

Analysis of Leadership, Work Motivation, and Employee Competence Towards Customer Satisfaction with Employee Performance as an Intervening Variable in a Laptop Service Company at PT Rigroup Raya Sejahtera

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Keywords

Leadership;
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Competence;
Employee Performance;
Customer Satisfaction.

ABSTRACT

Customer satisfaction is a form of consumer evaluation or assessment of the performance of a product or service after use by comparing initial expectations and actual experiences obtained, resulting in feelings of satisfaction or dissatisfaction depending on the extent to which consumer needs and expectations are met or even exceeded. The purpose of this study is to determine the analysis of leadership, motivation, and competence on customer satisfaction with employee performance as an intervening variable. The research method used in this study is a quantitative research method with a descriptive and verification approach. Data collection techniques in this study are interviews, questionnaires, and observations with a population of 110 employees. The sampling technique used in this study is a non-probability sampling technique with purposive sampling. The analytical tool in this study is SmartPLS 4 for verification analysis. Testing of measurement models or outer models in this study is convergent validity, discriminant validity, Average Variance Extracted (AVE), composite reliability, Cronbach alpha. The structural model or inner models tested in this study were the coefficient of determination (R²) and predictive relevance (Q²). The results of this study indicate that leadership, motivation, and competence have a positive and significant effect on employee performance, both partially and simultaneously, with an influence of 84.2%, and the remaining 15.8% is influenced by other variables not examined in this study. Employee performance does not affect customer satisfaction, and employee performance cannot mediate the influence of leadership, motivation, and competence on customer satisfaction.

INTRODUCTION

The digital transformation following the COVID-19 pandemic has sharply increased people's dependence on laptops. Data from IDC Indonesia 2024 recorded laptop penetration reaching 67% in the household segment and 89% in the MSME & education segment. The total number of active laptop units in Indonesia is estimated at 58.3 million by 2025, with an average lifespan of 3.2 years. This situation creates a huge after-sales service market. The Service Council Report 2023 calculated that every 1,000 laptops generate 35–50 service requests per year for hardware, software, and maintenance damage. Assuming an average service cost of

IDR 350,000, the potential value of the laptop repair service industry in Indonesia reaches IDR 18.7 trillion per year. This has led to significant growth in the laptop service industry in Indonesia, as people's increasing dependence on technological devices has resulted in high demand for after-sales service and repairs. However, this market growth is also accompanied by increasingly fierce competition. Customers no longer solely consider price and speed of service, but also the quality of interactions, technician reliability, and after-sales experience. A significant opportunity doesn't automatically guarantee profitability. The Indonesian Consumers Foundation (YLKI) reported in 2023 that the customer satisfaction index for electronics repair services was only 3.72 out of 5.0, the lowest compared to nine other service sectors. The main complaints were: 38% of repairs were not completed correctly, 29% of wait times were delayed, 21% of technicians were uncommunicative, and 12% of fees were non-transparent.

PT Rigroup Raya Sejahtera, a laptop repair company located at Jaya Plaza in Bandung, also faces stiff competition. Based on internal complaint handling data from January to March 2026, the customer complaint rate reached 9%. The most common complaints were incomplete repairs (12%), long wait times (11%), uninformative technician communication (8%), and unfriendly frontline staff (5%). This phenomenon has resulted in an 11% decrease in repeat orders and a drop in Google Review ratings from 5 to 4.9 in the past six months. Customer satisfaction (Google reviews), number of customers until April 2026 (8,890 customers with laptops successfully serviced) and more than 1,000 laptops that were completely dead and could not be handled successfully (total approximately 9,890 laptops) with the following turnover.

