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Employee Performance Based on Leadership and Work Motivation At PT. Astra Credit Companies TB Simatupang

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ABSTRACT

This study aims to determine the influence of leadership and employee motivation on employee performance at PT. Astra Credit Companies TB Simatupang either partially or simultaneously. The method in this study is a quantitative method. Data analysis in this study uses validity test, reliability test, correlation coefficient analysis, classical assumption test, linear regression test, coefficient of determination analysis and hypothesis testing. The results showed that leadership (X1) had an effect on work performance (Y), with a simple linear regression equation Y = 15,743 + 0,528X and a significance value of 0.00 < 0.05. The correlation coefficient value is 0.605, which means that leadership (X1) has a strong level of relationship strength to employee performance (Y), with a coefficient of determination of 36.6% and from the t-test the value of tcount> ttable or 7.089 > 1988. Work motivation (X2) has an effect on work performance (Y) with a simple linear regression equation Y = 18,064 + 0.470X and a significance value of 0.00 <0.05. The correlation coefficient value is 0.512, which means that the work motivation variable (X2) has a moderate level of relationship strength on employee performance (Y), with a coefficient of determination of 26.2% and from the t-test, the value of tcount > ttable or 5,552 > 1,988. Leadership and work motivation simultaneously have a significant effect on employee performance with the regression equation Y = 15.638 + 0.515X1 + 0.017X2. The correlation coefficient value is 0.605, which means that leadership (X1) and work motivation (X2) simultaneously have a strong level of relationship strength on employee performance (Y), with a coefficient of determination of 36.6% and from the f test, the value of Fcount > Ftable or 24,849 > 3,100. This means that there is a simultaneous significant influence between leadership and work motivation on employees on employee performance at PT. Astra Credit Companies TB Simatupang.

Keywords: Leadership; Work Motivation; Employee Performance.

INTRODUCTION

During the current pandemic, it certainly brings various impacts for many companies (Catio & Sunarsi, 2020; Jasmani et al., 2020; Sunarsi, 2016; Sunarsi & Erlangga, 2020). The survey results from the Ministry of Manpower on its official website in November 2020 stated that around 88% of companies affected by the pandemic during the last six months were generally in a state of loss (Arlina et al., 2021; Faisal & Nain, 2018; Nain, 2019, 2020). The impact of Covid-19 in the financing sector also brought bad things that greatly harmed the financing industry (Nandiyanto et al., 2021; Rusyani et al., 2021; Susetyo et al., 2021), restructuring of financing to

debtors caused a decrease (Diamond & Rajan, 2001; Mody, 2015) in the income of finance companies. Difficulty in collecting installments for debtors due to the impact (Agustina, 2021; Evans, 2014; Sulistyowati, 2021) of covid and the prohibition of local governments on industrial financing, finance companies also still have to make installment payments to banking companies for their debts, but the number of *customers* who are restructuring is so large.

The pandemic has forced every company to change its business strategy (Chen & Biswas, 2021; Dwivedi et al., 2020; Zhao & Kim, 2021) in order to survive, especially in the management of human resources. Work systems such as *Work From Home* (WFH) (Messersmith et al., 2011; Takeuchi et al., 2009; Zacharatos et al., 2005) , the existence of health and hygiene facilities, and complying with health protocols at work are the obligations of every company in running its business. However, with sudden changes in the system and conditions in the company's environment, the strategy that has been determined by the company will be very disrupted. For this reason, existing human resources are encouraged to continue to provide optimal results with the new systems determined by the government for companies during the pandemic. It is not uncommon for companies that have difficulty managing human resources during this pandemic, in the end, they cannot survive or are forced to lay off their employees (Abdussamad et al., 2015; Jamaluddin et al., 2019; Niswaty et al., 2021). Therefore, it is very important for companies to be able to develop and manage HR optimally (Djamaluddin et al., n.d.; Husain et al., n.d.; Nur et al., 2020).

