



THE IMPACT OF THE LEADERSHIP, MOTIVATION AND JOB SATISFACTION TOWARDS EMPLOYEES PERFORMANCE IN ONE OF FINANCING COMPANY IN INDONESIA

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Abstract: *This research has purposed to revealed those impact from the leadership, motivation and job satisfaction on employee performance in one of finance company in Indonesia. This research were include in qualitative descriptive research with the population are all employees of that finance company in Indonesia, which amounted of 405 employees, the sampling technique used proportional random sampling with a sample size of 80 respondents. The data collected through questionnaires. The data analysis method that used is multiple linear regression analysis to examine the hypothesis. According to these data analysis, the results shows that leadership, motivation and job satisfaction had a positive and significant affect on employee performance.*

Keywords: Leadership, motivation, job satisfaction, employee performance.

INTRODUCTION

The business phenomenon which happened recently is those organizations are too focused in facing competition so the intern organization conditions sometimes would treated ineffectively. Management is more interested in results and tends to ignore the process. All companies strive to improve the performance of their employees so the company goals could be achieved. This is also occurs in one of the financing companies which is a sub-company of PT Bank Mandiri (Persero) Tbk which engaged in the multipurpose financing sector to serve the Indonesian people by means of payment in installments per month.

However, it turns out when this finance company running its financing business there are several signals which indicated the decline in employee performance, this decreased could be seen from the data on performance appraisal diagram, besides there has also the decreasing in company's target outcomes.

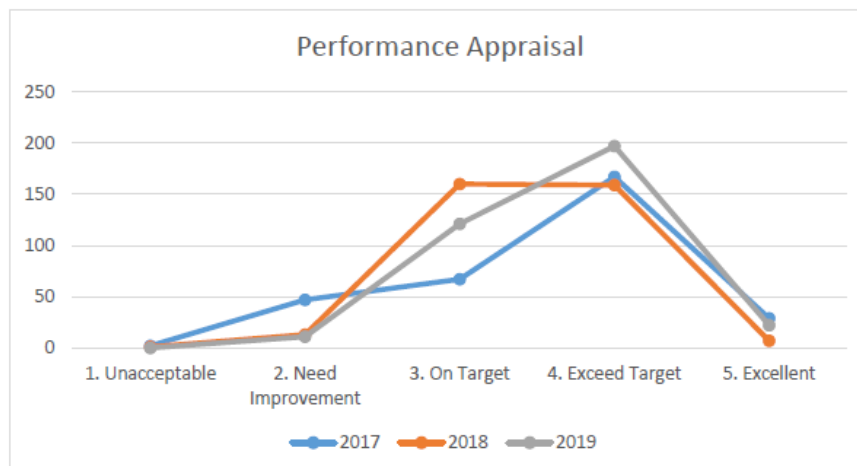


Figure 1. Diagram of Performance Appraisal during 2017- 2019

That decline in data was indicates a decreased in employee performance. However, the low performance which occurs in employees is not only fault of the employees themselves, the company could not seen it from their perspective only regarding errors or violations which committed by employees but also need to open wide whether the company already did the right thing by seen and responded to complaints which submitted by the employees, because without balancing the interests of these two parties whereas the company has viewed the organizational goals as something which is very important to achieve, while on the other hand the employee sees those attention to their complaints as something which is important aswell, then what is become the target of the company as a whole in this case is a good performance / achievement which is difficult to realized.

According to these pre-observations and interview results with several employees regarding the fact that there are three crucial aspects that need to be considered more seriously in order to improve the employee performance, such as Leadership, motivation and job satisfaction. According to the description of the gap phenomenon above, the researcher has interested in conducting a research with titled of: "The Impact of The Leadership, Motivation and Job Satisfaction towards Employees Performance In One of Financing Company In Indonesia". As for these research intention was to discover 1) the impact from leadership to the employees performance of a finance company in Indonesia, 2) the impact from motivation to the employees performance of a finance company in Indonesia, 3) the impact from job satisfaction to the employees performance of a finance company in Indonesia and 4) the jointly impact from leadership, motivation and job satisfaction to the employee performance of a finance company in Indonesia.

