



The Influence Of Leadership Style And Motivation Work On Employee Performance At PT. Summarecon Agung Tbk

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Abstract: The purpose of this research is to find out how leadership style and work motivation influence employee performance at PT. Summarecon Agung Tbk. This research method uses a quantitative descriptive method. Data analysis used is the Validity Test, Reliability Test, Normality Test, Multicollinearity Test, Autocorrelation Test, Heteroscedasticity Test, Simple Linear Regression Test, Multiple Linear Regression Test, Correlation Coefficient, Determination Coefficient and Hypothesis Test. The sample in this study consisted of 74 respondents, the data processing technique used the SPSS 26 program. The results of partial hypothesis testing for the Leadership Style variable (X1) on employee performance (Y) obtained a calculated t value > t table, namely 8,610 > 2,009 and a significant value of 0.00 < 0.05 which means there is a significant positive influence between Work Motivation on Employee Performance at PT. Summarecon Agung Tbk. Meanwhile, the results of hypothesis testing for the Work Motivation variable (X2) on Employee Performance (Y) obtained a calculated t value > t table, namely 9,802 > 2,009 and a significant value of 0.00 < 0.05, which means there is a significant positive influence between Work Motivation on Employee Performance at PT. Summarecon Agung Tbk. Then, together with the results of simultaneous hypothesis testing, the Leadership Style variable (X1) and the Work Motivation variable (X2) on employee performance (Y) obtained a calculated F value > F table, namely 57,444 > 3.19 and a significant value of 0.00 < 0.05, which means there is an influence Simultaneously significant relationship between Leadership Style and Work Motivation on Employee Performance simultaneously at PT. Summarecon Agung Tbk.

Keywords: Leadership Style, Work Motivation, Employee Performance

INTRODUCTION

Humans are a production factor that has an important role in a company because humans have very specific characteristics compared to other production factors. Based on these differences in characteristics, it is stated that humans are the driving force capable of bringing a company to life. Seeing the character and position of humans means that companies must pay special attention to human resources in their role as employees in the company. Several things that can be done for this include developing their abilities and using their abilities appropriately. So, the company will get more productive and qualified employees for the company's operations.

Achieving these goals requires a series of activities known as the management process, which consists of planning, organizing, activating and controlling actions through



the use of human resources and other resources. Human resources play an important role in a company because human resources always play an active and dominant role in every company activity where humans become planners, and implementers, and determine the realization of company goals. These management actions are related to each other to achieve company goals.

The object of this research is employees at PT. Summarecon Agung Tbk. **Special Issue:** Summarecon Agung Tbk is a company engaged in regional development and property marketing which is located in North Jakarta, specifically in the Kelapa Gading area, North Jakarta, founded in 1975, to be precise, November 26, 1975, by Mr Soetjipto Nagaria.

In general, every company has high hopes that its employees can improve their performance and be more effective in carrying out their work responsibilities. **Website :** PT Summarecon Agung Tbk is required to have reliable management because management plays a very important role in a company.