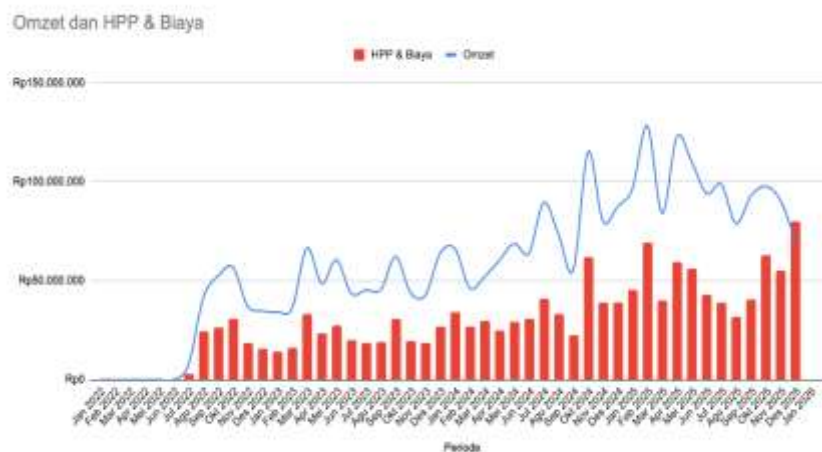


Figure 1. Revenue and COGS & Costs for the Period July 2022 to December 2025

Source: Internal Data from a Laptop Service Company at PT Rigroup Raya Sejahtera, 2026

Figure 1 shows that both turnover and COGS & Costs increased year over year. However, in September 2024, both turnover and COGS & Costs experienced a drastic decline compared to the previous month. However, they increased again in October 2024. The highest turnover occurred in February 2025, and was comparable to COGS & Costs. However, in December 2025, turnover decreased, while COGS & Costs increased more than turnover. This resulted in losses for the Company, necessitating measures to increase turnover and reduce COGS & Costs.

One of the measures taken by the Company is to improve customer satisfaction. Satisfied customers will increase repeat orders and attract new customers through word-of-mouth (WOM) marketing strategies. According to Tjiptono & Diana (2022:124), customer satisfaction is a consumer's assessment or evaluation of a product or service's ability to meet their needs and expectations, demonstrated by comparing initial expectations with the product's actual performance after consumption, leading to feelings of satisfaction or dissatisfaction. Based on an interview with the company manager, he explained that there are still complaints from customers regarding incomplete repairs, long waiting times, uninformative technician communication, and unfriendly frontline staff. This is related to employee performance, which has indeed declined, especially in the fourth quarter of 2025, experiencing a significant decline. The following is an employee performance report from July 2022 to December 2025.



Figure 2. Employee Performance from July 2022 to December 2025

Source: Internal Data from a Laptop Service Company at PT Rigroup Raya Sejahtera, 2026

Figure 2 shows that employee performance fluctuated from June 2022 to December 2025. The highest employee performance was in the first quarter of 2025 at 92%, comparable to the highest turnover data in February 2025. However, the lowest employee performance was in the fourth quarter of 2025 at 78%, resulting in a decrease in turnover in December 2025 and an increase in COGS and costs. Furthermore, an interview with the manager revealed that the company naturally wants 100% employee performance every quarter.

Armstrong and Baron (in Darmadi, 2018:215) explain that performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and economic contribution. Improved employee performance will increase customer satisfaction, because in service companies, the "product" customers purchase is actually employee behavior and work results.

This aligns with research conducted by Leong et al. (2025), which showed that employee performance influences customer satisfaction. This is further supported by research conducted by Arniti & Kusuma (2026) and Rasyidi & Aribowo (2026), which showed that employee performance has a positive and significant impact on customer satisfaction. Good employee performance will result in customer satisfaction, especially in the service sector.

One factor influencing employee performance is leadership. According to Robbins and Judge (in Azmi, 2021:1), leadership is the leader's ability to influence a group to achieve one or more goals. Robbins and Judge also argue that good, effective, and efficient leadership is leadership that has emotional appeal in conveying messages, because a leader's expression and emotion when speaking are crucial elements in determining whether the message is received well by followers or subordinates.

This is also in line with the research findings of Suryani et al. (2023) and Haerati et al. (2023), which showed that leadership influences employee performance. This finding is further supported by research by Ismanto et al. (2024) and Nida et al. (2024), which found that leadership positively impacts employee performance. Furthermore, research by Praditya et al. (2025) shows that leadership has a positive and significant impact on employee performance.

Besides leadership, one factor influencing employee performance is motivation. According to Maslow (in Rusdiana, 2024:246), every individual has needs (needs, drives, intrinsic, and extrinsic factors), the emergence of which is highly dependent on individual interests. With strong motivation, employees can perform well and improve their performance. The following is employee absence data for the period July 2022 to December 2025.

