni Surabaya could use (Guenther et al., 2025). In a Vietnamese sample, job satisfaction was found to mediate the effect of a learning oriented organizational culture on employee performance (Cao et al., 2025), and separate evidence shows that the joint effect of intrinsic and extrinsic motivation on job satisfaction can itself be shaped by the leadership style under which an employee works, which again points to satisfaction, motivation, and leadership as interconnected rather than isolated influences on performance (Aljumah, 2023). Given this weight of evidence, job satisfaction is expected to influence managerial performance at PT. Gading Murni Surabaya as strongly as, or more strongly than, the other two predictors considered in this study.

2.3. Work Motivation and Managerial Performance

Motivation can be defined as an individual's willingness to exert a higher level of effort toward organizational goals, conditioned on the extent to which that effort is able to satisfy some individual need, and arising from a state of readiness that originates within the person rather than being imposed from outside. A well-known account of workplace motivation identifies three basic needs that drive human behavior in organizations: the need for achievement, reflecting a sense of responsibility for solving problems and reaching challenging goals, the need for affiliation, reflecting a desire to interact with others and to be liked and accepted, and the need for power, reflecting a desire to influence others and to hold authority regardless of one's formal position in the hierarchy. Contemporary self-determination-based research has refined this picture further by showing that intrinsic and extrinsic motivation are not opposite ends of one continuum but instead form a multidimensional structure whose different components predict different work outcomes (Van den Broeck et al., 2021).

Recent longitudinal and meta-analytic evidence has strengthened the causal case for a motivation to performance link by using cross lagged designs that can rule out simple reverse causation, concluding that motivation reliably precedes, and helps produce, later job performance (Wang et al., 2024). Complementary survey based evidence shows that favorable work conditions raise job performance indirectly by first raising motivation, indicating that motivation functions as a channel through which the broader work environment affects performance outcomes (Bashir et al., 2020), while an international sample found that work motivation shapes how much employees invest in their jobs and how engaged they become, an effect that itself depends on contextual moderators (Shkoler & Kimura, 2020). Motivation has also been shown to raise employee performance through the mediating role of a supportive, engagement building work environment in a logistics sector sample drawn from Jakarta, Indonesia (Nusraningrum et al., 2024), and an Indonesian study explicitly modeling motivation, leadership, and organizational culture together found that motivation contributed significantly, alongside leadership, to employee satisfaction and performance (Paais & Pattiruhu, 2020). This body of evidence supports treating motivation as a third distinct driver of managerial performance at PT. Gading Murni Surabaya, operating alongside, rather than merely overlapping with, leadership style and job satisfaction.

2.4. Managerial Performance

Managerial performance can be defined as the perceived individual performance of members of an organization in carrying out managerial activities, commonly described across six functional dimensions: planning, which involves setting goals and mapping out the actions needed to reach them; investigating, which involves collecting and communicating information through records, reports, and accounts; coordinating, which involves aligning the goals and activities of separate units so that the organization moves as one; supervising, which involves directing, guiding, training, and evaluating subordinates; staffing, which involves recruiting, interviewing, and placing employees; and representing, which involves standing in for a superior and exercising delegated authority when needed. A complementary account of managerial work groups these detailed activities into three broader roles that a manager fulfills: an interpersonal role, an informational role, and a decisional role, and finds that the functional and behavioral views of managerial work are complementary rather than competing descriptions of the same underlying activity.

Managerial performance continues to be studied as an outcome that depends on how well an organization designs its performance measurement and management practices. A systematic review of performance management research in small and medium sized enterprises identified organizational, managerial, and environmental antecedents that jointly shape how well such firms translate performance measurement into better outcomes (Kafetzopoulos, 2022), while research on organizational development has emphasized that performance management works best when it is treated as a continuous, multilevel process rather than a once a year event (Oncioiu et al., 2022). More recent evidence from Jordanian industrial firms shows that a well-designed performance measurement system can raise organizational performance directly, provided the system is genuinely used to guide decisions rather than kept as a compliance exercise (Owais & Kiss, 2025). Among cooperatives in Malaysia, contemporary performance measurement systems were found to strengthen managerial performance partly through the organizational commitment such systems help build (Janudin et al., 2023), and closely related evidence on budget participation, a classic antecedent of managerial performance in the accounting literature, shows that participation in the budgeting process raises managerial performance when organizational commitment and, in some settings, leadership style are present to carry that effect forward (Riyadh et al., 2023; Alhasnawi et al., 2024). These studies collectively confirm that managerial performance remains a live, multi determined construct in the current literature, and that leadership style, satisfaction, and motivation sit among its most consistently examined predictors.