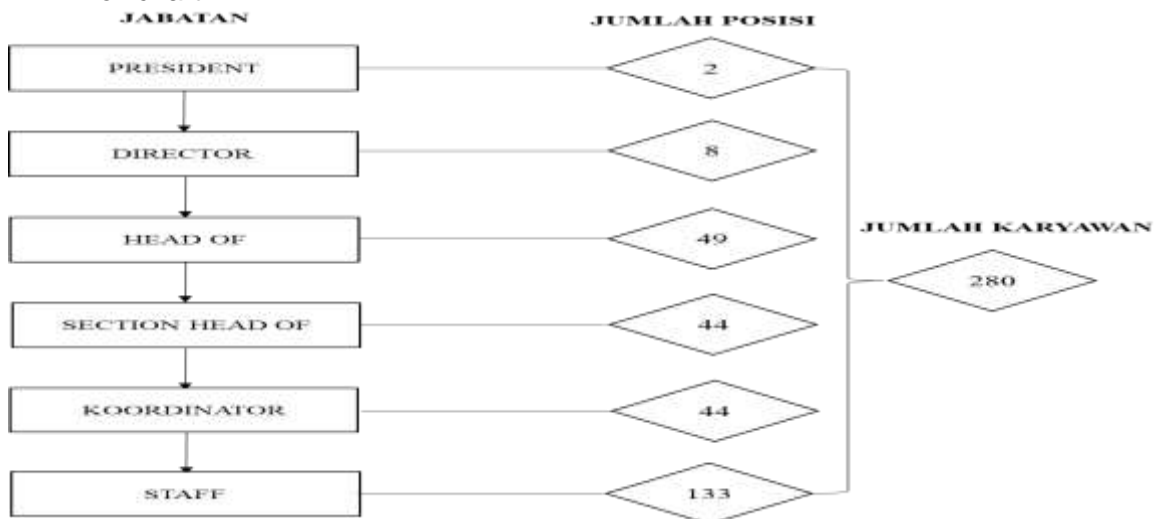
One of the factors for achieving good performance goals in research is leadership style. The leadership style of an organization is one of the environmental factors that has an influence on user decisions and determining the strategy of the organization concerned.

Leadership style is one of the factors that can influence employee performance because organizational leaders must be able to protect and motivate employees to achieve organizational goals. Therefore, leadership is a key issue in company management and greatly determines the success or failure of management activities. Whether or not an agency achieves good or bad results is largely determined by the leader's skill in carrying out his leadership to direct his subordinates, because the skill and authority of a leader who carries out his leadership will encourage work enthusiasm, creativity, participation and loyalty in his subordinates to complete their tasks. - he continued.

The results of research conducted by Isep Amas Priatna et.al (2022) show that leadership style has a significant effect on employee performance. Meanwhile, the results of research conducted by Ferry Muliadi Manalu (2020) show that leadership style has no positive or insignificant effect on employee performance. From the results of previous research, there is a research gap.

One factor to improve employee performance is work motivation. Motivation is widely defined as the urge or movement within a person to do something. If the motivation is strong, we mean that the person has high motivation.

One of the motivations for employees is the need for achievement or achievement and the need for power or getting a better position in their work. One of them is a promotion for employees. The following is the number of employees of PT. Summarecon Agung Tbk which arranged based on the highest to lowest position as stated in the flowchart:



Source: Human Resources PT. Summarecon Agung Tbk (processed by the author, 2022)

Figure 1.1 Flowchart of Number of Employees at PT. Summarecon Agung Tbk



The following are the criteria for employee promotion at PT. Summarecon Agung Tbk:

1. Have the Spirit of a Leader
2. Have Loyalty
3. Creative and Innovative
4. Have good dedication to work
5. Professional at work
6. Demonstrate achievements in their field
7. Good Communication
8. Good Management
9. Broad insight and high education
10. Achieve Annual KPI Targets

Special Issue:

Website. :

The following is the flow of promotions for PT employees. Summarecon Agung Tbk as stated in the flowchart:



Source: Human Resources PT. Summarecon Agung Tbk (processed by the author, 2022)

Figure 1.2 PT Employee Promotion Flowchart. Summarecon Agung Tbk Year 2019 – 2021

Based on the criteria above, the employee promotion recap is to see employee performance at PT. Summarecon Agung Tbk for 2019 -2021 is shown in the table below:

**Table 1.1
Recapitulation of Employee Promotions at PT. Summarecon Agung Tbk
Year 2019 - 2021**

Position Promotion	2019	2020	2021
Staff ke Coordinator	19	5	5
Coordinator ke Section Head	12	7	7
Section Head ke Head of	5	1	2
Head of ke Director	1	0	1
Director ke President Director	1	0	1
Amount	38	13	16
Number of employees	280	280	280
Percentage	13%	4%	5%

Source: Human Resources PT. Summarecon Agung Tbk (processed by the author, 2022)

Based on Table 1.1, it is known that the level of employee promotion at PT. Summarecon Agung Tbk in 2019 was the highest with 38 employees, while in 2020 the lowest was with 13 employees and in 2021 there were 16 employees. This shows that there is a need to increase motivation for PT employees. Summarecon Agung Tbk.



