The Influence of Motivation, Leadership, and Work Discipline on Employee Performance at PT. Suzuki Finance Indonesia

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Abstract

PT. Suzuki Finance Indonesia is a joint venture company between ITOCHU Corporation and Suzuki Motor Corporation Japan and has been operating since May 2005. The purpose of establishing this company is to provide complete and best service to everyone who wants to get Suzuki motorized vehicles on credit easily. and safe. The results of this study can be seen that the partial hypothesis test obtained the value of the results of the calculation of motivation to obtain $|3.014| >$ t table $> |0.214|$ and sig $0.04 < 0.05$, the value of leadership results $|-1.411| >$ t table $|0.214|$ and sig, $0.163 > 0.05$, the result value of discipline $|1.359| >$ t table $|0.214|$ and a sig of $0.179 < 0.05$ and the simultaneous result value F statistic $(6.141) >$ F table (2.91) and a sig probability of $0.001 < 0.05$. The conclusion of this study is that the influence of motivation, leadership, and work discipline simultaneously and partially has a positive and significant effect on the performance of employees of PT. Suzuki Finance Indonesia.

Keywords: Motivation, Leadership, Work Discipline, Employee Performance.

1. Introduction

PT. Suzuki Finance Indonesia is a combination of cooperation between Itochu Corporation and Suzuki Motor Corporation of Japan since May 2005. The purpose of this company's patience is to provide the best service to every customer who wants to get a Suzuki motorized vehicle easily and safely either on credit or cash. PT. Suzuki Finance Indonesia Medan branch is experiencing a decline in turnover due to declining economic conditions. This resulted in many consumers not being able to pay vehicle payments and this influenced employee target alerts. Even though there is a dispensation of relief from the government (restructuring), it doesn't also make consumers have the initiative to make payments, so companies often issue power of attorney to seize/withdraw consumer vehicles. The economic situation has worsened due to Covid-19 since the beginning of 2020. Many companies have experienced a decline in all fields. One of them is in the field of 2- and 4-wheel financing services such as PT. Suzuki Finance Indonesia Medan branch. With various companies competing in the same field, employees are one of the important factors that affect the stability and progress of a company. Therefore, to achieve company targets and goals, motivation is needed to make employees more active at work. Motivation can be in the form of incentives or prizes in each offer.

Not only motivation, but the best leadership is also a factor that is no less important. From the results of a meeting held with one of the company's internal employees, PT. Suzuki Finance Indonesia Medan branch, it can be interpreted that the company has a charismatic leadership style where leaders approach employees in various ways such as holding meals together outside working hours and

holding sessions where employees can express opinions or input freely without hierarchical hindrances. The results of this leadership style make employees more progressive in carrying out their tasks and more light-hearted in carrying out tasks, even those that are not their jobs. The existence of a disciplinary factor in a work system must be recognized as indeed needed in a business entity because it is from discipline that employees can carry out tasks in an organized and programmed manner in accordance with the company's work procedures. Every company always has its own rules that must be followed by every employee. Starting from the accuracy of working hours and dress code as well as other regulations that are set so that employees can achieve the goals set by the company with a system that has been planned. This discipline can also be referred to as training to improve company performance.

2. Literature Review

Theory of Influence of Motivation on Employee Performance

Azwar, an expert, made a statement regarding motivation, namely motivation is a spirit in the form of inducement through the words of everyone and the group with the intention of fully collaborating when carrying out a plan to fulfill pre-planned goals. Sadirman also made a statement regarding motivation, he said motivation is a shock that occurs in everyone's body which has a big influence accompanied by the person's intuition in responding to a plan that has been designed. (Sadirman, 2006:73). Mulyasa also issued an opinion regarding motivation, he said that motivation is a big influence that can affect someone in doing something that has been planned. (Mulyasa, 2003: 112). From the theory of experts, it can be concluded that motivation encourages a person or group of people to achieve a goal or success for the continuity of the company and better performance improvement.

