

The Effect of Motivation and Leadership on BPR Sinarguna Wijaya Employees Performance

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ABSTRACT: This study was conducted at BPR Sinarguna Wijaya, is to ascertain how motivation and leadership affect the company's workforce. Employee performance serves as the dependent variable in this study, whilst motivation and leadership constitute independent variables. Quantitative research is the methodology employed in this study. Numbers are utilized as data, and statistical analysis is applied. The 62 participants in this study were all BPR SINARGUNA WIJAYA personnel. Use the following statistical tools for analysis: multiple linear regression, t-test, F-test, and coefficient of determination. In the case where the satisfaction value is equal to zero, the results of the multiple linear regression test indicated that the performance value is 10.894. For every unit increase in leadership, performance will rise by 0.452, as well as a 0.209-unit gain in performance for every 2-unit boost in motivation. H_0 is rejected based on the T test findings, which show that $t_{count} > t_{table}$ for each variable. Employee performance is significantly impacted by motivation and leadership, according to the F test findings, which yield a computed f value of 8.37 where f_{count} is larger than f_{table} 4.00 and a significance value of 0.00 if it is less than 0.05. Leadership and motivation have a major influence on the success of BPR SINARGUNA WIJAYA personnel. Leadership and motivation both have an effect on employee performance, as indicated by the F test findings with a significance value below 0.05.

KEYWORDS: Employee Performance, Motivation, Leadership

I. INTRODUCTION

People acting as machines to propel preexisting resources within the context of an organization's routines and activities. Recognizing that every organization is made up of different types of people with different levels of education, positions, classes, experiences, genders, marital statuses, spending levels, and ages, it is crucial to ensure that employees are satisfied with their work as part of the organization's activities (Hasibuan, 2000). Organizational performance is defined by Bastian (2005) as the extent to which an organization's stated goals, objectives, purpose, and vision are realized via the execution of assigned tasks.

Members' leadership qualities also have an impact on the organization's productivity. leadership is a personal matter related to one's attitude toward one's work (Robbins, 1998). Levels of enjoyment vary from person to person. Leadership is the efficacy or emotional reaction to different parts of labor, according to Kreitner and Kinicki (2005). Leadership, then, is an individual's attitude toward work, attitudes toward work circumstances, and the degree to which leaders and followers work together in an organization.

The PT BPR SINARGUNA WIJAYA work assessment method is a manifestation of the leadership style. An employee's performance review is an agreement between themselves and their supervisors on the tasks that the employee is responsible for completing. Employees are expected to meet certain goals while working, and their supervisors will evaluate their performance every six months. In order to determine if the employee is meeting the initial goals set for the position, the supervisor will conduct performance reviews. Employees feel this creates a gulf between them and their superiors since, in their view, bosses only indicate what workers should be doing without actually providing any guidance. Leadership at PT BPR SINARGUNA WIJAYA has fallen short in its attempts to accomplish its stated purpose, which is to direct, direct, direct, motivate workers to do their best work, establish effective channels of communication within the company, oversee workers effectively, and ultimately reach the set objectives.

II. RESEARCH PROBLEM STATEMENT

Low motivation is a common reason of an individual's bad performance (Gibson, 1996). According to the book (Wibowo, 2014), while there are other factors that influence performance, motivation can have a significant impact.

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Work motivation, according to Sindi and Alini (2014), has a substantial impact on employee performance when affiliation needs, power needs, and success requirements are all met at the same time. Which areas are most affected by the affiliation requirements variable in terms of employee output. There is a correlation between the levels of affiliation, accomplishment, and power requirements and the level of performance that employees create. That is, in order to establish the following hypothesis for this study:

H1: Employee performance at PT BPR SINARGUNA WIJAYA is impacted by motivation

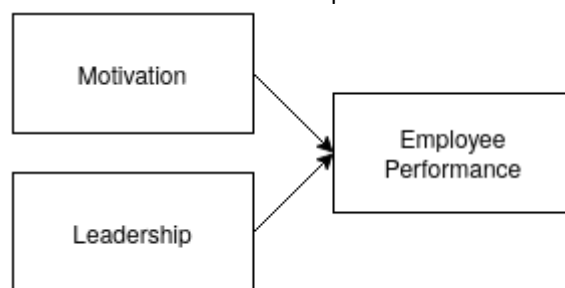
Leadership is the process by which leaders persuade colleagues or subordinates to follow their wishes in order to accomplish organizational objectives, even if they don't agree with them personally (Safaria, 2018). A leader's actions and tactics are the outcome of a confluence of beliefs, abilities, characteristics, and dispositions that he frequently employs while attempting to affect his subordinates' performance. According to the findings of studies by Rina Loliyana et al. (2019) and Bawintil et al. (2019), employee performance is significantly impacted by leadership. The following hypothesis can be expressed in light of these findings:

H2: Employee performance at PT BPR SINARGUNA WIJAYA is impacted by leadership

The results showed that leadership significantly affects employee performance for the better, and that motivation also has a good effect, according to Rina Loliyana (2020). Leadership and motivation have a favorable and substantial effect on employee performance. in order to formulate the third hypothesis of this investigation as follows:

H3: Employee performance is impacted by both leadership and motivation at the same time.

The theoretical framework may be shown below based on the explanation above:



II. RESEARCH METHODS

This study employs an associative research design with a quantitative methodology. Sugiyono (2012) asserts that quantitative approaches might be seen as positivist-based research methodologies.

The survey approach is used in this form of data collecting. A questionnaire is the main instrument for gathering information from respondents in the survey method. This approach is used to study certain groups or samples by gathering data and analyzing it statistically to test preconceived notions.

A population is a broad category that includes all items or all people that have certain characteristics that are chosen for the purpose of research, from which conclusions are subsequently drawn, Sugiyono (2019). The target population for this study comprises all 62 workers of PT. BPR SINARGUNA WIJAYA. According to Sugiyono (2019) Included in the sample are both the quantity and composition of the population as a whole.. It is possible to conduct the sample using the census method, which entails treating the complete population of 62 employees as a single entity. In a questionnaire, the researcher does not conduct one-on-one interviews with respondents but instead provides them with a predetermined set of questions or statements in writing to complete Bougie (2017) A 5-point Likert scale guides data collecting approaches through surveys. Read research-related books, articles, documents, and journals to gather information. Interviews allow researchers to gather more in-depth information on the object of study by asking respondents questions and listening to their responses.

1. Validity test

An instrument's validity can be measured by conducting a validity test. Product moment correlation is the formula utilized for this validity test (Arikunto, 2002) The validity of the questionnaire questions is determined by whether, at a significance level of 5%, $r_{count} > r_{table}$. Thus, a pre-survey was administered in this study with 62 participants, a significance threshold of 5% (or 0.05), and a r_{table} of 0.232.

2. Reliability Test Questionnaire

Findings should show if there is a correlation between the measured variable and the measuring tool utilized, or how much variation in findings there is when measuring the same topic. With the use of the Cronbach Alpha Test, we can determine the instrument's dependability (Arikunto, 2002) In order for the questionnaire to be considered credible, As far as the selection criteria are concerned, a 5% significance level indicates that $r_{count} > r_{table}$.

3. Descriptive Analysis

Suliyanto (2018) states that descriptive statistics are a type of statistical analysis that aims to describe the acquired data in its raw form rather than drawing any broad conclusions. The goal of descriptive analysis is to simplify complex data sets so that they may be more easily understood and used by users. Researchers in this study employed descriptive analysis to learn how leadership is impacted by factors including work environment and motivation. In order to collect data for this study, researchers employed a questionnaire with multiple-choice questions. Researchers used the responses to create a set of percentage-based evaluation criteria for each claim. Here is one way to express the evaluation criteria:

- A. The value of each question, which is the response of each responder, adds up to the cumulative total.
- B. The total item value divided by the frequency value and then multiplied by 100% is the percentage.
- C. There were 62 participants, and the range of values for the measuring scale was from 1 to 5.