The results of research conducted by Sri Mardiana et.al (2020) show that motivation has a positive and significant effect on performance variables. Meanwhile, the results of research conducted by Isnaini Diana Putri Abdullah (2018) show that motivation partially has a significant negative effect on employee performance. From the results of previous research, there are research gaps.

Performance is one of the factors that influences the success of a company. According to Kasmir (2018: 182), in practice performance is generally part two, namely personal performance and organizational performance. Personal performance is the performance produced by a person, while organizational performance is the performance of the company or institution as a whole. According to Kasmir (2018: 183), several factors influence performance, including abilities and skills, knowledge, work plans, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty and work discipline.

At PT. Summarecon Agung Tbk conducts employee performance assessments based on Key Performance Indicators (KPI) to increase the objectivity of performance assessments as well as identify employee weaknesses and plan employee competency development programs. Evaluation of employee performance at PT. Summarecon Agung Tbk is carried out at the beginning of every year for the previous year's assessment.

There is a recap of Key Performance Indicators (KPI) to see employee performance at PT. Summarecon Agung Tbk for 2019 - 2021 is shown in the table below:

Table 1.2
Recapitulation of Employee KPI at PT. Summarecon Agung Tbk 2019 - 2021

Year	2019	2020	2021
Number of employees	280	280	280
KPI Average	100	100	100
Achieved	182	195	186
Not achieved	98	85	94
Percentage achieved	65%	70%	66%

Source: Human Resources PT. Summarecon Agung Tbk (processed by the author, 2022)

Based on Table 1.2, it is known that the average Key Performance Indicator (KPI) for employees who achieve targets at PT. Summarecon Agung Tbk in 2018 with an achievement of 65%, there was an increase in 2019 with an achievement of 70% and decreased again in 2020 to 66%, where these results show the performance of employees at PT. Summarecon Agung Tbk needs to be improved.

The details are the number of employees who did not achieve Key Performance Indicators (KPI) based on their position at PT. Summarecon Agung Tbk 2019 - 2021 is shown in the table below:

Position	2019	2020	2021
	Amount		
Staff	39	36	41
Coordinator	15	14	15
Section Head	25	21	23
Head of	19	14	15
Director	0	0	0
President Director	0	0	0



Total Not Reached	98	85	94
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Source: Human Resources PT. Summarecon Agung Tbk (processed by the author, 2022)

Based on Table 1.3, it is known that the average Key Performance Indicator (KPI) for employees who did not reach the target in 2018 was 98 employees, in 2019 it was 85 employees and experienced an increase again in 2020 with a total of 94 employees. The average analysis of non-achievement of employee KPIs is found in indicators of work target achievement. With this, it is necessary to improve employee performance at PT. Summarecon Agung Tbk so that the work targets set by the company can be achieved 100%.
Website. :

Based on the description of the background, the researcher presented his research with the title: **"The Influence of Leadership Style and Work Motivation on Employee Performance at PT. Summarecon Agung Tbk"**.

Formulation of the problem

Based on the background of the problem described above, the problem in this research can be formulated as follows:

1. Is there a partial influence of leadership style on employee performance at PT. Summarecon Agung Tbk?
2. Is there a partial influence of work motivation on employee performance at PT. Summarecon Agung Tbk?
3. Is there a simultaneous influence of leadership style and work motivation on employee performance at PT. Summarecon Agung Tbk?

Research purposes

The discussion of the problems that will be presented by the author cannot be separated from the objectives to be achieved. The aims of this research are:

1. To determine the partial influence of leadership style on employee performance at PT. Summarecon Agung Tbk.
2. To determine the partial influence of work motivation on employee performance at PT. Summarecon Agung Tbk.
3. To determine the simultaneous influence of leadership style and work motivation on the performance of PT employees. Summarecon Agung Tbk.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Leadership Style

Leadership style is the basis for classifying leadership types. Style means attitude, movement, behavior, beautiful attitude, good movements, strength, the ability to do good. Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when trying to influence the performance of his subordinates.