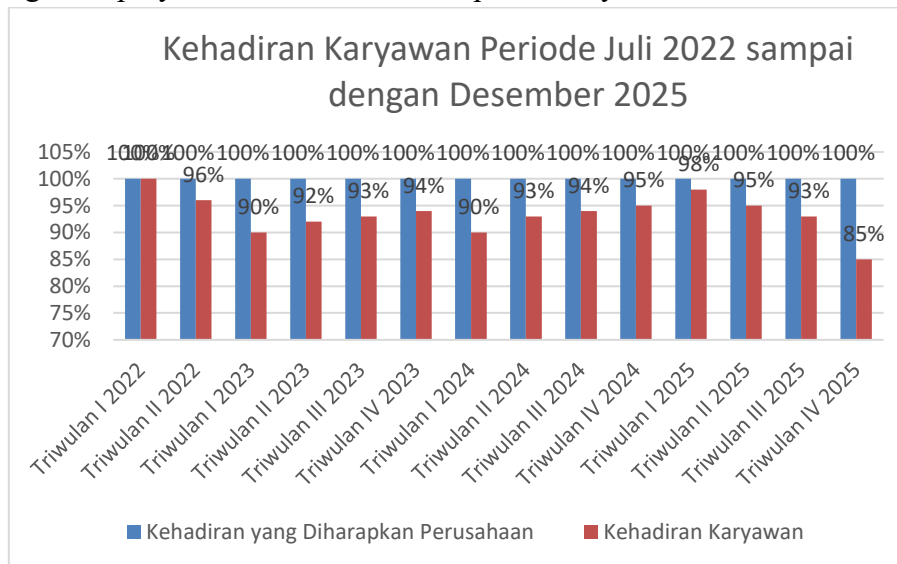


Figure 3. Absenteeism from July 2022 to December 2025

Source: Internal Data from a Laptop Service Company at PT Rigroup Raya Sejahtera, 2026

Figure 3 shows that absenteeism fluctuated from June 2022 to December 2025. The highest attendance was in the first quarter of 2022, at 100%, due to the initial opening in Bandung. All employees were required to attend for the first three months. The second-highest attendance was in the first quarter of 2025, at 98%, reflecting the significant increase in employee performance during that period. However, the lowest attendance was in the fourth quarter of 2025, at 85%, which contributed to a decline in employee performance in December 2025. Furthermore, an interview with the manager revealed that the company aims for 100% employee attendance every quarter.

Research conducted by Mulang (2023), Akhiryana & Ahmadi (2024), and Nugraha et al. (2024) shows that motivation positively influences employee performance. This finding is further supported by research conducted by Safitri & Martono (2024), Ismanto et al. (2024),

and Nida et al. (2024), which shows that motivation has a positive and significant effect on employee performance. Furthermore, research conducted by Praditya et al. (2025) shows that motivation has a positive and significant effect on employee performance.

Besides motivation, another factor influencing employee performance is employee competency. According to Widiastuti (2023:16), competency is a map of an employee's capacity for the attributes of their assigned job. This refers to the ability to perform tasks or work based on knowledge, skills, and attitudes that characterize the individual. Based on internal data provided by the Company, the educational background of employees is 50% vocational high school (SMK), 20% D3 (Diploma 3), and 30% S1 (Bachelor's 1) degrees. This is a consideration for the Company in improving employee competency. Adequate competency will increase work efficiency, thereby improving employee performance.

This is also in line with research conducted by Mulang (2023) and Haerati et al. (2023), which showed that competency influences employee performance. This finding is further supported by research conducted by Safitri & Martono (2024), Ismanto et al. (2024), and Nida et al. (2024), which showed that competency has a positive and significant effect on employee performance. Furthermore, research conducted by Hariyasasti (2025) also shows that competency significantly impacts employee performance.

Despite the extensive body of research on leadership, motivation, competence, employee performance, and customer satisfaction, several gaps remain. Most existing studies examine the direct effects of these variables on customer satisfaction without considering the mediating role of employee performance, particularly in the context of laptop service companies in Indonesia, while empirical evidence on whether employee performance truly mediates the relationship between leadership, motivation, competence, and customer satisfaction is still inconclusive as previous studies have shown mixed results. Furthermore, limited research has been conducted specifically in the after-sales laptop repair service industry, which has unique characteristics such as high technical complexity and direct customer-technician interaction. The novelty of this study lies in its examination of employee performance as an intervening variable in the relationship between leadership, motivation, competence, and customer satisfaction within the specific context of a laptop service company (PT Rigroup Raya Sejahtera), an area that has received little attention in previous literature, as well as providing empirical evidence from a real-world business setting with recent data from 2022 to 2026.