Theory of the Influence of Leadership on Employee Performance

Robbins and Judge (2015: 410) in 2015 issued an opinion about leadership, he said that leadership is a capability possessed to direct each individual or group in achieving existing goals. Badeni (2013: 2), in 2013, once issued an opinion about leadership, he defined leadership as a skill possessed by humans in directing another person to achieve the goals he has planned. Kreitner and Kinicki (2010: 467) in 2010 also gave a definition, he said leading is a part of one's life which becomes a process one person can direct another to achieve things that are mutually agreed upon. According to the statements of some of these experts, it means that leadership is an important thing that can influence individuals to achieve their goals and success.

Theory of the Effect of Work Discipline on Employee Performance

Rivai in 2011 once gave a definition related to work discipline, he said that discipline is an instrument used by leaders to relate to their subordinates, with the aim that these subordinates can carry out their orders in accordance with their directions and existing rules. Hasibuan in 2006 once made a statement regarding work discipline, namely obedience from humans when carrying out work or orders given by their superiors based on sincerity. Singodimedjo in 2016 issued an opinion regarding work discipline, which is a readiness characteristic of humans in obeying orders ordered to them while still looking at the regulations that bind them. From the several experts presented above, it was concluded that attitudes can improve employee performance for the better and discipline is an attitude that is required for every employee in order to comply with applicable policies.

Framework
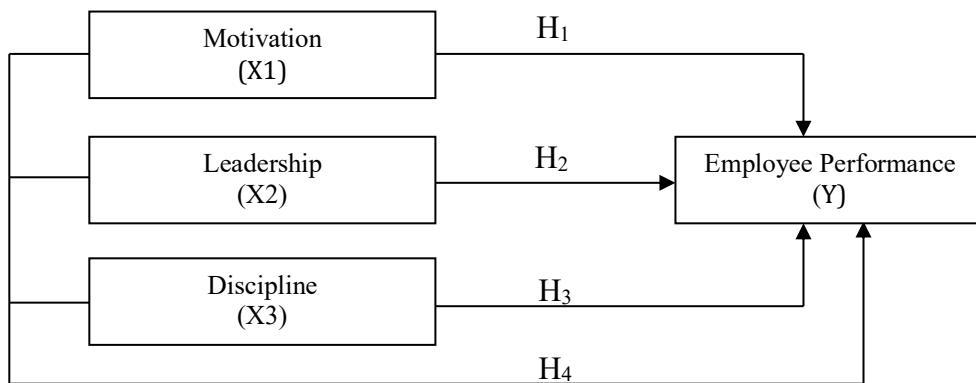
Figure 1. Conceptual Framework
Source: Study Literature (authors, 2022).

A hypothesis is a temporary answer to a research problem, until it is proven through the collected data. The hypotheses of this research are:

H1 = Motivation affects employee performance

H2 = Leadership affects employee performance

H3 = Work discipline affects employee performance

H4 = Motivation, leadership and work discipline can affect employee performance.

3. Methods

This research was conducted at PT. Suzuki Finance Indonesia, Jl. Singkarak Lake No. 25 ABC, Medan Helvetia District, North Sumatra. This research began in June 2021 and is planned to be ready in January 2022. The approach used for research is a quantitative approach. According to Emzir (2009: 28), explaining the notion of a quantitative approach is an approach that principally uses post-positivism in developing science (such as relating to cause and effect, reduction to variables, hypotheses and specific questions with measurement, observation, and theory testing). using research strategies such as surveys and experiments that require statistical data. In this study, we used descriptive and quantitative research. According to Arikunto (2019, page. 3) descriptive research is research that is intended to investigate the circumstances, conditions or other matters that have been mentioned, the results of which are presented in the form of a research report. As for the type of quantitative research, according to Arikunto (2019, page. 27) quantitative research is a research method that, as the name implies, requires a lot of numbers, starting from data collection, interpretation of the data, and the appearance of the results. Umar (1999:36) explanatory research is research that aims to analyze the relationships between one variable and another variable or how a variable affects other variables.