The functional and role based descriptions of managerial work reviewed above remain influential because they translate an abstract idea such as performance into concrete, observable behavior that can be captured in a survey instrument, which is precisely why the same six dimensional structure continues to be used in contemporary managerial performance research even as the surrounding theoretical language has shifted toward performance management systems, budget participation, and organizational commitment as the mechanisms that connect a manager's daily behavior to measurable results (Janudin et al., 2023; Riyadh et al., 2023; Alhasnawi et al., 2024). For a company such as PT. Gading Murni Surabaya, which does not operate a large, formal performance measurement system of the kind studied among larger cooperatives and industrial firms, the functional dimensions of planning, investigating, coordinating, supervising, staffing, and representing offer a practical and already validated lens through which the company's own managers can be assessed, which is why this study retains that established measurement approach rather than substituting a newer but less directly comparable instrument.

2.5. Hypothesis Development and Research Framework

Drawing on the background of the problem, the theoretical foundation reviewed above, and the conceptual framework of this study, leadership style, job satisfaction, and motivation are each expected to influence managerial performance, with the three predictors expected to act jointly rather than in isolation. This expectation is formalized in the following hypothesis.

H1: Leadership style has a positive and significant effect on the managerial performance of managers at PT. Gading Murni Surabaya.

H2: Job satisfaction has a positive and significant effect on the managerial performance of managers at PT. Gading Murni Surabaya.

H3: Motivation has a positive and significant effect on the managerial performance of managers at PT. Gading Murni Surabaya.

The conceptual relationship among the four variables examined in this study is depicted in Figure 1, which positions leadership style, job satisfaction, and motivation as the independent variables acting on managerial performance as the dependent variable.

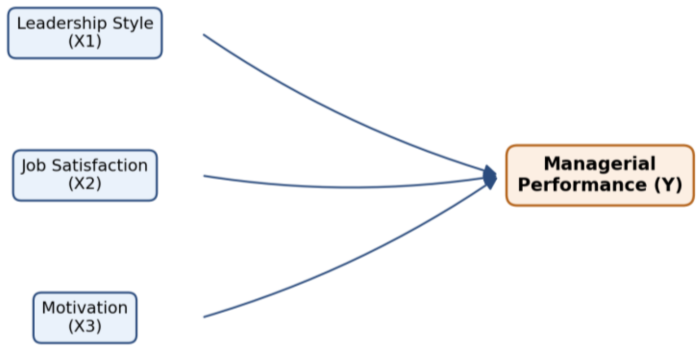

Figure 1. Conceptual Framework

3. RESEARCH METHOD

3.1. Research Design

This study used a quantitative explanatory design intended to test the effect of three independent variables on one dependent variable using primary survey data and multiple linear regression. The dependent variable was managerial performance, defined as the outcome of a series of activities a manager carries out to reach the goals the company has set, in an effective and efficient manner, and measured through the individual manager's own perception of that performance. The three independent variables were leadership style, defined as the distinctive way a leader motivates and energizes subordinates while making sound organizational decisions and captured through the dimensions of initiating structure and consideration; job satisfaction, defined as an evaluation of how pleasant or unpleasant, satisfying or unsatisfying, an employee finds the work itself and captured through working conditions, working relationships, and compensation; and motivation, defined as the force that drives a person to carry out a task or job well and captured through salary, recognition, career opportunity, bonuses, and supporting facilities. All four constructs were measured on an interval scale using a seven-point semantic differential format, ranging from strongly disagree at one end to strongly agree at the other end, with a midpoint of four representing a neutral position between the two extremes.