The objectives of this study are to analyze the direct effects of leadership, motivation, and competence on employee performance and customer satisfaction, both partially and simultaneously, and to test whether employee performance mediates the influence of these three variables on customer satisfaction. The benefits of this research are twofold: theoretically, it contributes to the existing literature on human resource management and service marketing by clarifying the mediating role of employee performance; practically, it provides strategic recommendations for PT Rigroup Raya Sejahtera and similar companies to improve customer satisfaction through better leadership, motivation enhancement, and competency development of their employees.

METHOD

The research method used in this study is a quantitative research method with a descriptive and verification approach. The analysis method used is Structural Equation Modeling (SEM) with the PLS approach using SmartPLS software. This approach was chosen because this study is verifiable, has a latent construct, aims to test structural and mediation relationships, and has a relatively small sample size. The data sources in this study are primary data sources and secondary resources. Data collection techniques in this study include interviews, questionnaires, and observation. For data analysis, descriptive statistics were used to summarize variable characteristics. The measurement model (outer model) was evaluated through validity tests (outer loadings, AVE, cross-loadings) and reliability tests (composite reliability, Cronbach's alpha). The structural model (inner model) was assessed using R^2 and Q^2 values. Hypothesis testing was performed using t-statistics and p-values at a significance level of 0.05, while mediation effects were examined through indirect effect analysis.

RESULT AND DISCUSSION

1. Measurement Model (Outer Model)

According to Junaidi (2018:42), a measurement model functions to measure the strength of the structure of the dimensions that form a factor/variable/construct. A measurement model is a modeling process in research aimed at investigating the unidimensionality of indicators that explain a latent variable. The measurement model will produce an assessment of convergent validity, discriminant validity, and reliability.

Validity

a. Convergent Validity

According to Barclay et al. (in Santosa, 2018:83), the minimum value of an indicator's outer loading is 0.707, meaning that $0.72 \approx 50\%$ of an indicator's variability can be explained or absorbed by its latent variable. The following is a table of outer loadings in this study.

Table 1. Outer Loading

	Leadership	Customer Satisfaction	Employee Performance	Competence	Motivation
X11	0,812				
X12	0,876				
X13	0,839				
X21					0,840
X22					0,812
X23					0,836
X24					0,795
X25					0,801
X31				0,784	
X32				0,836	
X33				0,766	
X34				0,848	
X35				0,818	
Y1			0,881		
Y2			0,881		

Y3	0,804
Y4	0,702
Y5	0,787
Z1	0,862
Z2	0,776
Z3	0,852
Z4	0,787

Source: SmartPLS Output, 2026

Based on Table 1, it can be concluded that the outer loadings in this study were all above 0.7, which is in accordance with the requirements. Therefore, the indicators of leadership (X1), motivation (X2), competence (X3), employee performance (Y), and customer satisfaction (Z) are declared valid.

b. AVE

According to Hair et al. (in Santosa, 2018:83), using the same logic to determine the outer loading value, an AVE value of 0.5 or greater indicates that the construct explains more than half of the variance derived from its indicators. The following is the AVE table for this study.

Table 2. AVE

Average Variance Extracted (AVE)	
Leadership	0,710
Customer Satisfaction	0,673
Employee Performance	0,662
Competence	0,658
Motivation	0,668

Source: SmartPLS Output, 2026

Based on Table 2, it can be concluded that the AVE values in this study are all above 0.5, which is in accordance with the requirements. Therefore, the indicators of leadership (X1), motivation (X2), competence (X3), employee performance (Y), and customer satisfaction (Z) are declared valid.

c. Discriminant Validity

Barclay et al. (in Santosa, 2018:84) state that the loading value of an indicator for a construct must be greater than the loading value of that indicator for another construct, or for all indicators, the value must be at least 0.710, which means it exceeds the criteria. The following is the cross-loading table for this study.

Table 3. Cross-Loading

	Leadership	Customer Satisfaction	Employee Performance	Competence	Motivation
X11	0,812	0,515	0,581	0,499	0,588
X12	0,876	0,696	0,814	0,722	0,730
X13	0,839	0,450	0,548	0,546	0,467
X21	0,665	0,589	0,757	0,602	0,840
X22	0,542	0,772	0,644	0,706	0,812
X23	0,578	0,666	0,717	0,682	0,836
X24	0,652	0,743	0,770	0,782	0,795