LITERATURE REVIEW

Employee Performance

Mangkunegara (2016: 64) stated the the definition of performance is both of quality and quantity of work achieved by a worker or an employee in accomplish their duties based on the responsibilities which assigned to them. Furthermore, Sedarmayanti (2017:54) in Alfiyah & Riyanto (2019) revealed that the increased in employee performance could be viewed from the increased in achievement of organizational targets which desired. The aspects which could measure in assessing the performance are quality, quantity, responsibility, initiative and teamwork ability (Mangkunegara, 2016:79).

Leadership

According to Sobry (2014:72) The leadership as a management concept which could be formulated in various definitions depend on the starting point of minds. According to Sunyoto (2015:68) the leadership is a process of influencing activities of individuals or groups to achieve the goals in certain situations. Based on Rivai & Mulyadi (2012:119) the indicators within leadership are fair, give an advise, support the goals, catalysts, build a sense of security, as an organization representatives, a source of inspiration and full of respect.

Motivation

Sunyoto Danang (2012:191) in Maruhun & Chaerudin (2019) defines the motivation as an incitement from person willingness to work, each motive has specific goal that need to be achieved. Motivation is formed of employee attitude when dealing with work situations in the company. Motivation is a characteristic of human psychology which contributes to level of commitment from person (Stoner, 2010:18). Based on Ritonga (2015:101) motivation is an impulse which arises in a person both consciously and subconsciously to do something with a specific purpose. The Indicators of work motivation in this research was in accordance with theory of Pandji (2003:62) namely 1) resilience on pressure 2) There has a discipline from employees, 3) Imaginativeness and multitasking 4) self-confidence and 5) full of responsibility when doing the work.

Job Satisfaction

Robbins & Judge (2011:73) refers the job satisfaction as a pleasant feeling at work which has an impact towards evaluation result in various aspects of works. Job satisfaction is an important thing which individuals have within work. Job satisfaction is the represent feeling of employees towards their work, whether they like it or not, whether they are happy or not and as a result from employees' interaction with their work environment or as a perception of mental attitudes, as well as a result of employees' assessment of their work (Priansa, 2014:83). The indicators that could measure the job satisfaction according to Wibowo's theory (2014:87) are salary/wages, job itself, co-workers and supervision.

Conceptual Framework

According to the background of the problem, theoretical research and the results from previous research, a theoretical framework that could be written as follows:

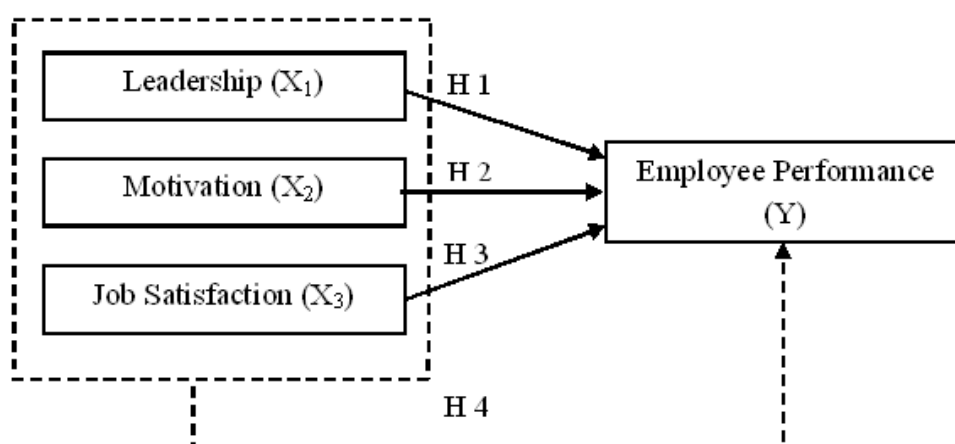


Figure 2. Conceptual Framework

Hypothesis

According to the description of the conceptual framework above, then the hypothesis that could be served as follows:

H1 = Leadership has an affects on employee performance.