Astra Credit Companies or commonly abbreviated as *ACC* is a car and heavy equipment financing company. *ACC* provides financing facilities for the purchase of cars and heavy equipment in new or used conditions of all brands, especially for vehicle brands manufactured by Astra such as Toyota, Daihatsu, Isuzu, Peugeot, and BMW. *ACC* has also expanded its business in the fields of Investment Financing, Working Capital Financing, Multipurpose Financing and *Operating Leases* , both with conventional and sharia schemes. Currently, ACC has 76 branch offices spread across 59 cities in Indonesia, and will continue to grow.

From the data and information obtained by researchers, it can be concluded that the leadership, work motivation, and work performance of employees who are running are still not optimal. The results of leadership and work motivation (Akib et al., n.d.) that are not optimal can affect employee performance. Employee leadership and motivation will greatly affect employee performance which will have an impact on the productivity of a company. In relation to employee performance, this must be addressed immediately. Companies cannot run well if leadership and motivation for employees are not managed properly.

METHOD

This type of research is quantitative descriptive, namely research on data collected and expressed in the form of numbers, even though it is in the form of qualitative data to support it, such as words or sentences arranged in questionnaires and consultation sentences between researchers and informants. This research was conducted in a company engaged in financing, namely PT. *Astra Credit Company* TB Simatupang, Jl. TB Simatupang, Tanjung Barat, Jagakarsa District, South Jakarta City, Special Capital Region of Jakarta 12530.

This research was conducted in February 2021 until completion. This research was carried out in stages, starting from research submissions, interviews, introductions, proposal submissions, data collection, data analysis, to report preparation. According to Sugiyono (2017: 80) "population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and drawn conclusions". The population in this study were all contract employees and permanent employees at PT *Astra Credit Companies*

TB Simatupang branch as many as 114 people. According to Sugiyono (2017:81) "the sample is part of the number and characteristics possessed by the population. Samples taken from the population must be truly representative or represent the population under study. If the population is large, and it is not possible for the researcher to study everything in the population, for example due to limited funds, manpower, time, then the researcher can use a sample taken from that population. In determining the number of samples, the author uses the Slovin formula as follows:

$$n = \frac{\mathrm{N}}{1 + \mathrm{N}(\mathrm{e})^2}$$

Information:
n= number of samples
N = total population (of 114 employees)
e = sample error rate (*sampling error* of 5%)

$$n = \frac{114}{1 + 114(0{,}05)^2} = 88{,}72 \rightarrow 89$$

Thus, the sample in this study was 89 employees with an error rate of 5%.

RESULT AND DISCUSSION

Validity test

Test validity used for knowing appropriateness from everyitem question in study, is valid or no with criteria:

a. If Mark $r_{count} > r_{table}$, _ so item question said valid.
b. If Mark $r_{count} < r_{table}$, _ so question item said invalid.

The level of significance = 0.05 with a 95% confidence level for the test.

Leadership Variable Validity Test

Table 1
Leadership Variable Validity Test

Statement Items	r count	r table (N=89)	Information
X1.1	0.319	0.208	Valid
X1.2	0.560	0.208	Valid
X1.3	0.574	0.208	Valid
X1.4	0.668	0.208	Valid
X1.5	0.720	0.208	Valid
X1.6	0.658	0.208	Valid
X1.7	0.759	0.208	Valid
X1.8	0.560	0.208	Valid
X1.9	0.695	0.208	Valid
X1.10	0.664	0.208	Valid

Source: Data Processed SPSS Version 24 Year 2021

Based on data table on, could seen that from 10 item statement for variable leadership (X_1) all item statement declared valid, where all statement items have the value *correcteditems total correlation* bigger from 0.208 or $r_{count} > r_{table}$.

Testing the Validity of Work Motivation Variables

Table 2

Work Motivation Variable Validity Test

Statement Items	r count	r table (N=89)	Information
X2.1	0.553	0.208	Valid
X2.2	0.611	0.208	Valid
X2.3	0.677	0.208	Valid
X2.4	0.463	0.208	Valid
X2.5	0.678	0.208	Valid
X2.6	0.692	0.208	Valid
X2.7	0.730	0.208	Valid
X2.8	0.537	0.208	Valid
X2.9	0.404	0.208	Valid
X2.10	0.662	0.208	Valid

Source: Data Processed SPSS Version 24 Year 2021

Based on data table on, could seen that from 10 item statement for the variable of Work Motivation (X_2) all items of the statement declared valid, Thing this proved with all items statement have value of $r_{count} > r_{table}$ (0.208).