X25	0,522	0,718	0,635	0,556	0,801
X31	0,660	0,626	0,684	0,784	0,688
X32	0,533	0,777	0,621	0,836	0,598
X33	0,531	0,624	0,762	0,766	0,708
X34	0,600	0,654	0,772	0,848	0,644
X35	0,584	0,780	0,637	0,818	0,685
Y1	0,649	0,727	0,881	0,792	0,664
Y2	0,660	0,723	0,881	0,786	0,653
Y3	0,664	0,599	0,804	0,635	0,777
Y4	0,551	0,682	0,702	0,664	0,662
Y5	0,696	0,558	0,787	0,592	0,770
Z1	0,560	0,862	0,613	0,760	0,761
Z2	0,519	0,776	0,752	0,714	0,608
Z3	0,530	0,852	0,564	0,741	0,652
Z4	0,611	0,787	0,748	0,585	0,782

Source: SmartPLS Output, 2026

Based on Table 3, it can be concluded that the cross-loadings in this study were all above 0.710, which is in accordance with the requirements. Although the Y4 indicator was still below 0.710, it was still greater than 0.7 and greater than the other cross-loading values. Therefore, the leadership (X1), motivation (X2), competence (X3), employee performance (Y), and customer satisfaction (Z) indicators were declared valid.

Reliability

a. Composite Reliability and Cronbach's Alpha

According to Fornell et al. (in Santosa, 2018:152), item reliability is considered adequate if the correlation between an indicator and its latent variable is at least 0.7. George and Mallery (in Santosa, 2018:153) state that the minimum Cronbach's alpha value is 0.7. The following table shows the Composite Reliability and Cronbach's Alpha values in this study.

Table 4. Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability
Leadership	0,800	0,880
Customer Satisfaction	0,837	0,891
Employee Performance	0,870	0,907
Competence	0,869	0,906
Motivation	0,876	0,909

Source: SmartPLS Output, 2026

Based on Table 4, it can be concluded that the Composite Reliability and Cronbach's Alpha in this study were all above 0.7, which is in accordance with the requirements. Therefore, the variables leadership (X1), motivation (X2), competence (X3), employee performance (Y), and customer satisfaction (Z) are declared reliable. The following is an illustration of the outer model in this study.

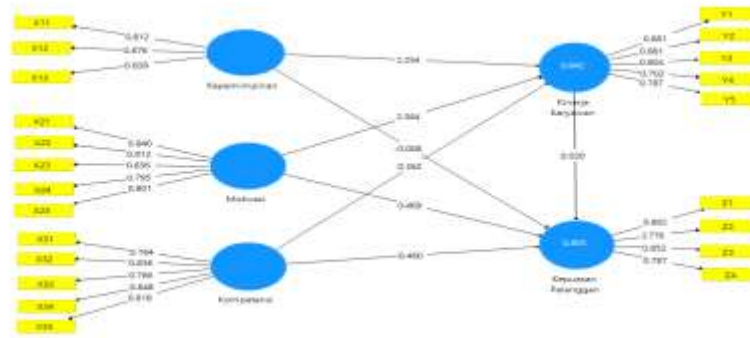


Figure 1. Measurement Model (Outer Model)

Source: SmartPLS Output, 2026

2. Structural Model (Inner Model)

According to Junaidi (2018:94), the relationships between variables in SEM form a structural model. This structural model can be explained through structural equations, similar to those in regression analysis. These structural equations describe the predictions of latent (exogenous) independent variables on latent (endogenous) dependent variables. The structural model or inner model tested in this study are:

a. Coefficient of Determination (R^2)

According to Sahir (2021:54), the coefficient of determination, often symbolized by R^2 , essentially measures the extent of the influence of the independent variables on the dependent variable. The following table shows the coefficient of determination (R^2) in this study.

Table 5. Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Customer Satisfaction	0,805	0,797
Employee Performance	0,842	0,838

Source: SmartPLS Output, 2026

Based on Table 5, it can be concluded that the coefficient of determination for the employee performance variable in this study is 0.842, while the coefficient of determination for customer satisfaction is 0.805. The coefficient of determination formula is as follows:

$$KP = R^2 \times 100\%$$

$$KP \text{ Employee Performance} = 0.842 \times 100\% = 84.2\%$$

$$KP \text{ Customer Satisfaction} = 0.805 \times 100\% = 80.5\%$$

Therefore, it can be concluded that the influence of leadership, motivation, and competence on employee performance is 84.2%, while the influence of leadership, motivation, competence, and employee performance on customer satisfaction is 80.5%.

b. Predictive Relevance (Q^2)