H2 = Motivation has an affect on employee performance.

H3 = Job satisfaction has an affect on employee performance.

H4 = Leadership, motivation and job satisfaction simultaneously affect on employee performance.

RESEACH METHOD

This research was included in quantitative research through primary data obtained from distributing questionnaires from respondents. The independent variables in this research are leadership, motivation and job satisfaction. While the dependent variable is employee performance. The scale of data measurement in this research by the Likert scale. The research population were all employees of a finance company in Indonesia which amounted to 405 employees. The sampling technique used proportional random sampling with sample size of 80 respondents. The data analysis method used multiple linear regression analysis to examine the research hypothesis.

RESULT AND DISCUSSION

Respondent Characteristics

According to the research results, the characteristics from respondents in this research were mostly male (72.5%) aged between 25-45 years (58.5%) had positions as Recovery, Remedial & Recovery (25%) with length of work of 5-10 years (45%) and permanent status (61.2%). This illustrated that the majority of employees are men and still in productive ages with quite long working experience, so the majority of employees had understand the work standards which expected by the company.

Validity and Reliability Test

According to the validity test results, the indicators from these research variables (leadership, motivation, job satisfaction and employee performance) have a range of r-count values between 0.509 - 0.945. Because all values of r-count > r-table (0.219), it could be concluded that all research indicators were declared valid.

Table 2. Validity Test Results

Variable	Indicator	r-count	r-table	Information
Leadership	X1.1-X1.16	0,655-0,849	0,219	valid
Motivation	X2.1-X2.10	0.509-0,711	0,219	valid
Job Satisfaction	X3.1-X3.8	0,729-0,800	0,219	valid
Employee Performance	Y1.1-Y1.10	0,752-0,945	0,219	valid

The reliability test result on the research variables showed that all variables had a Cronbach's alpha value which greater than 0.6 so they could be declared reliable.

Table 2. Reliability Test Results

Variable	Cronbach Alpha
Leadership	0,962
Motivation	0,901
Job Satisfaction	0,930
Employee Performance	0,970

Classic Assumption Test

The normality test result shows that the data has spreads around the diagonal line and follows the direction of the diagonal line, so the regression model fulfills the assumption of normality.

Normal P-P Plot of Regression Standardized Residual

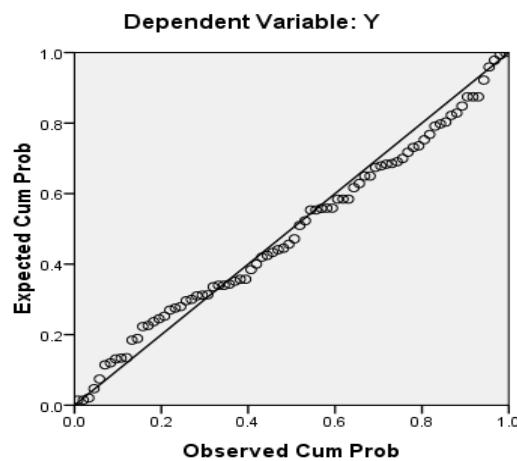


Figure 3. Data Normality Test with Normal P-Plot

Multicollinearity test result shows that all tolerance values were greater than 0.10 and VIF values < 10 , so it could be said that there is no multicollinearity occurs in each of independent variables.

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF
Leadership	0,250	4,001
Motivation	0,189	5,285
Job Satisfaction	0,111	9,026

The heteroscedasticity test results show that there are points which spread or around the number 0, so it said that the data was homogeneous or there are no heteroscedasticity symptoms occurs.