According to Kartono in Kumala & Agustina (2018:27), leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, and attitudes, which a leader often applies when he tries to influence the performance of his subordinates."

According to Hasibuan (2019: 170) states that leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, to achieve maximum organizational goals.

From the definitions above, it can be concluded that leadership style is the ability to influence other people, subordinates or groups, the ability to direct the behavior of



subordinates or groups by having special abilities or expertise in the field desired by the group, to achieve organizational or group goals.

According to Kartono in Andezsa Puan Maharani (2021), the Leadership Style indicators state as follows:

1) Decision Making Ability

Decision-making is a systematic approach to the nature of the alternatives facing a leader. Taking action that according to calculations is the most appropriate action.

2) Motivating Ability

The ability to motivate is the driving force that results in an organization member being willing and willing to mobilize his or her abilities (in the form of expertise or skills), energy and time to carry out various activities that are his or her responsibility and fulfill his or her obligations, to achieve the organization's goals and various targets that have been determined previously.

3) Communication Skills

Communication ability is the ability or ability to convey messages, ideas or thoughts to other people with the aim of the other person understanding what is meant well, directly verbally or indirectly.

4) Ability to Control Subordinates

A leader must have the desire to make others follow his wishes by using personal or position power effectively and appropriately.

5) Responsibility

A leader must have responsibility for his subordinates. Responsibility can be interpreted as an obligation that is obliged to bear, bear responsibility, bear everything or give responsibility and bear the consequences.

6) Ability to Control Emotions

The ability to control emotions is very important for the success of our lives. The better our ability to control our emotions, the easier it will be for us to achieve happiness.

Work motivation

According to the Big Indonesian Dictionary, motivation is an urge that arises in a person consciously or unconsciously to do something. So work motivation is the urge that arises in a person consciously or unconsciously to do a job.

According to Malayu Hasibuan S.P (2019:141), motivation comes from the Latin word *movere* which means to encourage or move. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to successfully achieve and realize the specified goals.

According to Azwar (2019: 73), motivation is a stimulus or generation of energy possessed by a person or group of people who are willing to act and work together optimally in carrying out something that has been planned to achieve the goals that have been set.

According to McClelland, work motivation, translated by Suwanto (2020: 161), is "a set of forces both from within and from outside a person that encourages one to start working behavior by a certain format, direction, intensity and period.

From the opinion above, it can be concluded that motivation is the various efforts that humans make to fulfill their desires and needs. However, getting your desires and needs fulfilled is not easy to obtain without maximum effort. In fulfilling their needs, a person will behave by the impulses they have and what underlies their behavior.

According to Herzberg's theory in Hasibuan (2019: 158), some factors act as satisfiers or motivators that are used as indicators of employee work motivation, namely:

- 1) Achievement is a work result achieved by someone in carrying out their duties. The need for achievement will encourage a person to develop creativity and direct all their abilities and energy to achieve optimal work performance.
- 2) Recognition, namely recognition given to workers for their work results. Recognition means that employees receive recognition from the company that they are people who excel and are given awards. Recognition can be obtained through abilities and



- achievements increasing individual status.
- 3) Doing It Yourself (Work itself), namely, the challenges felt by workers from their work. To achieve good work results, people are needed who have the right abilities. This means that a healthy selection program is needed to recruit employees according to their abilities.
 - 4) Responsibilities, namely the responsibility given to a worker for the results **Special Issue:** Responsibility is individual involvement in efforts in each job, such as ability and self-control in completing the work.
 - 5) Advancement is the opportunity for promotion. To improve employee performance results, leaders need to provide training to employees so that employees continue to take the initiative to develop their insight into work and take responsibility for their work. Website. :
 - 6) Development of individual potential (the possibility of growth), namely the possibility of workers having the opportunity to advance and develop in their work. Development is an effort to improve employees' technical, theoretical, conceptual and moral abilities through job/position requirements through education and training.

