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# The Influence of Motivation and Situational Leadership Style on the Performance of Priority Relationship Managers in the Wealth Management Division of Bank ABC

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**KEYWORDS**
Motivation; Situational Leadership Style; Employee Performance.

**ABSTRACT**

The competitive landscape of the banking sector, particularly in wealth management, demands high-performing relationship managers to retain affluent clients and drive revenue. Within this context, work motivation and adaptive leadership practices are regarded as crucial factors influencing employee performance. This research explores the impact of work motivation and situational leadership style on the performance of Priority Relationship Managers at Bank ABC's Wealth Management Division. Using a quantitative approach and the census method, data were collected from 130 employees through structured questionnaires. The analysis employed Exploratory Factor Analysis and multiple linear regression to examine the relationships among variables, both partially and simultaneously. The results show that both work motivation and situational leadership significantly and positively affect employee performance. Situational leadership exhibited a stronger partial influence, while the combined effect of both variables explained 90.7% of the variance in performance. These findings highlight the strategic importance of adaptive leadership and motivational drivers in enhancing productivity, especially in the competitive landscape of priority banking services.

## INTRODUCTION

In the dynamic and rapidly evolving banking industry, leadership effectiveness plays a pivotal role in organizational success, particularly within wealth management divisions where leaders directly influence the work environment and customer loyalty (EY, 2024). The Wealth Management Division of Bank ABC, responsible for servicing clients with complex financial needs and generating fee-based income, faces challenges shaped by digital transformation, regulatory shifts, and elevated client expectations. In this context, situational leadership—where leaders adapt their approach based on employee readiness and situational demands—has gained relevance as an effective model in navigating such volatility (IMD, 2021; Forbes Coaches Council, 2024). Empirical evidence suggests that in banking operations, adaptive leadership enhances team resilience during disruptive change, sustaining performance through crisis and regulatory pressures (Davis-Adesegha, 2025; Sott, 2025). Furthermore, investing in leadership adaptability not only supports employee loyalty and internal productivity, but also sustains customer retention by strengthening service continuity (Liu et al., 2022; Yudhi Putera & Famiola, 2024). Taken together, these insights underscore why situational leadership competence is critical for steering wealth management teams in delivering exceptional client service and maintaining loyalty amid complexity.

As part of their competitive strategy, many banks in Indonesia are developing priority services to attract affluent to high net worth customer segments (Assaf et al., 2023; Chitra & Heikal, 2024; Rahmawati et al., 2025). The following are some of the priority service programs offered by major banks in Indonesia:

*Priority Relationship Manager* (RMP) is the spearhead of this segment's services. However, Bank ABC's internal evaluation shows that most RMPs are classified as "Towards Productive," "Less Productive," or even "Unproductive." This indicates a need to improve leadership effectiveness and work motivation within the team.

The RMP Head, as the RMPs' direct superior, is required to have adaptive leadership skills. *Situational leadership* allows leaders to provide direction and support according to individual characteristics and readiness, thereby driving optimal performance. Work motivation is also a crucial factor, as it directly correlates with target achievement and improved service quality. Previous research supports this notion. A study by Dermawan, Susilo, & Aini (2018), conducted at PT Anugrah Sinergi Raya, found that situational leadership style significantly influenced employee performance, with work motivation acting as a key intervening variable. Similarly, a study by Hartono, Hamid, & Yusuf (2016) at PT Nindya Karya demonstrated that situational leadership positively affected employee performance through the mediation of job satisfaction and Organizational Citizenship Behavior (OCB). These findings highlight the urgency to examine the influence of *situational leadership* and work motivation on the performance of RMPs in the *Wealth Management Division* of Bank ABC, in order to formulate strategies to increase employee productivity and organizational effectiveness.

The Wealth Management Division confronts significant challenges as the financial services industry evolves, including fluctuations in global market dynamics, tightening regulatory environments, and escalating customer expectations (Kumar & Sharma, 2023). Additionally, the wave of digitalization is reshaping traditional business models into technology-driven platforms, prompting clients to demand fast, personalized, and digitally integrated services (Thoughtworks, 2025). Digital maturity has become imperative for wealth management firms, as evolving client behavior and digital-first preferences urge firms to elevate their digital capabilities (Ikprress, 2024). The shift toward hyper-personalization—powered by AI, machine learning, and big data—enables bespoke financial services tailored to individual preferences and goals, raising the bar for competitive differentiation (Perficient, 2025). Furthermore, digital transformation introduces policy complexities linked to competition, regulation, and platform-based service delivery, requiring firms to balance innovation with sustainable governance (Feyen, 2021). As such, wealth management providers must strategically adapt their operations, technology, and regulatory compliance frameworks to thrive in this rapidly changing landscape.

This situation requires leaders in the *Wealth Management Division* to be flexible and able to implement adaptive leadership strategies. A *situational leadership* approach is crucial to address these complexities and uncertainties. Leaders must be able to assess situations, recognize the team's potential, and provide appropriate direction to remain relevant and competitive.

In addition to external factors, internal challenges such as the low productivity of some Priority Relationship Managers (RMPs), differences in competencies among individuals, and the need for continuous training and development also require attention. With effective leadership and high work motivation, these challenges can be transformed into opportunities for business growth.

HR competencies in the *Wealth Management* sector not only include technical skills such as knowledge of investment products and regulations, but also soft skills such as communication, relationship management, and empathy towards customer needs. To meet these demands, Bank ABC needs to strengthen continuous training and development programs for all staff, especially RMPs.

Results-oriented training, such as performance-based coaching, mentoring programs, and leadership development workshops, will help employees improve practical skills and readiness to face work dynamics. On the other hand, leaders also need to be equipped with managerial and psychological skills to effectively manage the team according to the principles of *situational leadership* (Maslow A. H., 1943).

The strategic steps outlined aim to foster an adaptive, innovative, and target-oriented work ecosystem within the *Wealth Management Division* of Bank ABC, enabling the division to deliver exceptional customer service while serving as a sustainable growth engine amid fierce industry competition. Several key issues arise from this context: firstly, whether motivation significantly impacts the performance of Priority Relationship Managers (RMPs) in the division; secondly, the extent of *situational leadership's* effect on their performance; and thirdly, the combined influence of work motivation and *situational leadership style* on their effectiveness. This study intends to explore these questions, focusing on the role of effective leadership in enhancing employee productivity and motivation in a dynamic banking environment. The primary objectives include measuring the influence of motivation on employee performance concerning productivity and target achievement, analyzing the implementation of *situational leadership* within the division, and providing insights into relevant leadership approaches to guide managerial development. The research promises several benefits: offering in-depth insights into *situational leadership* in banking, developing actionable strategies to enhance employee performance, recommending operational efficiencies tailored to employee and organizational needs, informing training and development for leaders at Bank ABC, increasing employee satisfaction through appropriate leadership models, and serving as valuable input for more effective internal decision-making at the bank.

## METHOD

This research focused on employees in the Wealth Management Division of Bank ABC in Jakarta, aiming to analyze the influence of work motivation and situational leadership style on employee performance. The research process began with the identification of relevant problems and the formulation of clear objectives. A questionnaire was developed to collect data from 130 Priority Relationship Managers using the census method, ensuring comprehensive and unbiased results.