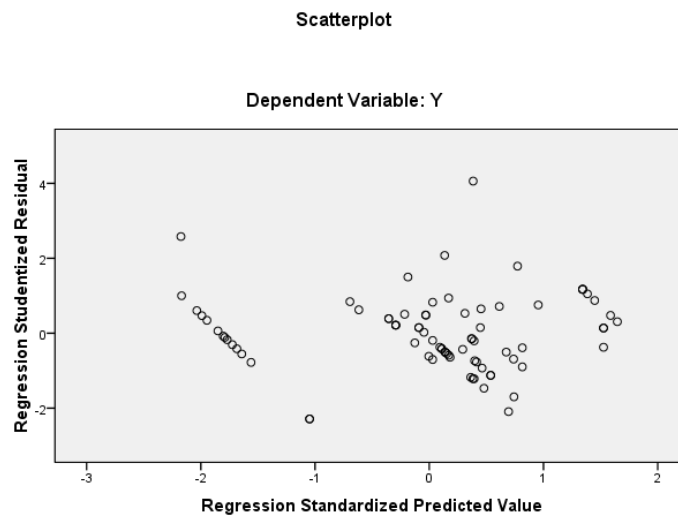


Figure 4. Heteroscedasticity Test Results

Multiple Linear Regression Analysis

Based on the multiple linear regression test results with significance level of 5%, the regression equation obtained was: $Y = -7.882 + 0.118X_1 + 0.343X_2 + 0.777X_3$.

- 1) Leadership variable had a significant value ($0.039 < 0.05$) and the t-count was 2.104. Therefore, the hypothesis test was accepted.
- 2) Motivation variable had a significant value ($0.005 < 0.05$) and the t-count was 2.905. Therefore, the hypothesis test was accepted.
- 3) Job satisfaction variable had a significant value ($0.000 < 0.05$) and the t-count was 4.978. Therefore, the hypothesis test was accepted.

Table 5. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-7.882	2.410		-3.270	.002
X1	.118	.056	.160	2.104	.039
X2	.343	.118	.254	2.905	.005
X3	.777	.156	.568	4.978	.000

a. Dependent Variable: Y

According to the F-test results, it was found that the F-count value of 205.596 was positive with a significant value (p) of 0.000 or less than 0.05, so the hypothesis which states that leadership, motivation and job satisfaction simultaneously affect in a positive and significant way towards employee performance were acceptable. The simultaneous influence value was 88.6% (Adjusted R-Square = 0.886).

Table 6. F -Test Results

		ANOVA ^b				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2462.020	3	820.673	205.596	.000 ^a
	Residual	303.367	76	3.992		
	Total	2765.388	79			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Table 7. Determination of Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.890	.886	1.99792

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Correlation Analysis

From the test results, the correlation between leadership (X1) and employee performance (Y) was 0.842, the correlation between motivation (X2) and employee performance (Y) was 0.885 and the correlation between job satisfaction (X3) and employee performance (Y) was 0.935 with a significance value of each variable was 0,000 which Less than significant level of 0.05. If this interpreted in correlation value, it means that the correlations between leadership, motivation and job satisfaction with employee performance has in the very strong category.

Table 8. The Correlation Analysis Test Results

		Correlations			
		Kepemimpinan	Motivasi	Kepuasan	Kinerja
Kepemimpinan	Pearson Correlation	1	.754 ^{**}	.864 ^{**}	.842 ^{**}
	Sig. (2-tailed)		.000	.000	.000
	N	80	80	80	80
Motivasi	Pearson Correlation	.754 ^{**}	1	.899 ^{**}	.885 ^{**}
	Sig. (2-tailed)	.000		.000	.000
	N	80	80	80	80
Kepuasan	Pearson Correlation	.864 ^{**}	.899 ^{**}	1	.935 ^{**}
	Sig. (2-tailed)	.000	.000		.000
	N	80	80	80	80
Kinerja	Pearson Correlation	.842 ^{**}	.885 ^{**}	.935 ^{**}	1
	Sig. (2-tailed)	.000	.000	.000	
	N	80	80	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