Employee performance

Performance is the result of a person's work in the form of quality and quantity. Every company expects every employee to show optimal performance in supporting the achievement of predetermined goals. Without being supported by good performance, of course, an organization will not progress and develop. Therefore, problems related to performance must receive the attention of management to achieve the expected goals.

Bastian in Fahmi (2018: 128) states that "performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of an organization which is the oldest in the formulation of the strategic scheme (strategic planning) of an organization".

According to Wibowo (2018:2), performance is the result of work, but also how the work process takes place. Performance is about doing work and the results achieved from that work. Performance is about what is done and how to do it.

According to Kasmir (2018: 182), performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period."

From the opinions above, it can be concluded that performance is the result of work that has been achieved by someone in an organization to achieve goals based on standardization or size and time adjusted to the type of work that is the responsibility of each employee by established norms and ethics. Performance is based on what is done and how the work process takes place.

According to Kasmir (2018:208), employee performance indicators are as follows:

- 1) Quality (Quality). Performance measurement can be done by looking at the quality of work produced through a certain process.
- 2) Quantity (amount). To see performance, you can also look at the quantity (amount) produced by someone.
- 3) Time (period). For certain types of work, a time limit is given to complete the work.
- 4) Cost emphasis. The costs incurred for each company activity are budgeted before the activity is carried out.
- 5) Supervision. Almost all types of work require carrying out and require supervision of work in progress.
- 6) Relations between employees. Performance appraisal is often related to cooperation or harmony between employees and/or between leaders.

Framework of thinking

According to Sugiyono (2018:60), a thinking framework is a conceptual model of how theory relates to various factors that have been identified as important. The framework of thought is a temporary explanation of the symptoms that are the object of the problem.

Based on the theory and problem formulation put forward by the author, the following is a framework of thought that functions as a guide and reflects the flow of thinking which is the basis for formulating hypotheses, namely as in the picture below:

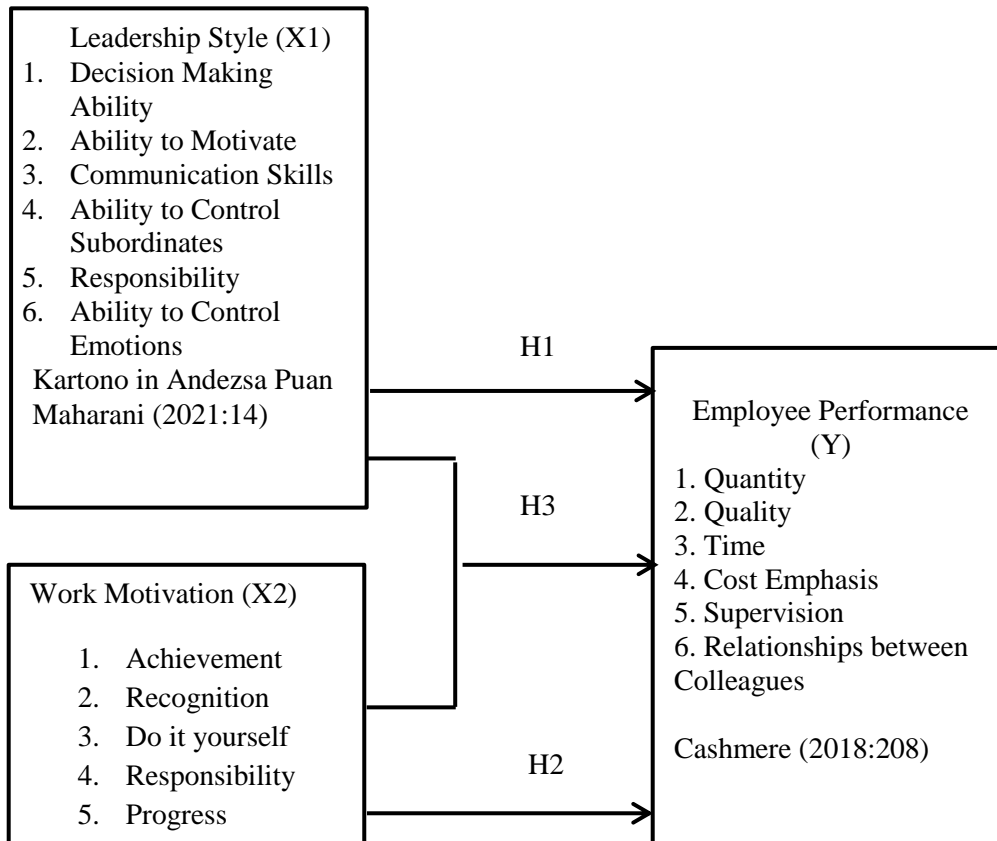


Figure 2.1
Framework of thinking

Hypo

prev
simultaneously, namely:

1. The partial influence of leadership style variables on employee performance
 $H_{01} = 0$: There is no significant influence between the leadership style variables on employee performance.
 $H_{a1} \neq 0$: There is a significant influence between style variables on employee leadership performance.
2. The influence of partial work motivation variables on employee performance
 $H_{02} = 0$: There is no significant influence between work motivation variables on employee performance.
 $H_{a2} \neq 0$: There is a significant influence between work motivation variables on employee performance.
3. The influence of leadership style and work motivation variables simultaneously on employee performance.
 $H_{03} = 0$: There is no significant influence between the variables of leadership style and work motivation on employee performance.
 $H_{a3} \neq 0$: There is a significant influence between leadership variables and work motivation on employee performance.

Special Issue:

Website. :



METHODS

According to Sugiyono (2018:28), "Research methods are defined as scientific ways to obtain valid data to find, prove and develop knowledge so that in turn it can be used to understand, solve and anticipate problems."

The method used in this research is a quantitative descriptive method and a survey at PT. Summarecon Agung Tbk. Quantitative descriptive is a research method that describes and explains independent variables to analyze their influence on the dependent variable (Sugiyono, 2018). Special Issue:

Population and Sample

Sugiyono (2018:215) defines population as the number of generalized areas consisting of objects or subjects that have qualities and characteristics determined by the researcher and then conclusions are drawn. Website. :

In this research, the population is all employees of PT. Summarecon Agung Tbk 2022 will have 280 employees.

Sampling is intended to determine the number and characteristics of the population. According to Sugiyono (2018:215), a sample is the number and characteristics of the population. Meanwhile, according to Suharsini Arikunto (2019: 131), the sample is a part or representative of the population studied.

About the number of employees at PT. Summarecon Agung Tbk has 280 employees, so the researchers used random sampling techniques. To find out the number of samples, use the Slovin formula, namely:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{280}{1 + 280(0,10)^2} = 73.68 = 74$$

Information:

n = Number of sample

N = Total population

e^2 = Error tolerance

In taking samples, researchers use a confidence level of 90%, namely being sure that 90% of the research results are correct, or a significance level of 10% (0.10). The reason researchers use a precision level of 10% is because the population is less than 1,000. Based on the Slovin formula, a sample size of 74 employees was obtained.

Data collection technique

Data collection is an effort to obtain information that will be used in measuring variables. According to Sugiyono (2018:308), "the data collection method is a scientific way to obtain valid data to be able to prove it, developing knowledge so that it can be used to solve and anticipate problems". The data collection methods used in this research are:

1. Observation

According to Sugiyono (2018: 145), "Observation is the basis of all science. Scientists can only work based on data, namely facts about the real world obtained through observation." In this case, the author carried out direct observations at PT. Summarecon Agung Tbk where observations are limited to the main problem so that attention is more focused on relevant real (real) data and research directly on research objects where the data that has been obtained can be used for additional analysis.