The study employed quantitative and survey methods to gather direct data on work motivation, leadership style, and performance. The variables included work motivation and

situational leadership style as independent variables, and employee performance as the dependent variable. Measurements were conducted using a Likert scale to assess respondents' attitudes and perceptions.

Data collected through the questionnaire were analyzed using exploratory factor analysis (EFA) and multiple linear regression, with validity and reliability tests applied to ensure accuracy. The results provided insights into the relationship between motivation and leadership in improving work effectiveness in the banking environment and served as a basis for management in formulating more effective human resource development strategies.

The research was conducted from March to July 2025, covering all stages from preparation to the finalization of academic reports.

## RESULTS AND DISCUSSION

### Exploratory Factor Analysis for Latent Variables of Situational Leadership

### Reliability for Latent Variables of Situational Leadership

For the first variable to be tested, the situational leadership variable is X2. This variable is formed from 164 *Likert* scale question items. The *Likert* scale is given a score from 1 to 5, where 1 strongly disagrees and 5 strongly agrees. To determine the internal consistency of the measurement tool, it is necessary to carry out a reliability assessment with *Cronbach's Alpha statistical test*. From this test, consistent results will be found if the value of *Cronbach's Alpha* is above 0.6. The following are the results of the reliability test of the situational leadership variable.

**Table 1. Reliability Results of the Situational Leadership Variables**

| Reliability Statistics | |
|---|---|
| **Cronbach's Alpha** | **N of Items** |
| .935 | 16 |

Source: data processing (2025)

From the results of the Cronbach's Alpha test, it was found that this value of 0.935 was above 0.6, which means that the measurement items used in this study have good reliability to be used as a measuring tool. In addition, *the Cronbach's Alpha If Item Deleted test was* performed, looking at the change in reliability value if each item on the measuring tool was removed, and here are the results.

**Table 2. Cronbach's Alpha Reliability Results for Situational Leadership Variables**

| Item-Total Statistics | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| X2.1 | 44.7385 | 51.668 | 0.609 | 0.932 |
| X2.2 | 44.7154 | 52.019 | 0.665 | 0.931 |
| X2.3 | 44.7154 | 52.159 | 0.597 | 0.933 |
| X2.4 | 44.7231 | 51.737 | 0.636 | 0.932 |
| X2.5 | 44.7538 | 49.954 | 0.717 | 0.930 |
| X2.6 | 44.7231 | 51.148 | 0.714 | 0.930 |
| X2.7 | 44.8231 | 51.697 | 0.680 | 0.931 |

| | | | | |
|---|---|---|---|---|
| X2.8 | 44.8154 | 51.439 | 0.661 | 0.931 |
| X2.9 | 44.7462 | 52.532 | 0.619 | 0.932 |
| X2.10 | 44.7308 | 51.547 | 0.639 | 0.932 |
| X2.11 | 44.7692 | 51.605 | 0.706 | 0.930 |
| X2.12 | 44.7846 | 52.961 | 0.551 | 0.934 |
| X2.13 | 44.7538 | 52.047 | 0.685 | 0.931 |
| X2.14 | 44.8077 | 50.575 | 0.721 | 0.929 |
| X2.15 | 44.7538 | 51.412 | 0.659 | 0.931 |
| X2.16 | 44.7231 | 50.915 | 0.787 | 0.928 |

Source: data processing (2025)

From the table above, it can be concluded that all items used as a measuring tool are very reliable, because the value of *Cronbach's Alpha If Item Deleted* is smaller than *Cronbach's Alpha* of 0.935. This means that if an item is deleted, the reliability of the measurement will actually decrease. So that all measurement items can be used or nothing needs to be eliminated.

**Results of the KMO Test, Bartlett's Test, and MSA Situational Leadership Variables**

After determining that the items used are reliable, the next step is to measure whether the sample obtained from the measurement is adequate and whether there is a correlation between the items. In factor analysis, there needs to be a strong correlation between the items. The higher the correlation between the items, the more likely they are to fall into the same factor. Therefore, in this test, it is expected that there will be no non-zero correlation. Here are the results of this test:

**Table 3. Results of the KMO and Bartlett's Test on Situational Leadership Variables**

| **KMO and Bartlett's Test** | | |
|---|---|---|
| **Kaiser-Meyer-Olkin Measure of** | Sampling Adequacy | 0.945 |
| **Bartlett's Test of Sphericity** | Sphericity Approx. Chi-Square | 1079.389 |
| | df | 120 |
| | Sig. | 0.000 |

Source: data processing (2025)

The Kaiser-Meyer-Olkin **(SME)** test is a statistical tool used to assess the suitability of data for factor analysis. This suitability is determined based on the extent to which the items in a construct have sufficient partial correlation to be analyzed together. According to the KMO value, which is below 0.5, it shows that the data is inadequate for factor analysis due to the weak relationship between variables. Conversely, if the SME value is above 0.5, the data is considered eligible and feasible for further analysis using the factor analysis method. In this study, the results of processing using SPSS showed that the SME value was (Reddy & Kulshresta, 2019) **0.945,** which is classified as very high and indicates that the data has a very adequate partial correlation. This value reinforces the initial validity of the instrument and shows that all variables in the construct can be considered for incorporation into statistically significant factors.

Additionally, tests were conducted using *Bartlett's Test of Sphericity*, which serves to determine whether there is sufficient correlation between the overall research variables. The significance value obtained from the Bartlett test is the primary indicator: if the significance

value is above 0.05, then the correlation between the low variable and the factor analysis cannot be continued. Conversely, if the significance value is below 0.05, then there is sufficient correlation between the variables and factor analysis can be performed. In this study, a significance value of 0**.000 was obtained,** which means that the relationship between variables is very significant, so it is feasible to proceed to the factor analysis stage.

In addition to considering feasibility through the SME score and the overall Bartlett test results, it is also important to conduct testing at the individual variable level through *the Measure of Sampling Adequacy* **(MSA)** displayed in the *Anti-Image Matrix*. This test aims to assess whether each item in the construct has a sufficient contribution in the formation of factors. A high MSA value indicates that the item has a partial correlation that supports factor analysis, while items with values below 0.5 need to be reviewed or eliminated. Thus, the MSA test provides granular information that is important in compiling a valid and reliable factor structure overall.