According to Santosa (2018:97), the assessment of Q^2 values uses the stipulation that if the Q^2 value is greater than 0, a particular endogenous construct has predictive relevance. If the Q^2 value is equal to or less than 0, it indicates no predictive relevance. To calculate the Q -square value, use the following formula:

$$Q^2 = 1 - (1 - (R_{Square})^2)$$

$$Q^2 \text{Kinerja Karyawan} = 1 - (1 - (0,842)^2) = 0,71$$

$$Q^2 \text{Kepuasan Pelanggan} = 1 - (1 - (0,805)^2) = 0,65$$

Therefore, it can be concluded that the construct has predictive relevance, as the Q^2 value is greater than 0, indicating that a particular endogenous construct has predictive relevance. The following is an illustration of the inner model in this study:

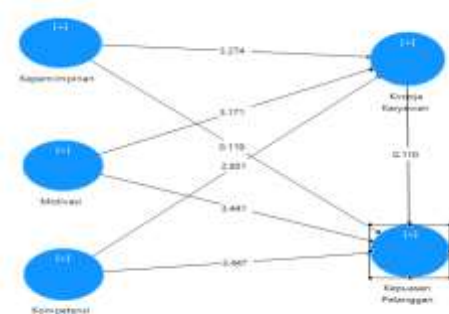


Figure 2. Structural Model (Inner Model)

Source: SmartPLS Output, 2026

3. Hypothesis Testing

According to Sahir (2021:26), hypothesis testing aims to find the final answer to research questions using appropriate methods. If the hypothesis aligns with the facts, it is called confirmation. A significance value greater than 0.05 means H_0 is accepted and H_a is rejected. If the significance value is less than 0.05, H_0 is rejected and H_a is accepted. The following table shows the direct and indirect variables in this study.

Table 6. Direct and Indirect

	T Statistics (O/STDEV)	P Values	Ha
Leadership -> Customer Satisfaction	0,119	0,905	Ditolak
Leadership -> Employee Performance	3,274	0,001	Diterima
Employee Performance -> Customer Satisfaction	0,110	0,912	Ditolak
Competence -> Customer Satisfaction	3,447	0,001	Diterima
Competence -> Employee Performance	2,851	0,005	Diterima
Motivation -> Customer Satisfaction	3,441	0,001	Diterima
Motivation -> Employee Performance	3,171	0,002	Diterima
Leadership -> Employee Performance -> Customer Satisfaction	0,113	0,910	Ditolak
Competence -> Employee Performance -> Customer Satisfaction	0,108	0,914	Ditolak
Motivation -> Employee Performance -> Customer Satisfaction	0,094	0,926	Ditolak

Source: SmartPLS Output, 2026

Based on Table 6, it can be concluded that leadership, motivation, and competence partially have a positive and significant effect on employee performance. Furthermore,

motivation and competence partially have a positive and significant effect on customer satisfaction. However, leadership and performance do not affect customer satisfaction, and employee performance cannot mediate the effects of leadership, motivation, and competence on customer satisfaction. The following is a description of the hypothesis testing results in this study:

1. The significance value of the leadership variable (X1) is 0.001, which is less than 0.05. Therefore, Ho is rejected and Ha1 is accepted. Therefore, leadership (X1) has a positive and significant effect on employee performance (Y).
2. The significance value of the motivation variable (X2) is 0.002, which is less than 0.05. Therefore, Ho is rejected and Ha2 is accepted. Therefore, motivation (X2) has a positive and significant effect on employee performance (Y).
3. The significance value of the competency variable (X3) is 0.005, which is less than 0.05. Therefore, it can be concluded that Ho is rejected and Ha3 is accepted. Therefore, competency (X3) has a positive and significant effect on employee performance (Y).
4. The significance value of the leadership variable (X1) is 0.905, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha4 is rejected. Therefore, leadership (X1) has no effect on customer satisfaction (Z).
5. The significance value of the motivation variable (X2) is 0.001, which is less than 0.05. Therefore, it can be concluded that Ho is rejected and Ha5 is accepted. Therefore, motivation (X2) has a positive and significant effect on customer satisfaction (Z).
6. The significance value of the competency variable (X3) is 0.001, which is less than 0.05. Therefore, it can be concluded that Ho is rejected and Ha6 is accepted. Therefore, competency (X3) has a positive and significant effect on customer satisfaction (Z).
7. The significance value of the employee performance variable (Z) is 0.912, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha7 is rejected. Therefore, employee performance (Y) has no effect on customer satisfaction (Z).
8. The significance value of the leadership variable (X1) on customer satisfaction (Z) through employee performance (Z) is 0.910, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha10 is rejected. Therefore, employee performance (Y) cannot mediate leadership (X1) on customer satisfaction (Z).
9. The significance value of the motivation variable (X2) on customer satisfaction (Z) through employee performance (Z) is 0.926, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha11 is rejected. Therefore, employee performance (Y) cannot mediate motivation (X2) on customer satisfaction (Z).
10. The significant value of the competency variable (X3) on customer satisfaction (Z) through employee performance (Z) is 0.914, which is greater than 0.05, so it can be concluded that Ho is accepted and Ha12 is rejected. Thus, employee performance (Y) cannot mediate competency (X3) on customer satisfaction (Z).