3.2. Sample and Data Collection

The object of this study was PT. Gading Murni Surabaya, and the population consisted of the company's 30 managers, spanning top level, middle level, and lower level management. Because the population was small, a census, also referred to as total sampling or saturated sampling, was used instead of a probability-based sample, so that all 30 managers were treated as respondents; a census is generally considered appropriate whenever the target population is small enough that surveying every member is feasible, and it removes sampling error from the population estimate entirely rather than merely reducing it (Etikan & Bala, 2017). Recent methodological guidance on population and sampling similarly recommends a full population census, rather than a drawn sample, whenever a researcher can reach every unit in a small, well-defined population without excessive cost, since the resulting data describe the population directly rather than through an estimate (Hossan et al., 2023). Primary data were collected directly from the company through a structured questionnaire distributed to all 30 managers, supplemented by interviews and internal company documentation used to corroborate and contextualize the questionnaire responses.

3.3. Data Analysis

Before hypothesis testing, each questionnaire item was screened for validity by correlating the item's score with the total score of its variable, following the corrected item total correlation approach; an item was retained when its corrected item total correlation exceeded 0.30 and dropped when it did not, a threshold consistent with widely used guidance for the construct validation of multi item survey scales built on the Pearson product moment correlation (Hidayati et al., 2023). Reliability was then assessed for each variable using Cronbach's alpha, with a value above 0.60 taken as evidence that the retained items measured their intended construct consistently, following the widely cited interpretive guidance for this coefficient (Tavakol & Dennick, 2011). Because the subsequent analysis relied on parametric statistics, the normality of each variable's distribution was checked with the Kolmogorov Smirnov test, with a significance value above 0.05 taken as evidence that the data followed a normal distribution.

The hypothesized relationships were then tested with multiple linear regression, specified as managerial performance equals a constant plus a coefficient on leadership style plus a coefficient on job satisfaction plus a coefficient on motivation plus an error term. Three classical assumption tests were carried out to confirm that the regression model was well specified, following established guidance for diagnosing multiple linear regression models (Mardiatmoko, 2024). Multicollinearity was assessed using the variance inflation factor for each predictor, with a value below 10 taken as evidence that the predictors were not excessively correlated with one another. Heteroscedasticity was assessed by correlating the absolute value of the regression residuals with each predictor using Spearman's rank correlation, with a significance value above 0.05 for every predictor taken as evidence that the variance of the residuals was constant across observations.

Because this study surveyed the entire population of managers rather than a sample drawn from a larger population, an inferential t test of individual coefficients was not performed, consistent with the methodological principle that hypothesis tests designed to generalize from a sample to a population are not required when the data already describe the full population under study. The overall fit of the regression model was instead assessed with an F test, and the proportion of variance in managerial performance explained by the three predictors was assessed with the coefficient of determination, after which the partial correlation of each predictor with managerial performance was examined to identify which predictor carried the most dominant effect.

4. RESULTS AND DISCUSSION

4.1. Results

Validity testing began with the six items measuring leadership style, all of which returned corrected item total correlations above the 0.30 threshold and were therefore retained without modification. Validity testing of the eight items measuring job satisfaction initially returned one invalid item, item X2.6, with a corrected item total correlation of only 0.009; after this item was removed, a second round of testing confirmed that the remaining seven items were all valid. Validity testing of the five items measuring motivation returned corrected item total correlations above 0.30 for every item, so all five were retained. Validity testing of the nine items measuring managerial performance initially returned one invalid item, item Y1, with a corrected item total correlation of only 0.067; after this item was removed, a second round of testing confirmed that the remaining eight items were all valid. Table 1 summarizes the final, post correction validity results used in the subsequent analysis.

Table 1. Summary of Item Validity Test Results (Final Round, After Removing Invalid Items)

Variable	Items Retained	Range of Corrected Item Total Correlation	Critical Value	Remark
Leadership Style (X1)	6 of 6 original items	0.369 to 0.558	0.30	All valid
Job Satisfaction (X2)	7 of 8 original items (item X2.6 dropped)	0.403 to 0.630	0.30	All valid
Motivation (X3)	5 of 5 original items	0.405 to 0.504	0.30	All valid
Managerial Performance (Y)	8 of 9 original items (item Y1 dropped)	0.398 to 0.557	0.30	All valid

Source: Primary data processed, 2026.