Testing the Validity of Work Performance Variables

Table 3
Work Performance Variable Validity Test (Y)

Statement Items	r count	r table (N=89)	Information
Y.1	0.580	0.208	Valid
Y.2	0.583	0.208	Valid
Y.3	0.553	0.208	Valid
Y.4	0.668	0.208	Valid
Y.5	0.517	0.208	Valid
Y.6	0.510	0.208	Valid
Y.7	0.547	0.208	Valid
Y.8	0.658	0.208	Valid
Y.9	0.690	0.208	Valid
Y.10	0.625	0.208	Valid

Source: Data Processed SPSS Version 24 Year 2021

Based on data table on, could seen that from 10 item statement for the work performance variable (Y) concluded that all statement items are declared valid, this is evidenced by all items items statement have Mark *corrected total items correlation* more greater than the value of r table 0.208.

Reliability Test

Test reliability is a reliability test that aims to determine how much far reliable measuring instrument. Criteria in making reliable decisions and whether or not the answer to the statement is as follows :

1. If Mark *cronbach alpha* > 0.60 , _ so item statement said reliable.
2. If the *Cronbach alpha value* < 0.60 , then the statement item is said to be no reliable.

Table 4
Reliability Test Results

Variable	*Cronbach's Alpha*	*N of Items*	Note:
Leadership	0.821	10	Reliable
Work motivation	0.807	10	Reliable
Work performance	0.791	10	Reliable

Source: Data Processed SPSS Version 24 Year 2021

From table on it can be seen that the value of *cronbach's alpha* (α) of the three variables is above 0.60 . Where can be specified the value c *ronbach's alpha* for leadership variable is 0.821 and work motivation is 0.807 and work performance is 0.791. So it is concluded that results test reliability on variable leadership (X_1), work motivation (X_2), and employee performance (Y) show that all statement items are reliable.

Correlation Coefficient Analysis

The correlation coefficient analysis is intended to determine the level of the strength of the influence or relationship between the independent variables on dependent variable either partially or simultaneously.

Table 5
Partial Correlation Test of Leadership (X_1) Against Work Performance Employee (Y)

Correlations			
		Leadership	Work performance
Leadership (X_1)	*Pearson Correlation*	1	**,587** **
	Sig. (2-tailed)		,000
	N	89	89
Work Performanc e (Y)	*Pearson Correlation*	**,587** **	1
	Sig. (2-tailed)	,000	
	N	89	89
***** . Correlation is significant at the 0.01 level (2-tailed).***			

Source: SPSS Data Processing Version 24 Year 2021

From the data obtained the value of the correlation coefficient of 0.587 so could concluded that leadership (X_1) have level strengthconnection which currently on employee performance (Y).

Table 6

Partial Correlation Test of Work Motivation Against Work Performance Employee

Correlations			
		Work motivation (X2)	Work performance Y)
Work Motivation (X2)	*Pearson Correlation*	1	**,512** **
	Sig. (2-tailed)		,000
	N	89	89
Work Performance (Y)	*Pearson Correlation*	**,512** **	1
	Sig. (2-tailed)	,000	
	N	**89**	**89**
*****. Correlation is significant at the 0.01 level (2-tailed).***			

Source: SPSS Data Processing Version 24 Year 2021

From the data obtained the value of the correlation coefficient of 0.512 so could concluded that work motivation (X_2) have level strengthconnection which currently on employee performance (Y).

Table 7
Simultaneous Correlation Test for Leadership Variables, Motivation to Employee performance

Model Summary				
Model	**R**	R *Square*	*Adjusted* R *Square*	*Std. Error of the Estimate*
1	**.597** [a]	,356	,332	4,765

a. Predictors: (Constant), Work Motivation (X2), Leadership (X1)
Source: SPSS Data Processing Version 24 Year 2022

Based on the table above, the correlation coefficient value is 0.597 so could concluded that leadership (X_1) and work motivation (X_2) significantly Simultaneous have a moderate level of relationship strength on work performance employee (Y).