Population and Sample

According to Sugiyono (2012: 80), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were 65 shop consumers at PT Suzuki Finance Indonesia Medan branch. The sample is part of the population (Sugiyono, 2013: 389). This sampling technique uses dental action sampling. According to Sugiyono in the book Quantitative, Qualitative

and R&D Research Methods in 2009. The sample used was 50 permanent employees of PT.Suzuki Finance while 15 other respondents for the valid and reliability test were taken from PT.Suzuki Finance which is located at Jl.Danau Singkarak No.25 ABC, Medan.

Research Data Analysis

According to Umi Narimawati (2008), multiple linear regression analysis is an association analysis that is used simultaneously to examine the effect of two or more independent variables on one variable depending on the interval scale.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \ldots + b_nX_n$$

According to Ghozali (2013; 97) the coefficient of determination essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. According to Sunyoto (2012: 137) "The F test is used to determine the effect of the independent variables on the dependent variable together." According to Sunyoto (2012; 135-136) the t test is used to determine the relationship or significant (significant) effect between the independent variables partially on the dependent variable.

4. Results and Discussion

Descriptive Statistics

Table 1. Results of Descriptive Statistics Test

	N	Minimum	Maximum	Mean	Std. Deviation
MOTIVATION	65	26	40	32.43	2.963
LEADERSHIP	65	16	24	19.52	2.047
DISCIPLINE	65	20	32	26.73	2.980
PERFORMANCE	65	36	47	38.72	3.625
Valid N (listwise)	65				

Source: Results of data processing using SPSS, 2022

Table 1, referring to the results of the data processing included in the grouping, shows that the motivational factors with data of 65 people are 32.43 each, the minimum is 26 while the maximum is 40 and the standard deviation is 2.963. Furthermore, the leadership factor with data of 65 people is 19.52 each, the minimum is 16 while the maximum is 24 and the standard deviation is 2.047. The disciplinary factor yields data for 65 people, namely 26.73 each, the minimum is 20 while the maximum is 32 and the standard deviation is 2,980. Finally, the performance factor produces 65 data, namely 38.72 each, the minimum is 47 while the maximum is 36 and the standard deviation is 3.625.