Reliability testing, carried out on the retained items only, produced Cronbach's alpha values of 0.717 for leadership style, 0.786 for job satisfaction, 0.690 for motivation, and 0.761 for managerial performance, as shown in Table 2. Because every value exceeded the 0.60 threshold, all four research instruments were confirmed to be reliable.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Remark
Leadership Style (X1)	0.717	Reliable
Job Satisfaction (X2)	0.786	Reliable
Motivation (X3)	0.690	Reliable
Managerial Performance (Y)	0.761	Reliable

Source: Primary data processed, 2026.

The Kolmogorov Smirnov normality test produced significance values of 0.884 for leadership style, 0.340 for job satisfaction, 0.845 for motivation, and 0.991 for managerial performance, as shown in Table 3. Because every value exceeded 0.05, the data for all four variables were confirmed to follow a normal distribution, satisfying the main precondition for the parametric regression analysis that followed.

Table 3. Normality Test Results (Kolmogorov Smirnov)

Variable	Kolmogorov Smirnov Significance	Remark
Leadership Style (X1)	0.884	Normally distributed
Job Satisfaction (X2)	0.340	Normally distributed
Motivation (X3)	0.845	Normally distributed
Managerial Performance (Y)	0.991	Normally distributed

Source: Primary data processed, 2026.

The multiple linear regression analysis produced the unstandardized and standardized coefficients shown in Table 4, yielding the estimated regression equation managerial performance equals 4.793 plus 0.245 times leadership style plus 0.583 times job satisfaction plus 0.399 times motivation. The positive sign on every coefficient indicates that an improvement in leadership style, job satisfaction, or motivation is associated with an improvement in managerial performance, holding the other two predictors constant, and the standardized coefficients already suggest that job satisfaction carries the largest relative weight among the three predictors.

Table 4. Multiple Linear Regression Coefficients

Variable	Unstandardized Coefficient (B)	Standardized Coefficient (Beta)
Constant	4.793	–
Leadership Style (X1)	0.245	0.174
Job Satisfaction (X2)	0.583	0.516
Motivation (X3)	0.399	0.262

Source: Primary data processed, 2026.

The two classical assumption tests required for a cross-sectional regression model both supported the adequacy of the model. As shown in Table 5, the variance inflation factor was 1.463 for leadership style, 1.525 for job satisfaction, and 1.534 for motivation, all comfortably below the threshold of 10, indicating that multicollinearity was not present among the three predictors. The Spearman rank correlation between the absolute residuals and each predictor produced significance values of 0.450 for leadership style, 0.426 for job satisfaction, and 0.339 for motivation, all above 0.05, indicating that heteroscedasticity was not present either. Because the study surveyed the full population of managers rather than a sample, an inferential t test of the individual regression coefficients was not carried out, consistent with the census-based design described in the method section.

Table 5. Classical Assumption Test Results

Variable	Variance Inflation Factor (VIF)	Heteroscedasticity Significance (Spearman)
Leadership Style (X1)	1.463	0.450
Job Satisfaction (X2)	1.525	0.426
Motivation (X3)	1.534	0.339

Source: Primary data processed, 2026. VIF below 10 indicates no multicollinearity; a Spearman significance above 0.05 indicates no heteroscedasticity.

The overall fit of the regression model was confirmed by the F test summarized in Table 6, which produced an F value of 15.389 with a significance of 0.000, well below the 0.05 threshold, indicating that the model combining leadership style, job satisfaction, and motivation was statistically fit for explaining managerial performance at PT. Gading Murni Surabaya. The coefficient of determination, also shown in Table 6, was 0.640, indicating that the three predictors together explained 64.0 percent of the variation in managerial performance, while the remaining 36.0 percent was explained by factors outside the scope of this study.