Classical Assumption Test
1. Normality Test

The normality test was carried out to test whether in the regression model, variable dependent and variable independent distribute normal ornot normally distributed.

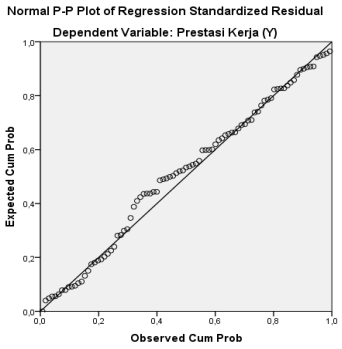

Figure 1
P-Plot Normality Test
Source: SPSS Data Processing Version 24 Year 2021

From picture chart on on could known that dot, dot, dot spread around the line and follow the diagonal line which means data distributed normal.

2. Multilinearity Test

Test multicollinearity meant for test is model regression found correlations between independent variables. To detect there is whether or not multicollinearity, could seen from *tolerance value* or *Inflation variance Factor (VIF)* under the condition as following :

1. if the *tolerance value is* < 0.10 or equal to the VIF value > 10 so occur multicollinearity
2. If the *tolerance value is* > 0.10 and the VIF value is < 10 so no occur multicollinearity

Table 7
Multicollinearity Test

Coefficients [a]			
Model		***Collinearity Statistics***	
		Tolerance	**VIF**
1	(*Constant*)		
	Leadership (X1)	**,301**	**3,326**
	Work Motivation (X2)	**,301**	**3,326**

a. *Dependent Variable* : Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

Leadership variable *tolerance is* obtained (X_1) and motivation work (X_2) as big as 0.301 where each variable *tolerance* value more than 0.1 (0.301 > 0.1) and the value of *Variance Inflation Factor (VIF)* for variable leadership (X_1) and motivation work (X_2) of 3.326 each VIF value is less than 10 (3.326 < 10), thus model this regression no occur multicollinearity.

3. Heteroscedasticity Test

Test heteroscedasticity conducted with destination for test whether there is inequality in a regression model variance residual from one observation to observation which other. Model regression which good is which homoscedasticity or no occur heteroscedasticity.

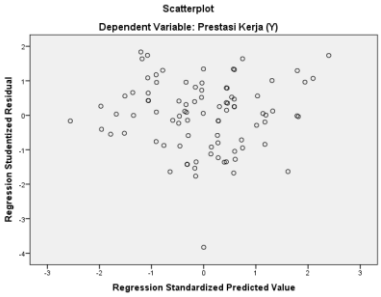

Figure 2
Heteroscedasticity test
Source: SPSS Data Processing Version 24 Year 2021

On picture on, dot, dot, dot on chart *scatter plot* nohave a clear pattern of distribution and the points are spread out above and below the number 0 on the Y axis (Work Achievement), thus this show that no there is disturbance heteroscedasticity.

Simple Linear Regression

This analysis aims to determine the direction of the influence of the dependent variable (Y) whether positive or negative and to predict the value of the dependent variable (Y) if the value of the independent variable (X) increases or decreases. Simple linear regression test decision making can be seen by comparing the significance value with a probability value of 0.05 :

1. If the significance value is <0.05, it means that the X variable affects the Y . variable
2. If the significance value > 0.05, it means that the variable X has no effect on the variable Y

Table 8
Simple Linear Test of Variable X $_1$ Against Variable Y

Coefficients [a]					
Model		*Unstandardized Coefficients*		t	Sig.
		B	*Std. Error*		
1	(*Constant*)	**15,720**	2,717	5,786	,000
	Leadership (X $_1$)	**,654**	,097	6,759	,000

a. *Dependent Variable* : Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

From table data 8 it is known that the significance value is 0.00 <0.05, which means that the leadership variable (X $_1$) has an effect on the work performance variable (Y), and it can be seen that the linear regression equation simple in this research are: Y = 15.720 + 0.654X.