The Influence of Leadership on Employee Performance

The results of this study indicate that the significance value of the leadership variable (X1) is 0.001, which is less than 0.05. Therefore, it can be concluded that Ho is rejected and Ha1 is accepted. Therefore, leadership (X1) has a positive and significant effect on employee performance (Y). This is in line with research by Leong et al. (2025), Putra et al. (2024), and

Suryani et al. (2023), which states that leadership has a positive and significant effect on employee performance.

Furthermore, research by Nurbaeti et al. (2023), Haerati et al. (2023), Ismanto et al. (2024), Andri & Moko (2024), Subroto et al. (2024), Anggraeni et al. (2025), Musyasaroh & Febrian (2025), Akbar et al. (2026), Afifah et al. (2024), and Zulkarnaen et al. (2024) also shows that leadership has a significant influence on employee performance. This confirms the crucial role of leaders in directing, motivating, and managing human resources to achieve optimal performance. Therefore, the more effective the leadership, the higher the employee performance.

The Effect of Work Motivation on Employee Performance

The results show that the significance value of the motivation variable (X2) is 0.002, which is smaller than 0.05. Therefore, it can be concluded that H_0 is rejected and H_a2 is accepted. Therefore, motivation (X2) has a positive and significant effect on employee performance (Y). This is supported by research by Nurbaeti et al. (2023), Fahmi et al. (2023), Dayona et al. (2023), Maranisya & Rahma (2024), Fahrnunisa et al. (2024), Nugraha et al. (2024), and Mulang (2023), which shows that motivation has a positive effect on customer satisfaction. Furthermore, research by Hafsa et al. (2026), Musyasaroh & Febrian (2025), Hariyasasti (2025), Nurdin (2024), Akhiryan & Ahmadi (2024), and Alqorni et al. (2025) also reveals that intrinsic motivation can improve customer experience, which impacts satisfaction. Therefore, the higher the employee's motivation, the higher the level of customer satisfaction.

The Effect of Employee Competence on Employee Performance

The results of the study indicate that the significance value of the competency variable (X3) is 0.005, which is smaller than 0.05. Therefore, it can be concluded that H_0 is rejected and H_a3 is accepted. Therefore, competency (X3) has a positive and significant effect on employee performance (Y). This is supported by research by (Pudjowati et al., 2022), Haerati et al. (2023), Mulang (2023), Safitri & Martono (2024), and (Afdol & Wahyuningtyas, 2025), which shows that competency significantly influences employee performance. Therefore, the higher the competency of an employee, the higher the performance they produce.

The Effect of Leadership on Customer Satisfaction

The results of the study indicate that the significance value of the leadership variable (X1) is 0.905, which is greater than 0.05. Therefore, it can be concluded that H_0 is accepted and H_a4 is rejected. Therefore, leadership (X1) does not affect customer satisfaction (Z). This is because the influence of leadership on customer satisfaction is not directly felt by customers, but rather through other factors that tend to be more noticeable, such as employee motivation and competence.

The Effect of Motivation on Customer Satisfaction

The results of the study indicate that the significance value of the motivation variable (X2) is 0.001, which is less than 0.05. Therefore, it can be concluded that H_0 is rejected and H_a5 is accepted. Therefore, motivation (X2) has a positive and significant effect on customer satisfaction (Z). This is supported by research by Maranisya & Rahma (2024), which showed

that motivation has a positive effect on customer satisfaction. Furthermore, research by Akhiryani & Ahmadi (2024), Mulang (2023), and Hariyasasti (2025) also shows that motivation influences employee performance, which ultimately leads to increased customer satisfaction.