2. Literature Study

According to Sugiyono (2018:140), library studies are related to theoretical studies and other references related to the values, culture and norms being researched and are important in conducting research, this is because research cannot be separated from scientific literature. In this research, a literature study was carried out by looking for a theoretical basis related to the title of the research. Special Issue:

3. Questionnaire

According to Istijanto (2019: 142), a questionnaire is an efficient data collection technique if the researcher knows with whom the variables will be measured and what the respondents expect. Meanwhile, according to Suharsimi (2018: 194), a questionnaire is several written questions used to obtain information from respondents in the sense of reports about their personality or things they know. Website. :

Data analysis technique

According to Sugiyono (2018:147), in quantitative research, data analysis is an activity of collecting data from obtained sources.

Descriptive Analysis

The descriptive method is data that is used by collecting data and analyzing it to obtain a description, picture or phenomenon being studied.

1) Making a Likert Scale

In this research the Likert scale and scores (scoring) used are as follows:

Table 3.1
Likert Scale

Alternative Answers	Weight
Strongly Agree	5
Agree	4
Disagree	3
Don't Agree	2
Strongly Disagree	1

Source: Adapted from Sugiyono (2019:92)

2) Scale Interval

After creating a Likert scale and a value scale (scoring), the average of each respondent's answer is found. To facilitate the assessment of the average, an interval scale is used. This analysis was carried out to determine and measure the correlation between leadership style (X1) and work motivation (X2) with employee performance (Y).

Tabel 3.2
Scale Interval



Category Criteria or Interpretation	Scale Interval
Strongly Disagree or Very Unfavorable	1,00 – 1,79
Disagree or Unfavorable	1,80 – 2,59
Disagree or Not Good	2,60 – 3,39
Agree or Good	3,40 – 4,19
Strongly Agree or Very Good	4,20 – 5,00

Source: adapted from Sudjana (2018:47)

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Data Instrument Test

In this research, the Statistical Package for Social Science (SPSS) for Windows version 26 software was used.

As for this testing instrument, 2 (two) tests are used, namely:

1. Validity Test

Valid means showing the degree of accuracy between the data that occurs on the object and the data that can be collected by the researcher. According to Sugiyono (2018:361), "valid means there are similarities between the data collected and the actual data".

The criteria or decision requirements for an instrument are said to be valid or not according to Sugiyono (2018: 173), namely by comparing the calculated r-value with the r table with the following conditions:

- a. If $r_{count} > r_{table}$, then the instrument is said to be valid,
- b. If $r_{count} < r_{table}$, then the instrument is said to be invalid.

2. Reliability Test

A reliability test is a series of measurements or a series of measuring instruments that have consistency if the measurements made with the measuring instrument are carried out repeatedly. A good instrument will not be tendentious in directing respondents to choose certain answers.

According to Sugiyono (2019: 168), "A reliable instrument, if used several times to measure the same object, will produce the same data.

In this research, the measurement used is by comparing the Cronbach's Alpha value with 0.60, which according to Ghazali (2018:238) can be guided by the following:

- a. If the Cronbach's Alpha value is > 0.60 , then the instrument is reliable.
- b. If the Cronbach's Alpha value is < 0.60 , then the instrument is unreliable.

Classic assumption test

The classical assumption test is used to determine the accuracy of data. According to Singih Santoso (2019:342), "a regression model will be used to forecast. A good model is a model with the minimum possible forecasting error. Therefore, before being used, a model must fulfill several assumptions, which are usually called classical assumptions." In this research, the classical assumption tests used include:



a. Normality test

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution.

b. Multicollinearity Test

Special Issue:

The purpose of carrying out a multicollinearity test is to see whether the regression model correlates with one independent variable and another.

c. Heteroscedasticity Test

Website. :

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residuals of one observation to another.

d. Autocorrelation Test

The Autocorrelation Test aims to test whether, in the regression model, there is a correlation between confounding errors in period t and errors in the previous period. If correlation occurs, it is called an autocorrelation problem.