Normality Test

To see the test results through histogram graphic samples and normal probability plots. The following is data from normality testing via histogram graphs and normal probability plots.
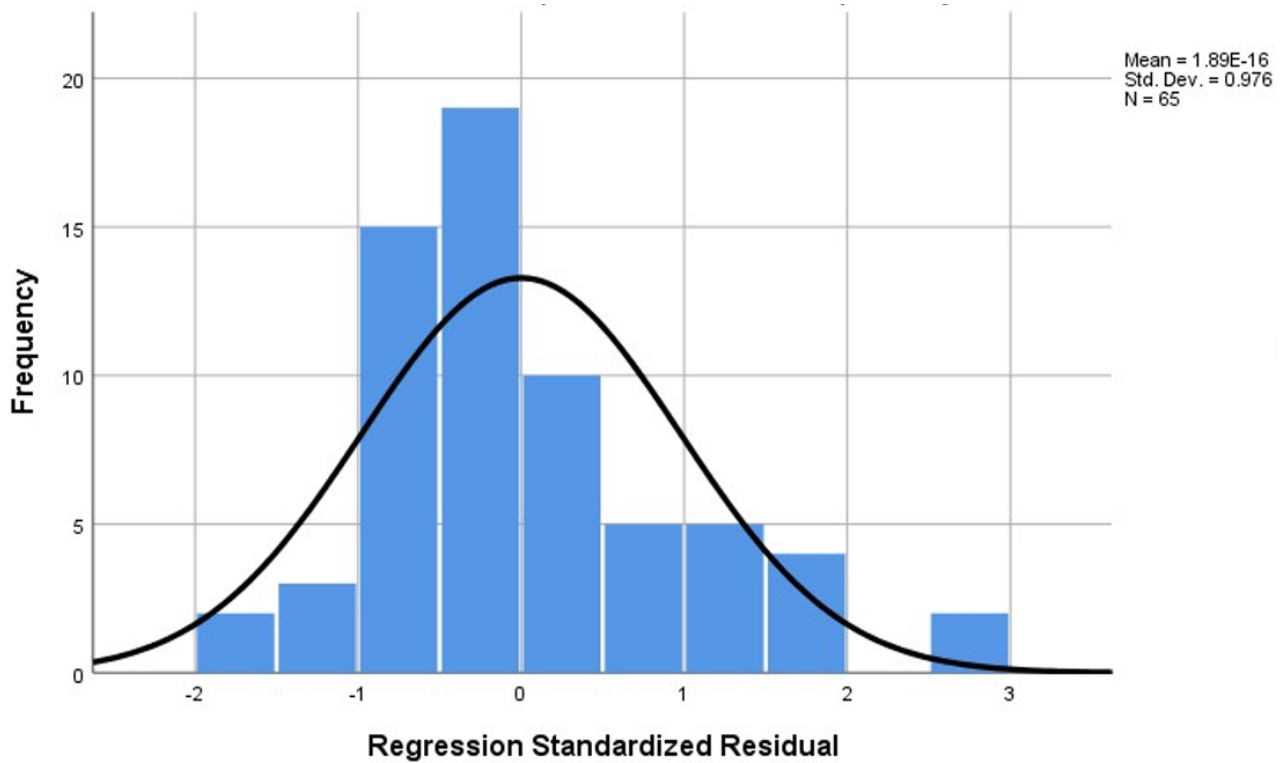
Figure 2. Histogram Test Results

Source: Results of data processing using SPSS, 2022

In Figure 2 below, it can be seen that the line is in the shape of a bell, neither deviating to the left nor to the right. This shows that the data is normally distributed and meets the assumption of normality.
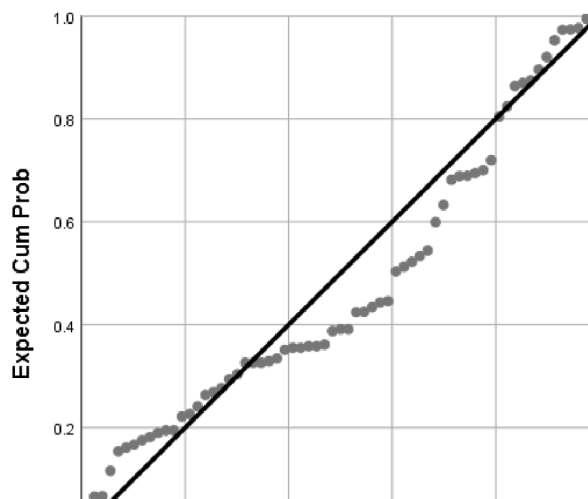
Probability Plot

Figure 3. Normality Test Results with Probability Plot Method
Source: Results of data processing using SPSS, 2022

Figure 3 shows that the data spreads around the diagonal line and follows the direction of the diagonal line. This explains that the regressed data in this study is normally distributed

Statistical Analysis

Table 2 . Kolmogrov-Smirnov Test. One-Sample Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		65
Normal Parameters [a,b]	mean	0E-7
	Std. Deviation	3.17687522
Most Extreme Differences	Absolute	.155
	Positive	.155
	negative	-.087
Test Statistics		.155
asymp. Sig. (2-tailed)		.200 [c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Results of data processing using SPSS, 2022

Table 2 shows that the magnitude of the KS value obtained is 0.155 with a significance of 0.200, because the significant value obtained is greater than 0.05, this means that H $_1$ is accepted, meaning that the residual data is normally distributed.