**Table 4. Individual KMO-MSA Results on Situational Leadership Variables**

| Anti-image Matrices | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | **X2.1** | **X2.2** | **X2.3** | **X2.4** | **X2.5** | **X2.6** | **X2.7** | **X2.8** | **X2.9** | **X2.10** | **X2.11** | **X2.12** | **X2.13** | **X2.14** | **X2.15** | **X2.16** |
| Anti-image Covariance | X2.1 | .562 | -.081 | -.081 | -.096 | .021 | -.087 | .023 | .035 | .008 | .047 | .050 | -.114 | .034 | -.023 | -.039 | -.017 |
| | X2.2 | -.081 | .519 | -.040 | .041 | -.098 | .049 | -.104 | -.049 | -.109 | -.035 | .119 | .029 | .030 | -.052 | .041 | -.059 |
| | X2.3 | -.096 | .041 | .543 | .557 | .041 | .364 | .028 | .015 | .037 | .018 | .004 | .049 | -.032 | .012 | -.022 | -.104 |
| | X2.4 | .021 | -.098 | -.098 | .041 | .587 | -.049 | -.060 | -.004 | -.005 | .032 | .046 | -.113 | -.546 | -.044 | -.036 | .025 |
| | X2.5 | -.087 | .049 | -.081 | .364 | -.049 | .588 | -.014 | .049 | -.058 | -.052 | .046 | -.058 | .046 | .013 | -.028 | -.016 |
| | X2.6 | .023 | -.104 | -.072 | .028 | -.060 | -.014 | .543 | -.015 | -.032 | -.013 | .006 | -.045 | .471 | -.002 | -.020 | -.022 |
| | X2.7 | .034 | -.004 | -.045 | .015 | -.004 | .049 | -.015 | .478 | -.023 | .914E-3 | .058 | .012 | .611 | .048 | -.029 | .052 |
| | X2.8 | -.005 | -.109 | -.020 | .037 | -.005 | -.058 | -.032 | -.023 | .494 | .014 | .029 | .022 | .489 | -.102 | .009 | .052 |
| | X2.9 | .008 | -.035 | -.088 | .018 | .032 | -.052 | -.013 | .914E-3 | .014 | .514 | .028 | .029 | .030 | .045 | .384 | -.140 |
| | X2.10 | .047 | .119 | -.005 | .004 | .046 | .046 | .006 | .058 | .029 | .028 | .507 | -.031 | .014 | -.072 | .140 | .501 |
| | X2.11 | .050 | .029 | -.015 | .049 | -.113 | -.058 | -.045 | .012 | .022 | .029 | -.031 | .564 | -.019 | .032 | -.009 | .023 |
| | X2.12 | -.114 | .080 | -.122 | -.032 | -.546 | .046 | .471 | .611 | .489 | .030 | .014 | -.019 | .539 | .031 | -.025 | .062 |
| | X2.13 | .034 | -.052 | -.077 | .012 | -.044 | .013 | -.002 | .048 | -.102 | .045 | -.072 | .032 | .031 | .517 | .046 | -.057 |
| | X2.14 | -.023 | .041 | -.058 | -.022 | -.036 | -.028 | -.020 | -.029 | .009 | .384 | .140 | -.009 | -.025 | .046 | .524 | -.089 |
| | X2.15 | -.039 | -.026 | -.041 | -.104 | .025 | -.016 | -.022 | .052 | .052 | -.140 | .501 | .023 | .062 | -.057 | -.089 | .526 |
| | X2.16 | -.017 | -.059 | -.018 | -.016 | -.104 | -.113 | -.075 | -.046 | -.025 | -.025 | -.022 | -.052 | -.024 | -.003 | -.016 | .322 |
| Anti-image Correlation | X2.1 | .946a | -.155 | -.147 | .122 | -.151 | .058 | .014 | .016 | .089 | .098 | -.201 | .062 | -.041 | -.073 | -.032 | -040 |
| | X2.2 | -.155 | .965a | .067 | -.170 | .096 | -.192 | -.101 | -.217 | -.069 | .212 | .049 | .052 | -.100 | .085 | -.091 | -.143 |
| | X2.3 | -.147 | .076 | .924a | .162 | .182 | .156 | .088 | .039 | .162 | -.010 | .030 | -.212 | .149 | .127 | .078 | -.042 |

Source: data processing (2025)

From the data above, it can be observed on the diagonal part of the anti-image correlation, with the symbol "a," which expresses the value of the MSA at the individual level. The correlation is formed above 0.5 so that no variables need to be eliminated or, in other words, all existing variables are already able to be used to be processed in the process of factor analysis.

**Factor Extraction for Latent Variables of Situational Leadership**

The analysis of the output table in the form of Total Variance Explained is used to determine how many factors can be formed from the design variable items. Here are the results of this test.

**Table 5. Total Variance Explained Situational Leadership Latent Variables**

**Total Variance Explained**

| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 8.167 | 51.042 | 51.042 | 7.658 | 47.866 | 47.866 |
| 2 | 0.909 | 5.682 | 56.724 | - | - | - |
| 3 | 0.817 | 5.108 | 61.832 | - | - | - |
| 4 | 0.740 | 4.627 | 66.459 | - | - | - |
| 5 | 0.661 | 4.128 | 70.587 | - | - | - |
| 6 | 0.613 | 3.827 | 74.414 | - | - | - |
| 7 | 0.573 | 3.579 | 77.994 | - | - | - |
| 8 | 0.530 | 3.312 | 81.307 | - | - | - |
| 9 | 0.505 | 3.155 | 84.462 | - | - | - |
| 10 | 0.472 | 2.952 | 87.414 | - | - | - |
| 11 | 0.444 | 2.773 | 90.211 | - | - | - |
| 12 | 0.432 | 2.699 | 92.910 | - | - | - |
| 13 | 0.356 | 2.226 | 95.136 | - | - | - |
| 14 | 0.313 | 1.954 | 97.090 | - | - | - |
| 15 | 0.247 | 1.544 | 98.637 | - | - | - |
| 16 | 0.218 | 1.363 | 100.000 | - | - | - |

Extraction Method: Principal Axis Factoring

Source: data processing (2025)

From the table above, it is found that there is only 1 factor formed from the 4 items used. This is because there is only 1 factor that has an eigenvalue above 1, the other factor has an *eigenvalue* below 1. This one factor is able to explain 47.866% variance of the overall data.

**Results of Testing Communalities of Latent Variables of Situational Leadership**

Communalities function to find out how much a variable can explain a factor. The following are the results obtained from SPSS.

**Table 6. Results of Testing Communalities Situational Leadership Variables**

**Communalities**

| | Initial | Extraction |
|---|---|---|
| X2.1 | 0.438 | 0.395 |
| X2.2 | 0.481 | 0.476 |
| X2.3 | 0.457 | 0.380 |
| X2.4 | 0.443 | 0.430 |
| X2.5 | 0.636 | 0.551 |
| X2.6 | 0.605 | 0.550 |
| X2.7 | 0.522 | 0.499 |
| X2.8 | 0.492 | 0.472 |
| X2.9 | 0.456 | 0.414 |
| X2.10 | 0.454 | 0.437 |
| X2.11 | 0.529 | 0.537 |
| X2.12 | 0.389 | 0.321 |

| | | |
|---|---|---|
| X2.13 | 0.511 | 0.506 |
| X2.14 | 0.616 | 0.554 |
| X2.15 | 0.499 | 0.467 |
| X2.16 | 0.678 | 0.669 |

Extraction Method: Principal Axis Factoring
Source: data processing (2025)