Table 9
Simple Linear Test of Variable X $_2$ Against Variable Y

Coefficients [a]					
Model		*Unstandardized Coefficients*		t	Sig.
		B	*Std. Error*		
1	(*Constant*)	**18,064**	2,878	6,277	,000
	Work Motivation (X $_2$)	**,470**	,085	5.552	,000

a. *Dependent Variable* : Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

From the data above, it is known that the significance value is 0.00 <0.05, which means the motivation variable (X_2) has an effect on the work performance variable (Y), and it can be seen that the linear regression equation simple in this research are: Y = 18.064 + 0.470X.

Multiple linear regression

Test regression linear multiple this meant for knowing the magnitude of the influence of motivational variables (X_1) and work discipline (X_2) on employee performance (Y).

Table 10
Multiple Linear Regression Test

Coefficients [a]					
Model		*Unstandardized Coefficients*		t	*Sig .*
		B	*Std. Error*		
1	(*constant)*	**15,222**	2.851	5,340	,000
	Leadership (X1)	**,571**	,170	3,353	,001
	Work Motivation (X2)	**,084**	,140	,599	,551

a. *Dependent Variable* : Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

Based on results analysis regression on table on, obtained equality the regression Y = 15,222 + 0.571X_1 + 0.084X_2 . From results equality regression linear multiple the so could concluded that the constant value of 15.222 states that if the value of the variable leadership (X_1) and work motivation (X_2) do not exist or = 0, then the value of employee performance (Y) is 15.222 and the coefficient regression variable leadership (X_1) 0.571 and motivation work (X_2) 0.084 which implies that leadership and work motivation have an effect positive and in the same direction with variable work performance employee (Y).

Coefficient of Determination Analysis

Analysis coefficient determination meant for knowingthe percentage of the influence of the independent variable on the dependent variable is goodby Partial nor by simultaneously with the KD . formula = R2 – x 100 %.

Table 11
Coefficient of Determination of Leadership Variables Analysis

Model Summary [b]			
Model	R	***R Square***	*Adjusted R Square*
1	,587 [a]	**,344**	,337

a. *Predictors: (Constant)* , Leadership (X1)

b. *Dependent Variable* : Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

Based on table in on, obtained Mark *R-square* (coefficient determination) as big as 0.344 so could concluded that variable leadership (X_1) has an effect on the variable work performance employee (Y) as big as 34.4 % .

Table 12

Coefficient of Determination of Work Motivation Variables Analysis (X_2)

Model Summary [b]			
Model	R	***R Square***	*Adjusted R Square*
1	,512 [a]	**,262**	,253

a. *Predictors: (Constant),* Work Motivation (X2)

b. *Dependent Variable* : Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

Based on table in on, obtained Mark *R-square* (coefficient determination) as big as 0.262 so could concluded that variable work motivation (X_2) has an effect on the variable work performance employee (Y) as big as 26.2 % .

Table 13
Coefficient Analysis of Leadership Determination (X_1) and Work Motivation (X_2)

Model Summary [b]			
Model	R	**R *Square***	*Adjusted R Square*
1	,297 [a]	**,356**	,332

a. *Predictors: (Constant),* Leadership (X1), Work Motivation (X2)

b. *Dependent Variable:* Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

Based on the calculations in the table above, the coefficient value is obtained determination (*R-Square*) of 0.356, it can be concluded that leadership (X_1) and motivation work (X_2) by together have contribution influence as big as 35.6% to employee performance (Y).

Hypothesis testing

1. Partial Test (t Test)

Partial hypothesis testing is intended to test statistically (t test) is the formulation of the hypothesis accepted? or rejected. Significance in this research used 5% (0.05) with compare t_{count} with t_{table} with criteria as following :

1. If $t_{count} > t_{table}$, so H_0 rejected and H1 accepted.
2. If $t_{count} < t_{table}$, so H_0 accepted and H_1 rejected.

Table 14
T Test of the Influence of Leadership on Work Performance

Coefficients [a]				
Model		*Standardized Coefficients* Beta	**t**	**Sig.**
1	(*Constant*)		**5,786**	**,000**
	Leadership (X1)	,605	**6,759**	**,000**

a. *Dependent Variable* : Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

Based on results analysis on table on obtained Mark $t_{count} > t_{table}$ or 6,759 > 1,988 Thing this strengthened with Mark significance0.000 < 0.05, for that hypothesis first stated that there is an influence which positive and significant by Partial Among leadership towards work performance employees, then H_0 rejected and H1 accepted .