4. Data Normality Test

The purpose of the normality test is to determine whether or not the variables present in the regression model that are considered to be confounding or residual have a normal distribution. The F and T tests, as is well-known, presume a normal distribution for the residual values. For very tiny samples, this assumption renders the statistical test useless. The normality of the residuals may be found using either graph analysis or statistical testing (Ghozali, 2019).

5. Multicollinearity Test

To determine if the independent variables have been determined to be connected by the method of regression is the objective of the multicollinearity test. Steps to check if the regression model has multicollinearity are these:

- 1) Although numerous independent factors do not substantially impact the dependent variable on their own, the calculated empirical regression model produces a relatively high R² value.
- 2) Examining the independent variables' correlation matrices. Indicators of multicollinearity include highly correlated independent variables (often more than 0.9). Even if independent variables do not exhibit a strong correlation, it does not rule out the possibility of multicollinearity.
- 3) The third element is the variance inflation factor (VIF), which is the opposite of the tolerance value, are further indicators of multicollinearity. A straightforward way to understand this is by regressing each independent variable against each other, with each variable then serving as the dependent variable. Tolerance may be measured in part by examining the degree to which a given independent variable can account for the observed variance in another. Therefore, a high VIF number is equivalent to a low tolerance value (because $VIF = 1/Tolerance$). The existence of multicollinearity is often indicated by a Tolerance value of 0.10 or an equivalent tolerable VIF (Ghozali, 2019).

6. Heteroscedasticity Test

The heteroscedasticity test looks at the regression model to see whether there is any inequality in the residual variances of the data. A homoscedastic distribution is one in which the residual variance does not vary significantly between observations, whereas heteroscedasticity describes a situation where the residual variance varies. Without heteroscedasticity or homoscedasticity, a regression model is excellent. As a result of collecting data from a range of sizes (small, medium, and big), heteroscedasticity is a common feature of cross-sectional data.

Because its variance varies among observations, it is a potential confounding factor. This test examines for statistical significance in the variance of the error term to ascertain the presence or absence of heteroscedasticity. When the relationship between the two variables is shown to be statistically significant, then heteroscedasticity is indicated, according to this study's Glejser test for decision making. The residual value is utilized as the dependent variable in this configuration (Ghozali, 2019).

7. Multiple Linear Regression Analysis

By plugging in known values for independent variables, regression analysis attempts to estimate or forecast the average or population value of the dependent variable. It involves studying the dependent variable's dependence on one or more independent variables. (As per Gujarati, 2003). Finding a connection between the relevant variables (here include leadership and employee motivation) and output from the workforce is the driving force behind this research. This formula was used to create the study's analytical model:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where: Y = Employee Performance
 a = Constant
 b₁ & b₂ = Regression Coefficient
 X₁ = Motivation

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X2 = leadership

e = error

Employees' motivation and the sense of leadership they experience on the job are two factors that this study may use to forecast how well an agency or company will do.

8. F test

As a simultaneous test, the F test may be utilized to test or prove the effect between the independent and dependent variables (Djarwanto and Subagyo, 2005). The steps are:

- Determine the Null Hypothesis and Alternative Hypothesis

If the null hypothesis is true, when all of the independent factors are considered combined, the dependent variable is not significantly affected ($\beta_1 = 0$). Hypothesis 1: The dependent variable is significantly affected by the independent factors when β_1 is not equal to zero.

- Testing using a significance threshold (α) = 0.05 to determine the degree of significance

- Testing Criteria

If the F-count is more than the F-table, then there is no way to accept H_0

- Calculation of F Count

Variance between means / Variance within group

- Conclusion

H_0 is approved and H_1 is rejected if F_{hit} is less than F_{table}

H_0 is rejected and H_1 is approved if $F_{hit} > F_{table}$

9. Hypothesis Test (T Test)

The purpose of the t-test is to determine whether the observed impact is due to chance alone or to a more substantial relationship between the two variables. This can be done either partially or individually (Djarwanto and Suganda, 2018).