From the table above, it can be observed that situational leadership variables 1, 2, 3, 4, 7, 8, 9, 10, 12, and 15 have *communalities* values below 50%, while situational leadership variables 5, 6, 11, 13, 14, and 16 have values above 0.5%. This indicates that the ability of the resulting factors to explain the initial data variations of situational leadership items 1, 2, 3, 4, 7, 8, 9, 10, 12, and 15 is below 50%, so it can be concluded that these factors and items have a poor correlation. However, on the other hand, for situational leadership variables 5, 6, 11, 13, 14, and 16, which have *communalities* above 50%, this means that the resulting factors have the ability to explain the initial variance of these variables above 50% or quite well. Although situational leadership variables 1, 2, 3, 4, 7, 8, 9, 10, 12, and 15 have *communalities* values below 50%, these question variables are not excluded. This is because when conducting reliability testing using *Cronbach's Alpha,* it was found that all question items were rated quite well, and when eliminated from the situational leadership question component 1, 2, 3, 4, 7, 8, 9, 10, 12, and 15, Cronbach's Alpha value decreases. This can be seen in Table 4.9. Of the 16 situational leadership variables, the 16 situational leadership variables have the highest *communalities value* after extraction, which is 66.9%. This means that the factors formed are able to explain the variance of the situational leadership variable 16 in describing employees' perception of situational leadership received by 66.9%. Meanwhile, the lowest extraction value is the situational leadership variable 12, which is 32.1%. This means that the factor formed is able to explain the variance of the situational leadership variable 12 in explaining employee perception of situational leadership by 32.1%.

**Factor Matrix Analysis for Latent Variables of Situational Leadership**

The next analysis is the Factor Matrix. In this table, we can see the correlation between the factors formed with each item on the situational leadership variable. The higher the value, the higher the correlation between the factor and the item, and vice versa. Here is a table of matrix components on the price variable.

**Table 7. Factor Matrix of the for Latent Variables of Situational Leadership**

**Factor Matrix[a]**

| | **Faktor 1** |
|---|---|
| X2.1 | 0.629 |
| X2.2 | 0.690 |
| X2.3 | 0.616 |
| X2.4 | 0.656 |
| X2.5 | 0.743 |
| X2.6 | 0.742 |
| X2.7 | 0.706 |
| X2.8 | 0.687 |
| X2.9 | 0.643 |

| | |
|---|---|
| X2.10 | 0.661 |
| X2.11 | 0.733 |
| X2.12 | 0.566 |
| X2.13 | 0.711 |
| X2.14 | 0.744 |
| X2.15 | 0.684 |
| X2.16 | 0.818 |

Extraction Method: Principal Axis Factoring
a. 1 factor extracted
4 iterations required

Source: data processing (2025)

From the table above, it can be observed that factor 1 has the highest correlation in situational leadership 16 and the lowest in situational leadership 12. Overall, each item has a high correlation with the factors that are formed. All items have a correlation with a single factor forming above 50%.

**Calculation of Factor Score of Latent Variables of Situational Leadership**

After conducting a series of Exploratory Factor Analysis using SPSS on the data they had, the researcher concluded that situational leadership 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, and 16 can be grouped into 1 factor called Situational Leadership Factor. Next, the software calculates the Factor Score for the Design latent variable, which is hereinafter called the Situational Leadership Factor Score (FS_KS).

**Exploratory Factor Analysis of Employee Performance Variables**

**Reliability Testing for Employee Performance Variables**

The fourth variable tested was the Employee Performance variable as Y. This variable was formed from 16 Likert scale question items. The *Likert* scale is scored from 1 to 5, where 1 strongly disagrees and 5 strongly agrees. To determine the internal consistency of the measurement tool, it is necessary to carry out a reliability assessment with *Cronbach's Alpha statistical test*. From this test, consistent results will be found if the value of *Cronbach's Alpha* is above 0.6. The following are the results of the reliability test of the brand image variable.

**Table 8. Reliability Results of the for Employee Performance Variables**

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .940 | 16 |

Source: data processing (2025)

Based on the results of the reliability test using *Cronbach's Alpha,* a value of **0.940 was obtained.** This value is well above the minimum threshold of 0.6 that is usually used as an acceptable indicator of reliability in social and psychological research. This number indicates that the items in the measurement instrument have a very high internal consistency, so it can be considered a reliable and stable measuring tool in measuring the construct in question. This high reliability provides confidence that the data obtained from respondents reflects their perceptions and attitudes consistently towards the research variables.

To strengthen the reliability analysis, *Cronbach's Alpha If Item Deleted* test was also conducted, which is an analysis aimed at determining the effect of removing each item on the

overall reliability value of the measuring instrument. This test is particularly useful in identifying items that may weaken the internal consistency of the instrument. If an item is removed that increases *Cronbach's Alpha value,* it may be considered for elimination to improve the quality of the measuring instrument. Conversely, if the removal of an item actually lowers the alpha value, then the item has a positive contribution to overall reliability and should be maintained. The results of this test are presented in the form of a table, which shows the comparison of the alpha values before and after the removal of each item, and provides an empirical basis for a more in-depth instrument validation decision.

**Table 9. Cronbach's Alpha If Item Deleted Reliability Results on Employee Performance Variables**

**Item-Total Statistics**

| Item | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| Y1 | 44.2923 | 58.441 | 0.694 | 0.936 |
| Y2 | 44.2923 | 59.852 | 0.650 | 0.937 |
| Y3 | 44.3769 | 58.965 | 0.703 | 0.936 |
| Y4 | 44.3923 | 59.725 | 0.619 | 0.938 |
| Y5 | 44.3154 | 59.582 | 0.648 | 0.937 |
| Y6 | 44.3923 | 58.690 | 0.720 | 0.936 |
| Y7 | 44.3000 | 59.467 | 0.710 | 0.937 |
| Y8 | 44.3692 | 58.018 | 0.739 | 0.936 |
| Y9 | 44.3538 | 60.029 | 0.650 | 0.937 |
| Y10 | 44.3615 | 59.682 | 0.694 | 0.936 |
| Y11 | 44.3615 | 59.364 | 0.669 | 0.937 |
| Y12 | 44.2231 | 59.756 | 0.669 | 0.937 |
| Y13 | 44.2692 | 58.525 | 0.747 | 0.935 |
| Y14 | 44.2692 | 59.718 | 0.658 | 0.937 |
| Y15 | 44.3154 | 59.101 | 0.661 | 0.937 |
| Y16 | 44.2846 | 59.632 | 0.692 | 0.936 |

Source: data processing (2025)

From the table above, it can be concluded that all items used as a measuring tool are very reliable, because the values from *Cronbach's Alpha If Items deleted* are all smaller than 0.940, which means that the reliability of the measurement will drop if any items are removed. Thus, all items will be retained in the next analysis.

**KMO Results, Bartlett's Test, and MSA**

After confirming that the items used are reliable, the next step is to determine whether the sample obtained from the measurement is adequate and whether there is a correlation between the items. In factor analysis, there needs to be a strong correlation between the items. The higher the correlation between the items, the more likely it is that the item falls into the same factor. Therefore, in this test, it is hoped that there will be no non-zero correlation. Here are the results of this test.