The Influence of Employee Competence on Customer Satisfaction

The results show that the significance value of the competency variable (X3) is 0.001, which is smaller than 0.05. Therefore, H_0 is rejected and H_{a6} is accepted. Therefore, competency (X3) has a positive and significant effect on customer satisfaction (Z). This is supported by research by Audia et al. (2024) and Wele & Khuzaini (2024), which indicates that competency influences customer satisfaction. Furthermore, research by Safitri & Martono (2024) and Mulang (2023) also shows that competency influences performance, which in turn impacts customer satisfaction.

The Influence of Employee Performance on Customer Satisfaction

The results of the study indicate that the significance value of the employee performance variable (Z) is 0.912, which is greater than 0.05. Therefore, it can be concluded that H_0 is accepted and H_{a7} is rejected. Therefore, employee performance (Y) does not affect customer satisfaction (Z). This is because the influence of leadership on customer satisfaction is not directly felt by customers, but rather through other factors that tend to be more noticeable, such as the employee's own motivation and competence.

The Influence of Leadership, Work Motivation, and Employee Competence on Employee Performance

The results show that the coefficient of determination for the employee performance variable in this study was 0.842. Therefore, it can be concluded that the influence of leadership, motivation, and competence on employee performance is 84.2%. This proves that leadership, motivation, and competence simultaneously influence employee performance. This is supported by research by Ismanto et al. (2024), Haerati et al. (2023), Safitri & Martono (2024), Mulang (2023), and Hariyasasti (2025), which showed that leadership, motivation, and competence significantly influence performance. Furthermore, research by Praditya et al. (2025), Putra et al. (2024), Suryani et al. (2023), Nugraha et al. (2024), and Fahrunisya et al. (2024) also confirms that these various factors influence employee performance.

The Effect of Leadership, Work Motivation, Competence, and Employee Performance on Customer Satisfaction

The results show that the coefficient of determination for the customer satisfaction variable in this study is 0.805. Therefore, it can be concluded that the influence of leadership, motivation, competence, and employee performance on customer satisfaction is 80.5%. This proves that leadership, motivation, competence, and employee performance simultaneously influence customer satisfaction. This is supported by research by Agustin & Munawaroh (2025), Leong et al. (2025), Supensi & Sinambela (2025), and Badriyah & Kuswanto (2023), which shows that these factors influence customer satisfaction.

The Effect of Leadership on Customer Satisfaction Through Employee Performance as an Intervening Variable

The results show that the significance value of the leadership variable (X1) on customer satisfaction (Z) through employee performance (Z) is 0.910, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha10 is rejected. Therefore, employee performance (Y) cannot mediate leadership (X1) on customer satisfaction (Z). This is because the influence of leadership on customer satisfaction is not directly felt by customers, but rather through other factors that tend to be more tangible, such as employee motivation and competence. The results also indicate that performance is not yet able to mediate leadership on customer satisfaction.

The Effect of Motivation on Customer Satisfaction Through Employee Performance as an Intervening Variable

The results show that the significance value of the motivation variable (X2) on customer satisfaction (Z) through employee performance (Z) is 0.926, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha11 is rejected. Therefore, employee performance (Y) cannot mediate motivation (X2) on customer satisfaction (Z). This is because performance is not yet able to mediate motivation on customer satisfaction.

The Effect of Competence on Customer Satisfaction Through Employee Performance as an Intervening Variable

The results of this study indicate that the significance value of the competency variable (X3) on customer satisfaction (Z) through employee performance (Z) is 0.914, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha12 is rejected. Therefore, employee performance (Y) cannot mediate competency (X3) on customer satisfaction (Z). This is because performance is not yet able to mediate competency on customer satisfaction.

CONCLUSION

The results of this study can be summarized as follows: The results indicate that leadership (X1), motivation (X2), and competence (X3) have a positive and significant influence on employee performance (Y) partially. However, the results indicate that leadership (X1) and employee performance (Y) have no partial influence on customer satisfaction (Z). Meanwhile, the results indicate that motivation (X2) and competence (X3) have a positive and significant influence on customer satisfaction (Z). The results indicate that leadership, motivation, and competence simultaneously influence employee performance. Furthermore, the results indicate that leadership, motivation, competence, and employee performance simultaneously influence customer satisfaction. The results indicate that employee performance (Y) does not mediate the effects of leadership (X1), motivation (X2), and competence (X3) on customer satisfaction (Z).

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