Multicollinearity Test

**Table 3. Multicollinearity Test Results**

Coefficients	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
MOTIVATION	.798	1.253
LEADERSHIP	.979	1.022
DISCIPLINE	.812	1.232

Source: Results of data processing using SPSS, 2022

Based on the calculation of the *Tolerance value* also shows that there is no independent variable that has a *Tolerance value* of less than 0.10 and the results of the calculation of the *Variance Inflation Factor* (VIF) value also show the same thing that there is no single independent variable

that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model.

Heteroscedasticity Test
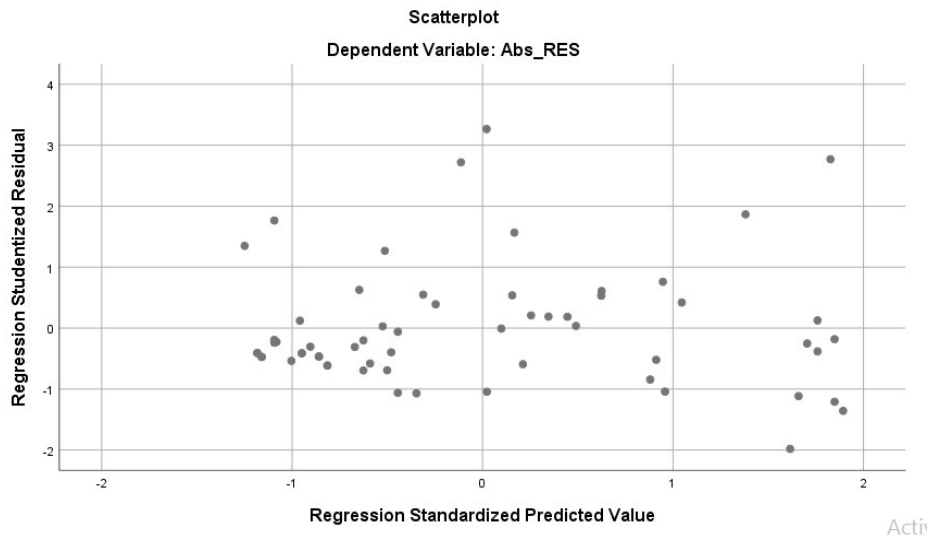
Figure 4. Scatter Plots Charts

In Figure 4, it can be seen that the scattered points do not form certain patterns and are spread both above and below the number 0 on the Y axis and based on the figure, there is no heteroscedasticity so that the regression model is feasible to use.

Table 4. Glejser test results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	23.734	5.852		4.056	.000
MOTIVATION	.463	.154	.379	3.014	.004
LEADERSHIP	-.283	.201	.160	1.411	.163
DISCIPLINE	.206	.151	.169	1.359	.179

Source: Results of data processing using SPSS, 2022

The results of the SPSS output display Table 4, the results of the heteroscedasticity test, the regression coefficient value of each independent variable in the regression model of the absolute residual value is not statistically significant (sig > 0.05), so it can be concluded that there is no heteroscedasticity.

Hypothesis Determination Coefficient

Table 5. Test Results of Hypothesis Determination Coefficient Analysis

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.482[a]	.232	.194	3.254

Source: Results of data processing using SPSS, 2022

Table 5 explains the value of the correlation or relationship in the test data the coefficient of determination shows that there is 0.194 which explains 19.4% of the various dependent factors of worker performance which can be explained through several independent factors of competence, discipline and work stress and the remaining 80.6% (100% -19.4%) explains other factors do not research in this research.

Simultaneous Hypothesis Testing (F Test)

Table 6. Results of Simultaneous Hypothesis Testing

Model		Sum Squares	Df	Mean Square	F	Sig.
	Regression	195.093	3	65.031	6.141	.001[b]
1	Residual	645.922	61	10.589		
	Total	841.015	64			

Source: Results of data processing using SPSS, 2022

In Table 6, The F table number sig 0.05 is 2.91 which is the output of the SPSS calculation, namely F statistic (6.141) > F table (2.91) and the probability sig 0.001 <0.05, Ha is accepted and Ho is not acceptable, namely discipline, leadership and motivation are a simultaneous and significant factor on the performance of employees of the Suzuki Finance Indonesia Limited Liability Company.