Table 15
T Test The Effect of Work Motivation (X_2) on Work Performance (Y)

Coefficients [a]				
Model		Standardized Coefficients Beta	**t**	**Sig.**
1	(*Constant*)		**6,277**	**,000**
	Work Motivation (X2)	,512	**5.552**	**,000**

a. *Dependent Variable* : Work Performance (Y)

Source: SPSS Data Processing Version 24 Year 2021

Based on results analysis on table on obtained Mark $t_{count} > t_{table}$ or 5.552 > 1,988 Thing this strengthened with Mark significance0.000 < 0.05, for that hypothesis second stated that there is an influence which positive and significant by Partial Among work motivation towards work performance employees, then H_0 rejected and H1 accepted .

2. Simultaneous Test (Test f)

Test hypothesis by simultaneous meant for knowing the influence of leadership variables (X_1) and work motivation (X_2) on employee work performance (Y) can be done by testing statistic F (simultaneous test). Significance in this study is used 5% (0.05) by comparing F_{count} with F_{table} with criteriaas following :

1. If $F_{count} < F_{table}$, so H_0 accepted and H_1 rejected.
2. If $F_{count} > F_{table}$, then H_0 rejected and H_1 accepted.

Table 16
Simultaneous Test Results (F Test)

ANOVA [a]					
Model		df	*Mean Square*	**F**	**Sig.**
1	*Regression*	2	518,769	**22,850**	**,000** [b]
	Residual	86	22,704		
	Total	88			

a. *Dependent Variable* : Work Performance (Y)

b. *Predictors* : (*Constant* t), Leadership (X1), Work Motivation (X2)

Source: SPSS Data Processing Version 24 Year 2021

Based on results testing on table on, obtained Mark $F_{count} > F_{table}$ or 22.850 > 3.101 this is also reinforced by the value of *probability* significance of 0.000 < 0.05 . Thus then H0 is rejected and H1 is accepted , namely the third hypothesis which states that there is a positive and significant influence jointlysame Among variable leadership and motivation work to work performance employee, acceptable.

CONCLUSION

Based on the research results obtained, it can be concluded as follows: (1) There is an influence of leadership on employee performance at PT. *Astra Credit Companies* TB Simatupang. From the results of a simple linear regression test, which is a significance value of 0.00 <0.05, it can be concluded that the leadership variable (X1) has $_{an}$ effect on the work performance variable (Y), with a simple linear regression equation Y = 15.720 + 0.654X. The results of the t-test obtained t- $_{count}$ > t - $_{table}$ or 6.759 > 1.988 and with a significance value of 0.000 <0.05, which means that there is a positive and partially significant influence between leadership on employee performance. (2) There is an effect of work motivation on employee performance at PT . *Astra Credit Companies* TB Simatupang. From the results of a simple linear regression test, which is a significance value of 0.00 <0.05, it states that the motivation variable (X_2) has an effect on the work performance variable (Y), with a simple linear regression equation Y = 18.064 + 0.470X. The results of the t-test obtained t- $_{count}$ > t - $_{table}$ or 5.552 > 1.988 and with a significance value of 0.000 <0.05, which means that there is a positive and partially significant effect between work motivation on employee performance. (3) There is a joint influence between leadership and work motivation on employee performance at PT . *Astra Credit Companies* TB Simatupang. This can be seen from the results of the multiple linear regression test with the results of the regression equation Y = 15.222 + 0.571X_1 + 0.084X_2 which means the regression coefficient of leadership variable (X_1) is 0.571 and work motivation (X_2) is 0.084 which implies that leadership and motivation work has a positive effect and is in the same direction as the employee performance variable (Y). In addition, based on the results of the f test, it is obtained that the $_{calculated\ F\ value}$ > F $_{table}$ or 22.850 > 3.101 and with a significance *probability value* of 0.000 < 0.05 which has a positive and significant influence jointly between the variables of leadership and work motivation on employee performance. .

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