**Table 10. Results of KMO and Bartlett's Test on Employee Performance Variables**

| KMO and Bartlett's Test | | |
|---|---|---|
| **Kaiser-Meyer-Olkin Measure of** | Sampling Adequacy | 0.949 |

| | | |
|---|---|---|
| **Bartlett's Test of Sphericity** | Sphericity Approx. Chi-Square | 1119.882 |
| | df | 120 |
| | Sig. | 0.000 |

Source: data processing (2025)

The KMO test is used to determine the feasibility of conducting factor analysis. If the value is below 0.5, it cannot be continued to carry out factor analysis (Reddy & Kulshrestha, 2019). If the value of the SME is above 0.5, then it can be continued to the factor analysis. From the results of the KMO analysis using SPSS, it was found that the KMO value was 0.949, above 0.5, so it could be continued to be processed using factor analysis. *Bartlett's Sphericity Test* is a test used to determine the correlation between variables. It requires a high correlation so that each variable can be grouped into a certain factor. The existence of correlations can be observed in the results of the significance obtained. If the significance value of *Bartlett's Test of Sphericity* is above 0.05, then the correlation between variables is very low and cannot be continued for the factor analysis test, but if the significance is below 0.05, then the correlation between variables is high, and can be continued for the factor analysis test. In the results of *Bartlett's Test of Sphericity* on the price variable, it was found that the significance value of Bartlett's Test of Sphericity was 0.000 or below 0.05. Therefore, it can be continued to carry out factor analysis tests.

In addition to examining the overall values of KMO and Bartlett's, it is also necessary to conduct KMO-MSA testing at the variable (individual) level. This can be observed in the following Anti Image Matrix Table.

**Table 11. Individual KMO-MSA Results on Employee Performance Variables**

| | | Anti-image Matrices | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | **Y1** | **Y2** | **Y3** | **Y4** | **Y5** | **Y6** | **Y7** | **Y8** | **Y9** | **Y10** | **Y11** | **Y12** | **Y13** | **Y14** | **Y15** | **Y16** |
| Anti-image Covariance | Y1 | .451 | -.008 | .048 | .050 | .020 | .041 | .035 | -.041 | -.120 | .022 | -.050 | .012 | .078 | .015 | .045 | .092 |
| | Y2 | -.008 | .514 | .455 | -.015 | .082 | .034 | .106 | .095 | .054 | .019 | -.045 | .099 | -.038 | .027 | -.008 | .051 |
| | Y3 | .048 | .455 | .510 | .012 | .043 | -.011 | .061 | .034 | .026 | -.072 | -.018 | -.010 | .013 | .015 | .012 | .029 |
| | Y4 | .050 | -.015 | .012 | .538 | -.090 | .010 | .028 | -.010 | -.085 | -.063 | .023 | .054 | -.082 | .025 | -.027 | .050 |
| | Y5 | .020 | .082 | .043 | -.090 | .541 | -.018 | -.031 | .019 | .046 | -.032 | .002 | .032 | -.013 | .040 | -.003 | -.018 |
| | Y6 | .041 | .034 | -.011 | .010 | -.018 | .505 | .022 | .018 | .010 | -.097 | -.002 | .018 | .049 | .057 | -.069 | -.025 |
| | Y7 | .035 | .106 | .061 | .028 | -.031 | .022 | .425 | .068 | -.018 | -.074 | .047 | .040 | .073 | .077 | .052 | .098 |
| | Y8 | -.041 | .095 | .034 | -.010 | .019 | .018 | .068 | .506 | .010 | .033 | .039 | .030 | -.044 | -.081 | .076 | .072 |
| | Y9 | -.120 | .054 | .026 | -.085 | .046 | .010 | -.018 | .010 | .487 | .539 | .010 | .026 | -.053 | .045 | .074 | .050 |
| | Y10 | .022 | .019 | -.072 | -.063 | -.032 | -.097 | -.074 | .033 | .539 | .603 | .028 | .054 | -.048 | -.006 | -.003 | .076 |
| | Y11 | -.050 | -.045 | -.018 | .023 | .002 | -.002 | .047 | .039 | .010 | .028 | .526 | .042 | .037 | -.023 | -.023 | .046 |
| | Y12 | .012 | .099 | -.010 | .054 | .032 | .018 | .040 | .030 | .026 | .054 | .042 | .520 | .080 | .016 | .038 | -.029 |
| | Y13 | .078 | -.038 | .013 | -.082 | -.013 | .049 | .073 | -.044 | -.053 | -.048 | .037 | .080 | .493 | .038 | -.038 | .053 |
| | Y14 | .015 | .027 | .015 | .025 | .040 | .057 | .077 | -.081 | .045 | -.006 | -.023 | .016 | .038 | .505 | .083 | -.023 |
| | Y15 | .045 | -.008 | .012 | -.027 | -.003 | -.069 | .052 | .076 | .074 | -.003 | -.023 | .038 | -.038 | .083 | .525 | .032 |
| | Y16 | .092 | .051 | .029 | .050 | -.018 | -.025 | .098 | .072 | .050 | .076 | .046 | -.029 | .053 | -.023 | .032 | .444 |
| Anti-image Correlation | Y1 | .917 | -.017 | .067 | .108 | .043 | .086 | .080 | -.084 | -.252 | .045 | -.107 | .024 | .166 | .032 | .093 | .217 |
| | Y2 | -.017 | .962a | .908a | -.029 | .156 | .066 | .249 | .185 | .106 | .042 | -.088 | .191 | -.078 | .052 | -.015 | .109 |
| | Y3 | .067 | .908a | .954a | .071 | .081 | -.019 | .132 | .066 | .053 | -.129 | -.035 | -.019 | .025 | .033 | .023 | .062 |
| | Y4 | .108 | -.029 | .071 | .941a | -.168 | .019 | .061 | -.018 | -.168 | -.112 | .043 | .103 | -.238 | .061 | -.064 | .102 |
| | Y5 | .043 | .156 | .081 | -.168 | .926a | -.024 | -.066 | .036 | .088 | -.057 | .006 | .062 | -.024 | .110 | -.006 | -.037 |
| | Y6 | .086 | .066 | -.019 | .019 | -.024 | .943a | .048 | .039 | .019 | -.140 | -.004 | .036 | .110 | .127 | -.134 | -.054 |
| | Y7 | .080 | .249 | .132 | .061 | -.066 | .048 | .942a | .149 | -.039 | -.150 | .091 | .086 | .158 | .170 | .109 | .224 |
| | Y8 | -.084 | .185 | .066 | -.018 | .036 | .039 | .149 | .939a | .020 | .059 | .077 | .058 | -.089 | -.142 | .150 | .152 |
| | Y9 | -.252 | .106 | .053 | -.168 | .088 | .019 | -.039 | .020 | .922a | .961a | .026 | .073 | -.154 | .127 | .141 | .107 |
| | Y10 | .045 | .042 | -.129 | -.112 | -.057 | -.140 | -.150 | .059 | .961a | .936a | .063 | .121 | -.088 | -.010 | -.006 | .141 |
| | Y11 | -.107 | -.088 | -.035 | .043 | .006 | -.004 | .091 | .077 | .026 | .063 | .927a | .114 | .078 | -.045 | -.043 | .092 |
| | Y12 | .024 | .191 | -.019 | .103 | .062 | .036 | .086 | .058 | .073 | .121 | .114 | .923a | .223 | .035 | .102 | -.061 |
| | Y13 | .166 | -.078 | .025 | -.238 | -.024 | .110 | .158 | -.089 | -.154 | -.088 | .078 | .223 | .877a | .085 | -.083 | .120 |
| | Y14 | .032 | .052 | .033 | .061 | .110 | .127 | .170 | -.142 | .127 | -.010 | -.045 | .035 | .085 | .932a | .160 | -.049 |
| | Y15 | .093 | -.015 | .023 | -.064 | -.006 | -.134 | .109 | .150 | .141 | -.006 | -.043 | .102 | -.083 | .160 | .922a | .067 |
| | Y16 | .217 | .109 | .062 | .102 | -.037 | -.054 | .224 | .152 | .107 | .141 | .092 | -.061 | .120 | -.049 | .067 | .892a |

a. Measures of Sampling Adequacy (MSA)

Source: data processing (2025)

From the data above, it can be observed on the diagonal part of the anti-image correlation, with the symbol "a," which expresses the value of the MSA at the individual level. The correlation is formed above 0.5, so no variables need to be eliminated; in other words, all existing variables are already able to be used to be processed in the factor analysis process.