10. Coefficient of Determination (R^2)

Researchers utilize R^2 analysis to determine the extent to which a regression model describes the connection between the dependent and independent variables. When R^2 is in the range of 0 to 1, it means that the model fits the data well; when it's 1, it means that the independent variable influences the dependent variable by 100%. Variable cannot be utilized for prediction purposes if $R^2 = 0$ (Gujarati, 2001).

IV. RESEARCH RESULTS AND DISCUSSION

1. Validity and Reliability Test

Variable	No. Item	Corrected Item Total Correlation	r-Table	Conclusion
Motivation	1	0.570	0.210	VALID
	2	0.689	0.210	VALID
	3	0.516	0.210	VALID
	4	0.459	0.210	VALID
	5	0.378	0.210	VALID
	6	0.803	0.210	VALID
	7	0.754	0.210	VALID
	8	0.498	0.210	VALID
Leadership	1	0.465	0.210	VALID
	2	0.795	0.210	VALID
	3	0.663	0.210	VALID
	4	0.621	0.210	VALID
	5	0.607	0.210	VALID
Employee Performance	1	0.863	0.210	VALID
	2	0.863	0.210	VALID
	3	0.897	0.210	VALID
	4	0.813	0.210	VALID
	5	0.485	0.210	VALID
	6	0.356	0.210	VALID
	7	0.863	0.210	VALID
	8	0.713	0.210	VALID
	9	0.466	0.210	VALID
	10	0.573	0.210	VALID
	11	0.465	0.210	VALID

As can be seen from the numbers in table IV.5, 62 out of 100 respondents gave correct responses for every question. This proves that the leadership, performance, and motivation concerns are legitimate. The r-value of 0.210 is based on the 0.05 significance threshold.

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Reliability Test

The following outcomes were produced by the reliability test analysis:

Variables	Cronbach's Alpha	N of Items
Motivation	0.770	8
Leadership	0.876	10
Employee Performance	0.877	10

All variables meet the minimal requirement of Cronbach's alpha, which is more than 0.6, as shown in Table above. After that, the item on the test is considered trustworthy. All questionnaire questions were included in the research if their Cronbach alpha value was better than 0.60.

2. Assumption Classic Test Results

a. Normality Test

For this investigation, the Kolmogorov-Smirnov test was used to check for normality. The outcomes of the test for normality are shown in the table below:

Variable	Kolmogorov – Smirrov	p-value	Description
Unstandardized Residual	0,891	0,051	Data normally distributed

Determinations made using the information in Table A significance level greater than 0.05 was found in the regression model using the Kolmogorov Smirnov test. This establishes the normality of the model's regression equation.

b. Multicollinearity Test

In an ideal regression model, the independent variables would not be correlated with one another. A table displaying the multicollinearity test findings is provided below:

Variable	Tolerance	VIF
Leadership	0,224	4,469

There are no variables with VIF values greater than 10 that can be found in the table. Consequently, this regression model does not exhibit multicollinearity. It follows that multicollinearity is not present in this regression model.

c. Heteroscedasticity Test

A regression-based heteroscedasticity test will return false if there is a significant difference in the residuals and variance between the sets of observations. A situation is described as heteroscedasticity if the residual variance varies from one observation to another, and as homoscedasticity if it remains constant. The following are the outcomes:

Variable	p-value	Description
Motivation	0,135	Heteroscedasticity isn't there
Leadership	0,135	

It is clear from the findings displayed in the table above that no independent variables exhibit heteroscedasticity issues; this is due to the fact that all of the independent variables have p-values larger than 0.05.