Discussion

According to the research results, the leadership had a positive and significant affect on employee performance. The results was in accordance with the theory from Rivai &

Mulyadi (2011) which explained that leadership widely includes the influencing process in revealing the organizational goals, motivating follower behavior to achieve goals, influencing the interpretations of the events of its followers, organizing and activities to achieve goals, maintain teamwork and group work, gained support and cooperation from people outside the group or organization. Leadership is the main key in management and plays an important and strategic role in maintaining the continuously of a company. The leader is the main person behind the goals, plans and organizes, moves and controls all the sources owned so the company's goals could be achieved effectively and efficiently (Endiana & Sudiartana, 2015). These results were in line with the research from Pratami (2018), Endiana & Sudiartana (2015), Salutondok & Soegoto (2015). This indicates that leadership which has characteristics, including capable to implement its role in carrying out the task and demand its employees to always achieve the goals, providing guidance, encouragement, direction which support and capable to provide ideas, has a good relations with employees, could deliberate the empowerment properly and appropriately which could improve the employee performance.

According to the research results, the motivation had a positive and significant affect on employee performance. These results were according to Winardi's (2016) theory which stated that motivation is a potential force which exists within a human being, which could develop on its own or developed by a number of outside forces which essentially revolve around monetary rewards and non-monetary rewards, which could affect its performance results positively or negatively. Motivated employees would try to improve their performance, but in the other hand, the employees who are not motivated to work are tends not to be motivated to perform well in the scope of work or less capable to cooperate with fellow colleagues. The results from this research are in accordance with research by Rismanto, & Hasanuddin (2017), Maulida (2018). These research were explains that the better the work motivation of the employees, the better the performance that would be produced by the employee.

According to the research results, job satisfaction had a positive and significant affect on employee performance. This is in accordance with the theory of Robbins and Judge (2011) which stated that job satisfaction is a pleasant feeling in a job which has an impact on various aspects of the job. Job satisfaction is an evaluation and attitude of a person or employee towards their job and its related to the work environment, type of work, relations between colleagues and social relations in the workplace. Job satisfaction is also one of the factors which could affect the performance. Job satisfaction is closely related to person' motivation to do an excellent job. Highly organization management did not only provide an adequate salaries to employees but also considering the employee satisfaction, this is because the employee job satisfaction is not only for financial needs but its more something that is personal and surely diverse. These research results were in line with the research by Sari & Susilo (2018) and Rismanto, & Hasanuddin (2017). This indicates that employees who have a high job satisfaction will tends to have high performance towards the organization.

CONCLUSION

According to the research results that has been done, the following conclusions which can be drawn as follows;

- 1) Leadership is related to the employee performance with correlation value of 0.842 which included in the very strong category, besides the leadership were also affect the employee performance which illustrated by its significance value of 0.039 that smaller than the

- standard of significance value 0.05. This indicates if the better the leadership, the employees' performance will also increase.
- 2) Motivation is related to the employee performance with correlation value of 0.885 which included in the very strong category, besides the motivation also had affects on employee performance and was explained by significance value of 0.005 which smaller than the standard of significance of 0.05. This highly indicates if the employees' motivation is higher, then the employees' performance will also increase.
 - 3) Job satisfaction are related to the employee performance with a correlation value of 0.935 which included in the very strong category, besides the job satisfaction were also affects the employee performance as illustrated by its significant value of 0.000 which smaller than the standard of significance of 0.05. This indicates that the higher job satisfaction felt by employees, then the employees' performance will also increase.
 - 4) Leadership, motivation and job satisfaction simultaneously affects the employee performance that illustrated from a significance value of 0.000 which less than 0.05. This indicates that the better the implementation of leadership , the higher motivation of the employees and the high job satisfaction which felt by the employees, then the higher the employees' performance would be.

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