**Factor Extraction for Latent Variables of Employee Performance**

Total Variance Explained *testing* is an important stage in factor analysis that aims to identify the number of factors that can be formed from a set of items in a variable, in this case employee **performance** variables. This analysis explains how much of the proportion of total variance in the data can be explained by the factors formed. The greater the percentage value of variance that can be explained by the main factors, the better the factor structure in representing the original data.

The results of the test using SPSS software showed that a number of factors were successfully extracted from the employee performance variable items, with **an eigenvalue of more than 1,** according to **Kaiser's rule criteria.** Factors that pass these criteria are able to explain the high cumulative percentage of total variance, suggesting that the factor structure formed can represent the data efficiently. The percentage of variance in each factor as well as the cumulative value provide an idea of how strongly the factor contributes to the overall variable.

**Table 12 Total Variance Explained Employee Performance Variables**

**Total Variance Explained**

| | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| **Factor** | **Total** | **% of Variance** | **Cumulative %** | **Total** | **% of Variance** | **Cumulative %** |
| 1 | 8.464 | 52.897 | 52.897 | 7.967 | 49.792 | 49.792 |
| 2 | 0.786 | 4.915 | 57.812 | - | - | - |
| 3 | 0.729 | 4.557 | 62.368 | - | - | - |
| 4 | 0.687 | 4.293 | 66.662 | - | - | - |
| 5 | 0.651 | 4.068 | 70.730 | - | - | - |
| 6 | 0.633 | 3.955 | 74.684 | - | - | - |
| 7 | 0.585 | 3.655 | 78.340 | - | - | - |
| 8 | 0.534 | 3.336 | 81.676 | - | - | - |
| 9 | 0.496 | 3.101 | 84.783 | - | - | - |
| 10 | 0.490 | 3.064 | 87.847 | - | - | - |
| 11 | 0.419 | 2.617 | 90.302 | - | - | - |
| 12 | 0.400 | 2.499 | 92.801 | - | - | - |
| 13 | 0.336 | 2.100 | 94.900 | - | - | - |
| 14 | 0.332 | 2.074 | 96.974 | - | - | - |
| 15 | 0.278 | 1.735 | 98.548 | - | - | - |
| 16 | 0.232 | 1.452 | 100.000 | - | - | - |

Extraction Method: Principal Axis Factoring

Source: data processing (2025)

From the table above, it is found that there is only 1 factor formed from the 16 items used. This is because there is only 1 factor that has an eigenvalue above 1, while the other factors have eigenvalues below 1. This single factor is able to explain 49.792% of the overall data variance.

**Results of Testing Communalities Employee Performance Variables**

Communalities function to find out how much a variable can explain a factor. The following are the results obtained from SPSS.

**Table 13. Results of Testing Communalities of Employee Performance Variables**

**Communalities**

| | Initial | Extraction |
|---|---|---|
| Y1 | 0.549 | 0.518 |
| Y2 | 0.457 | 0.452 |
| Y3 | 0.545 | 0.527 |
| Y4 | 0.470 | 0.410 |
| Y5 | 0.499 | 0.446 |
| Y6 | 0.553 | 0.555 |
| Y7 | 0.575 | 0.538 |
| Y8 | 0.593 | 0.583 |
| Y9 | 0.513 | 0.449 |
| Y10 | 0.471 | 0.456 |
| Y11 | 0.566 | 0.521 |
| Y12 | 0.489 | 0.475 |
| Y13 | 0.617 | 0.599 |
| Y14 | 0.490 | 0.463 |
| Y15 | 0.475 | 0.466 |
| Y16 | 0.556 | 0.510 |

Extraction Method: Principal Axis Factoring

Source: data processing (2025)

From the results of the communalities analysis, eight employee performance items (2, 4, 5, 9, 10, 12, 14, and 15) had values below 50%, indicating that the factors formed were less able to explain the initial data variance of these items optimally. Meanwhile, the other eight items (1, 3, 6, 7, 8, 11, 13, and 16) had values above 50%, indicating that the factors formed quite well in representing the variable.

While some items have low communalities values, none are eliminated as reliability tests with *Cronbach's Alpha* show that the overall item is still worth keeping. Removing items actually reduces the reliability of the instrument. Of the 16 items, employee performance 13 had the highest communalities score of 59.9%, while the lowest was item 4 with a score of 41.0%.

**Analysis of Factor Matrix of Employee Performance Variables**

The next analysis is the Factor Matrix. In this table, we can see the correlation between the factors formed with each item in the employee performance variable. The higher the value, the higher the correlation between the factor and the item, and vice versa. Here is a table of matrix components on employee performance variables.

**Table 14. Factor Matrix of Employee Performance Variables**

| Factor Matrix[a] | |
|---|---|
| | **Factor 1** |
| Y1 | 0.720 |
| Y2 | 0.672 |
| Y3 | 0.726 |
| Y4 | 0.641 |
| Y5 | 0.668 |
| Y6 | 0.745 |
| Y7 | 0.734 |
| Y8 | 0.763 |
| Y9 | 0.670 |
| Y10 | 0.675 |
| Y11 | 0.722 |
| Y12 | 0.689 |
| Y13 | 0.774 |
| Y14 | 0.680 |
| Y15 | 0.682 |
| Y16 | 0.714 |

Extraction Method: Principal Axis Factoring
a. 1 factor extracted 3 iterations required

Source: data processing (2025)

From the table above, it can be observed that factor 1 has the highest correlation in Y13 and the lowest in Y4. Overall, each item has a high correlation with the factors that are formed. All items have a correlation with a single factor forming above 50%.

**Calculation of Factor Scores for Latent Variables of Employee Performance**

After conducting a series of *Exploratory Factor Analysis* using SPSS SPSS on the data owned, the researcher concluded that Y1, Y2, Y3, Y4, Y5, Y6, Y7, Y8, Y9, Y10, Y11, Y12, Y13, Y14, Y15, and Y16 can be grouped into one factor called Employee Performance Factor. The software then calculates the Factor Score for the latent variable of Employee Performance, which is hereinafter called the Employee Performance Factor Score (FS_KK).