Table 6. Model Fit (F Test) and Coefficient of Determination

Statistic	Value
F value	15.389
Significance of F	0.000
Multiple R	0.800
R Square	0.640
Adjusted R Square	0.598
Standard Error of the Estimate	3.048

Source: Primary data processed, 2026.

Finally, the partial correlation of each predictor with managerial performance, shown in Table 7, identified job satisfaction as the most dominant predictor. The partial correlation for leadership style was 0.233, corresponding to a partial r squared of 0.0543; the partial correlation for job satisfaction was 0.571, corresponding to a partial r squared of 0.3260; and the partial correlation for motivation was 0.332, corresponding to a partial r squared of 0.1102. Because job satisfaction carried the largest partial correlation and the largest partial r squared of the three predictors, it is confirmed as the variable most closely associated with managerial performance at PT. Gading Murni Surabaya.

Table 7. Partial Correlation of Each Predictor with Managerial Performance

Variable	Partial Correlation (r)	Partial R Squared
Leadership Style (X1)	0.233	0.0543
Job Satisfaction (X2)	0.571	0.3260
Motivation (X3)	0.332	0.1102

Source: Primary data processed, 2026.

4.2. Discussion

The significant F test result confirms Hypothesis H1: leadership style, job satisfaction, and motivation jointly and positively affect managerial performance at PT. Gading Murni Surabaya. This joint result is consistent with contemporary evidence that these three organizational conditions tend to move together rather than operate as fully separate levers, since leadership style has been shown to shape both satisfaction and motivation directly in tourism and public sector settings (Nguyen et al., 2022; Nguyen & Nguyen, 2022), while satisfaction and motivation have themselves been linked together through the way a supportive work environment is experienced by employees (Nusraningrum et al., 2024).

The finding that job satisfaction carries the most dominant effect on managerial performance, ahead of both leadership style and motivation, indicates that management at PT. Gading Murni Surabaya should pay particular attention to the factors known to shape job satisfaction, including the quality of working relationships among fellow managers, the availability of financial security and a credible path to promotion, and structured training and development for less experienced managers. This result mirrors the equity, discrepancy, and need fulfillment logic reviewed earlier, under which a manager's satisfaction rises when what is received from the organization matches or exceeds what was expected, and it is directly consistent with recent evidence that job satisfaction is one of the most reliable predictors of job performance across organizational settings (Katebi et al., 2022) and that formal steps such as regular performance feedback can be used deliberately to raise it in a small or medium sized firm (Guenther et al., 2025). It is also consistent with evidence that satisfaction functions as the channel through which a positive organizational culture and a healthy work life balance ultimately raise performance (Cao et al., 2025; Susanto et al., 2022).

Leadership style and motivation, although less dominant than job satisfaction in this sample, remain economically meaningful and should not be neglected by the company. On leadership, the practical implication is that managers should continue to value input and ideas from subordinates, maintain open and two way communication between leaders and the people they lead, and provide clear working instructions so that tasks can be completed correctly the first time. This is consistent with trait and group based leadership theory, which emphasizes that a leader's ability to build positive, reciprocal exchange with followers underpins successful leadership, and it echoes recent findings that transformational and situational leadership raise performance specifically by building a more positive relational climate around the leader (Chen et al., 2022; Pasaribu et al., 2022). On motivation, the result is consistent with the classic three needs account of achievement, affiliation, and power, which predicts that managers who are given the chance to achieve, to belong, and to exercise legitimate influence will perform better, and it is reinforced by recent longitudinal evidence that motivation causally precedes stronger job performance rather than merely accompanying it (Wang et al., 2024). Practically, the company should keep reviewing whether manager compensation keeps pace with the regionally mandated minimum wage standard and whether recognition for strong work performance is granted consistently, since both levers have been shown elsewhere to strengthen the motivation to performance pathway (Bashir et al., 2020; Paais & Pattiruhu, 2020).