3. Hypothesis Testing Analysis Results

a. Multiple Linear Regression Analysis Test

To find out what happens to the dependent variable when the independent variables change and what kind of relationship exists between them when all the independent variables go up or down in value is what this analysis is all about. The following are the outcomes:

		Unstandardized Coefficients	
Model		B	Std. Error
1	(Constant)	10.894	3.157
	x1	0.209	0.066
	x2	0.482	0.145

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Using the information from the table up top. The outcomes of the multiple regression analysis are displayed below:

$$Y = 10.894 + 0.209X_1 + 0.482X_2 + e$$

- 1) A positive constant value of 10.894 indicates that there will be a 10.894 rise in employee performance in response to changes in the leadership and incentive factors.
- 2) When the motivation variable is positive, as it is with a value of 0.209, that means that when motivation increases by one point, employee performance rises by 0.209 points.
- 3) Thirdly, a positive value of 0.482 for the leadership variable indicates that there is a correlation between a one-unit rise in leadership and a 0.482-unit increase in employee performance.

b. T Testing / Hypothesis Testing

The t-test, which quantifies the degree to which each independent variable explains the dependent variable, can be employed to evaluate hypotheses. Here are the key points from the results:

Variable	t_{value}	t_{table}	Description
Motivation	3,179	2,000	Influencing dependent variable
Leadership	3,120	2,000	

According to the data in the table above Both leadership and employee motivation are independent factors that affect performance, as shown by the t-test. While the T-table value is 2.000, the known values for the motivation and leadership variables are 3.179 and 3.120, respectively. Each variable's T count result is larger than its T table value, indicating that both the leadership and motivational variables impact worker output.

c. Hypothesis Test (F Test)

The F test is used to determine the effects of each independent variable on the dependent variable in a regression model.. An overview of the F test's findings is given below:

Variable	F_{count}	F_{table}	Sig
Residuals	8,372	4,00	0,000

The information in the table should be considered. As the results of the f-test demonstrate, the p-value is 0.000, which is lower than the 0.05 criterion of significance. Additionally, in cases when $8.372 > 4.00$, the results of $F_{count} > F_{table}$. What this implies is that leadership and motivation are two factors that influence employee performance at the same time.

5. Test Coefficient of Determination (R^2)

A model's ability to account for the dependent variable is shown by the value of R^2 . The following table provides a concise summary of the findings:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,916	0,839	0,829	1,10607

In light of the foregoing. With an adjusted R^2 value of 0.829, the model successfully explains 82.9% of the variation in the leadership and motivational variables, in accordance with the R^2 test's findings. Accordingly, 82.9% of the variance is related to leadership and 17.1% to other factors.

VI. CONCLUSIONS

At PT BPR SINARGUNA WIJAYA employee motivation affects productivity.

When no incentive is present, performance is 10,894 according to multiple linear regression tests; with a one-unit boost in incentive, performance rises by 0.209. The next step in determining if motivation affects performance on the job is to examine the T test in cases when the motivation variable's The T-count value ($3.179 > 2.000$) is more than the T-table value. The motivation variable is related to employee performance.

Employee Performance at PT BPR SINARGUNA WIJAYA is Influenced by Leadership

The findings of the various linear regression tests showed that without leadership, performance is 10,894 and that there is a 0.482 performance gain for every unit increase in leadership. Subsequently, to determine if leadership impacts employee performance, A possible example of this would be a T-test where the value of the motivation variable's T-count is more than the value of the T-table ($3.120 > 2.000$). Consequently, leadership has an effect on worker productivity.

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Motivation and leadership simultaneously affect Employee Performance at PT BPR SINARGUNA WIJAYA

If the independent variables have an effect on the dependent variable simultaneously, the F test show it. There is an impact of the independent variable on the dependent variable if the F-value is less than 0.05; a significance threshold of 0.5 or 5% is used for this definition (Ghozali, 2016). As the results of the f-test demonstrate, the p-value is 0.000, which is lower than the 0.05 criterion of significance. In cases when $8.372 > 4.00$, the results of $F_{count} > F_{table}$ are also relevant. This indicates that leadership and motivation both have an impact on the performance metric for employees.

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