**Analysis of Classical Assumptions of Multiple Linear Models**

In addition to being used to analyze research data that has more than one independent variable, multiple regression is also used to measure variance or is most often used to determine the relationship between variables. The independent variables used are motivation and situational leadership against the dependent variable, namely employee performance. Not only does this reveal the direction of the relationship, but the researcher also wants to know which relationship has the highest value. (Leech, Gliner, Morgan, & Harmon, 2023)

The independent variables used in multiple regression were Motivation Score Factor (FS_Motivasi), Situational Leadership Score Factor (FS_KS), while the dependent variable was Employee Performance Factor Score (FS_KK).

## Classic Assumption Test

The classical assumption test is one of the tests that is carried out before regression. There are several assumptions that need to be met to perform regression, including linearity, normality, multicollinearity, homoscedasticity (absence of heteroscedasticity), and then regression will be carried out and shown regression models of all variables in this study.

## Linearity Test

The linearity test is used to determine whether there is a linear relationship between variables. One of the ways used to see the linear relationship between variables is to bi-plot or partially plot each variable bound to its independent variable. The following are the results of the linearity test for each variable:

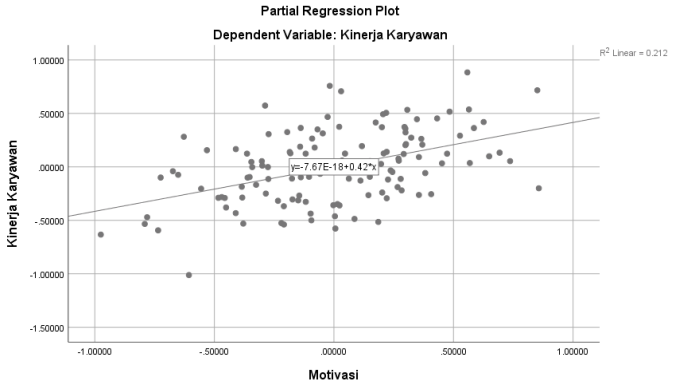


Figure 1. Results of the Linearity Test between Motivation and Employee Performance
Source: data processing (2025)

Based on the results of the scatterplot above, showing the factor score value of the non-motivational variable with the factor score of the employee performance-bound variable, it can be seen that the distribution of the data shows an upward pattern from the bottom left to the upper right, indicating a positive relationship between motivation and employee performance. An $R^2$ value of 0.212 indicates that motivation explains about 21.2% of the variance in employee performance, which is quite moderate in the social-organizational context. The graph shows a distribution pattern that is close to a straight line, indicating that the linearity assumption has been visually fulfilled.

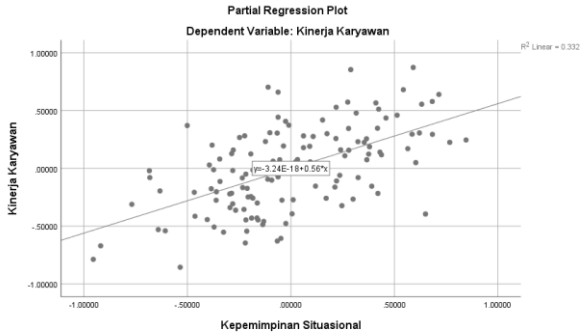


Figure 2. Result Test the Linearity of Situational Leadership with Employee Performance
Source: data processing (2025)

The scatterplot above shows the factor score value of the situational leadership independent variable with the factor score of the employee performance-bound variable. It can be seen that the distribution of the data shows an upward pattern from left to right, indicating a positive relationship between situational leadership and employee performance. An $R^2$ value of 0.332 indicates that approximately 33.2% of employee performance variability can be explained by situational leadership. Although not very high, this value indicates a fairly strong relationship and is worthy of further analysis in the regression model.

The scatterplot above shows the factor score value of the situational leadership independent variable with the factor score of the employee performance-bound variable. It can be seen that the distribution of the data shows an upward pattern from left to right, indicating a positive relationship between situational leadership and employee performance. An $R^2$ value of 0.332 indicates that approximately 33.2% of employee performance variability can be explained by situational leadership. Although not very high, this value indicates a fairly strong relationship and is worthy of further analysis in the regression model

**Residual Normality Test**

The normality test is conducted to determine the normality of the residual distribution (the difference between the predicted value produced by the regression and the actual value from the observation). There are many methods to determine whether residual data is normally distributed or not, including the visual method, the Kolmogorov-Smirnov (K-S), Shapiro-Wilk, Anderson-Darling test, etc. In this study, the researcher used a visual method to determine whether residual data is normally distributed or not. The following are the results of this test. (Ghasemi & Zahediasl, 2012)

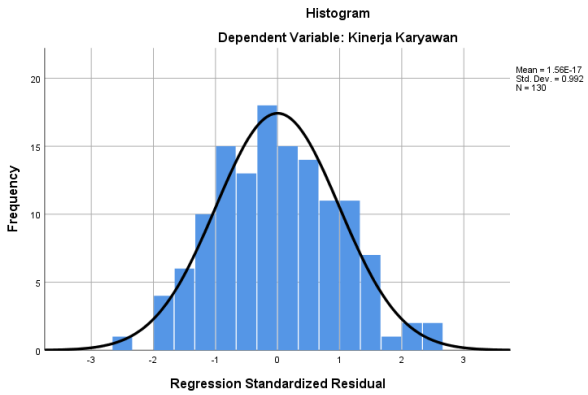


Figure 3. Residual Normality Test
Source: data processing (2025)

From the residual histogram in the context of the above normality test, it appears that the residual distribution simply follows the shape of the bell (normal distribution), and there is no histogram shape that is tilted to the left or to the right. Where most of the values are concentrated around the center and the frequency decreases gradually on both sides. This shows that the residual normality assumption has been visually fulfilled.

**Multicollinearity Test**

The Multicollinearity test is a test to determine the linear relationship between variables. The higher the multicollinearity between variables, the more biased the results will be. In linear

regression equations, multicollinearity is undesirable. To determine the existence of multicollinearity between variables, it can be known by the tolerance number and also the VIF number. The following are the results of the multicollinearity test in this study:

**Table 15. Multicollinearity Test**

| Model | | Collinearity Statistics | |
|---|---|---|---|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | Motivasi | 0.147 | 6.796 |
| | Kepemimpinan Situasional | 0.147 | 6.796 |

Source: data processing (2025)

From the results of the multicollinearity test, it was found that the tolerance value of the motivation and situational leadership factor scores was above 0.1. This indicates that there is no multicollinearity between the independent variables. This is also supported by the VIF results, where all variables have VIF values below 10. Thus, this value also shows that there is no multicollinearity between the independent variables used in this study.

**Heteroscedasticity test**

The heteroscedasticity test aims to determine whether there is inequality of variance from the residual between several observations. A good regression model is one that does not have heteroscedasticity data or, in other words, has homogeneity. For this test, the researcher used a scatterplot to see the distribution of the data. Here are the results of this test.