Partial Hypothesis Testing (t Test)

Table 7. Results of Partial Hypothesis Testing

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	23.734	5.582		4.056	.000
MOTIVATION	.463	.154	.379	3.014	.004
LEADERSHIP	-.283	.201	-.160	1.411	.163
DISCIPLINE	.206	.151	.169	1.359	.179

Source: Results of data processing using SPSS, 2022

In table 7 The t table number for a probability of 0.05, degrees of freedom (df) = 65-2=63 is 0.214. The results of the t test are explained as follows: Number of motivation tests |3,014| sig value 0.02 T statistic > t table / |3,014| > |0.214|, and sig < 0.05 then H1 is said to be true that motivation has a factor on worker performance at Suzuki Finance Indonesia Limited Liability Company. Number of leadership tests |1,411| sig 0.120. t statistic > t table or |1.411| >|0.214|, and sig > 0.05 then H2 is said to be true that leadership affects employee performance at PT Suzuki Finance Indonesia. Discipline Test |1,359| sig 0.178. t statistic > t table or |1.359| > |0.214|, and sig > 0.05, then H3 is said to be true that work discipline affects worker performance at PT Suzuki Finance Indonesia.

Discussion

The Effect of Motivation on Employee Performance

Referring to the tests carried out by the author, it shows that there is an effect of competence on performance which has a count of |3,014| sig value 0.02 t statistic > t table or |3.014| > |0.214|, and sig < 0.05, then H0 is rejected and Ha is accepted, which causes it to be explained that the motivational variable (X1) has a positive and significant influence on worker performance (Y) in the Limited Liability Company Suzuki Finance Indonesia.

The Effect of Leadership on Employee Performance

This research shows that the disciplinary system that is created in the work environment has an influence on worker performance. In terms of the Discipline Factor, it has t statistic > t table |-1.411| sig 0.120. t statistic > t table or |-1.411| >|0.214|, and sig > 0.05, then H2 is said to be true that leadership has an influence on the performance of workers in the Suzuki Finance Indonesia Limited Liability Company, H0 is rejected, and Ha is accepted, meaning that the leadership factor (X2) has a positive and significant influence on performance (Y) at Suzuki Indonesia Limited Liability Company.

The Effect of Discipline on Employee Performance

Referring to the research data above, it shows that there is an effect of work stress on work performance. Furthermore, in terms of the discipline factor, it has a count of t statistic > t table |1.359| sig 0.178. t statistic > t table or |1.359| > |0.214|, and sig > 0.05 then H0 is unacceptable, and Ha is accepted. So there is a conclusion that discipline (X3) has a negative and significant effect on performance (Y) on the Suzuki Finance Indonesia Limited Liability Company

5. Conclusion

The conclusions from the results of this study are as follows the results of the calculation of motivation obtain t statistic > t table or |3.014| > t table > |0.214| and sig 0.04 <0.05 means that Ha is accepted, Ho is rejected. The results of leadership calculations obtain t statistic > t table or |-1,411| > t table. |0,214| and sig 0.163 > 0.05 means that Ha is accepted, Ho is accepted. The results of disciplinary calculations obtain t statistic > t table or |1.359| > t table |0.214| and sig of 0.179 <0.05 Ha is accepted, Ho is accepted. Simultaneously F statistic (6.141) > F table (2.91) and sig probability 0.001 <0.05, that Ha is accepted, Ho is rejected. The Adjusted R Square value is 0.549, this means that 23.3% of the dependents are explained by the independent variable's competence, discipline, and stress while the remaining 76.7% (100% - 23.3%) explains the variables that we do not examine

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