These findings also speak to the wider managerial performance literature. Consistent with systematic evidence that performance management in small and medium sized enterprises depends on a mix of organizational and managerial antecedents rather than any single lever (Kafetzopoulos, 2022; Oncioiu et al., 2022), the results from PT. Gading Murni Surabaya show three distinct, complementary levers operating at once, with their combined explanatory power of 64.0 percent falling within the range typically reported when leadership, satisfaction, and motivation related variables are modeled together in comparable organizational studies (Riyadh et al., 2023; Alhasnawi et al., 2024). The remaining 36.0 percent of unexplained variance is a reminder that managerial performance measurement systems, discussed in the wider literature as a further antecedent of performance in their own right (Janudin et al., 2023; Owais & Kiss, 2025), likely also matter for a company such as PT. Gading Murni Surabaya, even though such systems fell outside the scope of the present study.

The census design used in this study also deserves brief comment, since it shapes how these results should be read. Surveying all 30 managers rather than a smaller drawn sample means the reported coefficients, correlations, and the coefficient of determination describe the actual population of managers at PT. Gading Murni Surabaya at the time of data collection, rather than an estimate carrying sampling error, which is precisely the situation in which recent methodological guidance recommends dropping inferential significance testing of individual coefficients in favor of describing the fitted relationship directly (Etikan & Bala, 2017; Hossan et al., 2023). The tradeoff is that, because the census covers only one company, the specific numerical weights obtained here, such as the 0.583 coefficient on job satisfaction, should be read as a precise description of PT. Gading Murni Surabaya rather than as a universal constant that would necessarily reappear at a different company, even though the broader qualitative pattern, in which satisfaction dominates leadership style and motivation, is consistent with a wide range of settings reviewed in this study.

5. CONCLUSION

This study set out to determine whether leadership style, job satisfaction, and motivation influence managerial performance at PT. Gading Murni Surabaya, and to identify which of the three predictors carries the most dominant effect. Using census data from all 30 managers at the company and a validated, reliable, and normally distributed set of survey instruments, the multiple linear regression model estimated as managerial performance equals 4.793 plus 0.245 times leadership style plus 0.583 times job satisfaction plus 0.399 times motivation was confirmed to be statistically fit, explaining 64.0 percent of the variance in managerial performance. Leadership style, job satisfaction, and motivation were each positively associated with managerial performance, confirming Hypothesis H1-H3, and job satisfaction was confirmed as the most dominant of the three predictors based on its partial correlation with the outcome variable.

5.1. Implications

For PT. Gading Murni Surabaya specifically, the priority implication is that management should invest first in the conditions that raise job satisfaction among its managers, particularly stronger working relationships among fellow managers, credible financial security and promotion opportunities, and structured training for managers who are still building experience, since these levers are associated with the largest expected gain in managerial performance per unit of management attention invested. At the same time, leadership development and motivation focused human resource practices should continue in parallel rather than be deprioritized, since both leadership style and motivation remained statistically significant, positive contributors to managerial performance in this study. For the broader academic literature, the study reinforces that classic leadership, satisfaction, and motivation theories continue to hold empirically when tested against a full population census in a small, previously unstudied private trading company, and that recent Scopus and Web of Science indexed research on these same constructs remains broadly consistent with the patterns first described in earlier organizational behavior theory.

5.2. Limitations

This study has at least two limitations that should be considered when interpreting its findings. First, differences in how individual respondents personally interpreted the wording of the questionnaire items may have introduced some measurement noise into the data, since respondents did not all necessarily share an identical understanding of every question. Second, because responses were collected in writing through a self-administered questionnaire rather than through direct, face to face interviews, the answers obtained may not fully reflect actual conditions, since a written survey format can differ from what a respondent might have reported in a live conversation. In addition, because the study relied on a census of a single company's managers at one point in time, the findings describe PT. Gading Murni Surabaya specifically and should be extended to other companies, industries, or time periods with appropriate caution, and future research could usefully extend this design with a longitudinal sample or a multi company comparison to test whether the dominance of job satisfaction observed here generalizes beyond a single small trading firm.

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Abbreviations

VIF: Variance Inflation Factor.

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Availability of data and materials

The questionnaire-based data supporting the findings of this study are available from the corresponding author upon reasonable request.

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