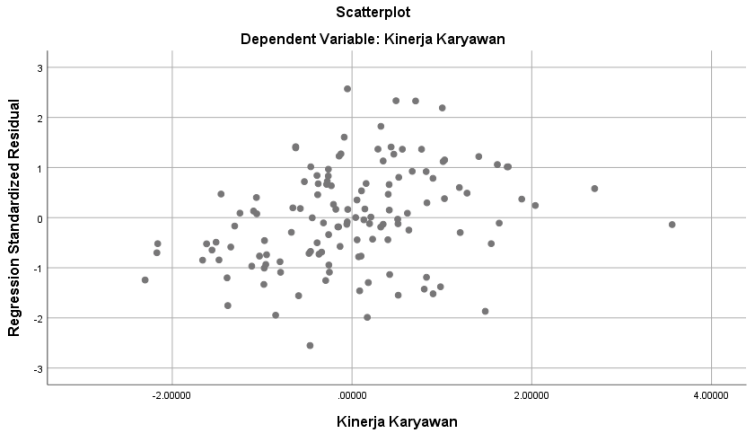


Figure 4. Heteroscedasticity test
Source: data processing (2025)

Based on the scatterplot between the standardized residual value and the predicted value of employee performance, it was found that the distribution of points looked random and evenly distributed around the zero line, without a constricting pattern or spreading in one direction. There is no *funnel effect* or wave pattern that usually shows heteroscedasticity. Residual moves symmetrically with a relatively uniform intensity of fluctuations. Therefore, it can be seen that no strong indication of heterogeneity was found. The residual distribution can be said to be homoscedastic (constant variance), so that the regression assumption is fulfilled.

## Multiple Linear Regression Analysis

### Multiple Regression Coefficient Analysis

Multiple regression was used to determine the simultaneous and partial influence between two independent variables, namely motivation ($X_1$) and situational leadership ($X_2$), on the employee's performance-bound variable (Y).

**Table 16. Multiple Linear Regression Results**

**Coefficients[a]**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| (Constant) | 4.510E-17 | 0.026 | | 0.000 | 1.000 | | |
| Motivasi | 0.416 | 0.071 | 0.411 | 5.846 | 0.000 | 0.147 | 6.796 |
| Kepemimpinan Situasional | 0.560 | 0.070 | 0.559 | 7.948 | 0.000 | 0.147 | 6.796 |

a. Dependent Variable: Kinerja Karyawan

B (*Unstandardized Coefficient):* the value of the original regression coefficient, meaning that every 1-point increase in motivation will increase employee performance by 0.416 points (assuming other variables are constant). Similarly, situational leadership improved performance by 0.560 points.

Beta (*Standardized Coefficient*): indicates the relative influence of each variable. The beta value of leadership (0.559) is higher than motivation (0.411), which means that situational leadership has a greater contribution to performance than motivation relatively speaking.

The t-value is calculated to be greater than 1.96 and the Significance value (Sig.) is less than 0.05, so both variables partially have a significant effect on employee performance. The multiple linear regression equations resulting from this table are:

$Y = 0.416X_1 + 0.560X_2$

(since the value of the constant is close to 0, which is 4.510E-17, it can be ignored to simplify the model)

From the regression equation formed, it can be seen that the situational leadership variable contributes higher than the motivation variable to employee performance.

### Coefficient Determination Analysis

Determination coefficient analysis ($R^2$) is an analysis to find out how much of an independent variable is able to explain the variance of bound variables in the regression model formed. The determination coefficients formed in this study are as follows:

**Table 17. Coefficient Determination Analysis of the Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .953[a] | .907 | .906 | .29763069 |

a. Predictors: (Constant), Kepemimpinan Situasional, Motivasi
b. Dependent Variable: Kinerja Karyawan

Source: data processing (2025)

From the table above, it can be seen that the value of the determination coefficient is 90.7%. This value describes the ability of all the independent variables in the model to account for 90.7% of the variance of the dependent variables. These results were obtained from statistical analysis using the enter method. The determination coefficient is formed from a regression model involving situational leadership and motivation variables.

**F Test**

The F test or simultaneous test aims to assess whether the ability of all independent variables simultaneously to explain their dependent variables is statistically significant enough. This is obtained by looking at the value of its significance. The following are the results of the F test in this study:

**Table 18. F or Simultaneous Test Results**

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 110.262 | 2 | 55.131 | 622.356 | 0.000 |
| | Residual | 11.250 | 127 | 0.089 | | |
| | Total | 121.512 | 129 | | | |

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kepemimpinan Situasional, Motivasi

Source: data processing (2025)

From the table above, it can be observed that the F-calculated value in the regression model equation formed from the independent variables of motivation and situational leadership on employee performance is 622.356, and this value is significant at the confidence level of 5%. Using 3 variables and a sample of 127, the F table value with a confidence interval of 5% is 3.07, and this value is referred to as the F table. Meanwhile, the value of f calculated based on statistical calculations is 622.356. Thus, it can be concluded that the value of F is calculated to be greater than that of the F table, which indicates that $H_o$ is rejected and $H_1$ is accepted, meaning that there is a significant simultaneous influence between motivation and situational leadership on employee performance in the Wealth Management Division of Bank ABC.

**T-test (Partial test)**

The t-test was used to determine whether each independent variable, namely motivation and situational leadership, had a partially significant influence on the employee's performance-bound variables. To find this out, an assessment is carried out based on the following conditions:

a. If the calculated t value is < t table and if the probability (significance) is > 0.05 (α), then $H_o$ is accepted, meaning that the partially (individual) independent variable does not significantly affect the bound variable.
b. If the t value is calculated > t table and if the probability (significance) < 0.05 (α), then $H_o$ is rejected, meaning that the independent variable partially (individually) affects the dependent variable significantly. The following are the results of the t-test calculation:

**Table 19. T-Test Results (Partial Test)**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.510E-17 | 0.026 | - | 0.000 | 1.000 |
| | Motivasi | 0.416 | 0.071 | 0.411 | 5.846 | 0.000 |
| | Kepemimpinan | 0.560 | 0.070 | 0.559 | 7.948 | 0.000 |
| | Situasional | - | - | - | - | - |

Source: data processing (2025)

The t-calculations for motivation (5,846) and situational leadership (7,948) were much greater than the t-table values (1.98 for α = 0.05 and df = 127). The significance value (p-value) for both is 0.000, meaning <0.05, so statistically each variable has a partial significant effect on employee performance. A positive B coefficient for both indicates a positive relationship direction, the higher the motivation or situational leadership, the higher the employee's performance.

## CONCLUSION

This study analyzes the influence of motivation and situational leadership on employee performance in the Wealth Management Division of Bank ABC. The results of statistical tests show that both variables contribute significantly to employee performance. Motivation had a positive influence with a coefficient of 0.416 and significance of 0.000, while situational leadership was more dominant with a coefficient of 0.560 and the same significance. An adaptive leadership style effectively improves performance. The ANOVA test showed a significant influence of both variables with an F count of 622,356 and a significance of 0.000, supporting the research hypothesis. Although there are indications of multicollinearity between motivation and leadership, research confirms the importance of the role of both in improving individual performance in organizations. These findings underscore the critical importance for management to adopt adaptive leadership practices and strengthen employee motivation systems to enhance productivity. For future research, it is recommended to expand this investigation by incorporating additional variables such as organizational culture, digital transformation readiness, or employee emotional intelligence, and to apply a mixed-methods approach across different banking sectors or geographic locations to enhance the generalizability and contextual understanding of these dynamics.

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