Quantitative Analysis / Statistical Test

There are several types of statistical tests that the author uses in this research, including:

1. Simple Linear Regression Analysis

According to Sugiyono (2019:277), "Simple linear regression is used to estimate the magnitude of the coefficient resulting from a linear equation of one independent variable to be used as a prediction tool for the magnitude of the dependent variable." The simple linear regression equation can be formulated as follows:

$$Y = a + bx$$

2. Multiple Linear Regression Analysis

According to Sugiyono (2019:277), "regression analysis is used to predict how the value of the dependent variable will change if the value of the independent variable is increased/decreased". This relationship model is structured in a multiple regression function or equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + \epsilon$$

Source: Sugiyono (2019:277)

3. Correlation Coefficient Analysis

According to Sudaryono (2018:67) stated that "Correlation analysis is a statistical technique that is often used to find the relationship between two variables.

Table 3.3
Correlation Coefficient Interpretation Guidelines

Correlation Coefficient Value Interval	Relationship Level
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0,000 – 0,199	Very low
0,200 – 0,399	Low
0,400 – 0,599	Currently
0,600 – 0,799	Strong
0,800 – 1,000	Very strong

Source: Sugiyono (2019:184)

Special Issue:

4. Analysis of the coefficient of determination

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Analysis of the coefficient of determination is intended to determine the magnitude of the influence of the independent variable on the dependent variable, either partially or simultaneously.

Hypothesis test

Hypothesis testing is intended to determine whether a hypothesis should be accepted or rejected. According to Sugiyono (2018:213), "A hypothesis is a temporary answer to a research problem formulation, therefore research problem formulations are usually prepared in the form of question sentences."

So hypothesis testing is carried out through:

1. Partial Hypothesis Test (t-Test)

The t-test or partial test is intended to test the influence of each independent variable individually on the dependent variable. According to Sugiyono (2018:251), "The t-test is used to find out whether, in the regression model, the independent variable (X) partially influences the dependent variable (Y) at a 95% confidence level."

The level of significance used is $\alpha = 0.05$ (5%) meaning that the possible results of concluding have a probability of 95%. In this test, SPSS version 26 software is used. The criteria for a hypothesis to be accepted or rejected are by comparing the calculated t value with the t table with the following criteria:

- If t count < t table: it means that H₀ is accepted and H_a is rejected ($\alpha = 5\%$)
- If t count > t table: means H₀ is rejected and H_a is accepted ($\alpha = 5\%$)

2. Simultaneous Hypothesis Test (F Test)

The F or simultaneous test is intended to test the influence of all independent variables simultaneously on the dependent variable. According to Sugiyono (2018:252) "The F test is used to determine the simultaneous (joint) influence of independent variables on the dependent variable".

In this test, SPSS version 26 software is used. The criteria for a hypothesis to be accepted or rejected are by comparing the calculated F value with the F table with the following criteria:

- If F count < F table: it means that H₀ is accepted and H_a is rejected ($\alpha = 5\%$)
- If F count > F table: it means that H₀ is rejected and H_a is accepted ($\alpha = 5\%$)

The criteria are said to be significant if the calculated F value is > F table or the probability significance is < 0.05.

RESULT AND DISCUSSION

Testing in this research was carried out with the help of the Statistical Package for Social Science (SPSS) for Windows version 26 software.

Test Research Instruments

1. Validity Test

Special Issue:

Table 4.1
Leadership Style Validity Test Results (X1)

Statement Item Number	R count	R table	Description
Leadership Style. 1	0.584	0.273	Valid
Leadership Style. 2	0.625	0.273	Valid
Leadership Style. 3	0.824	0.273	Valid
Leadership Style. 4	0.800	0.273	Valid
Leadership Style. 5	0.765	0.273	Valid
Leadership Style. 6	0.560	0.273	Valid
Leadership Style. 7	0.568	0.273	Valid
Leadership Style. 8	0.681	0.273	Valid
Leadership Style. 9	0.593	0.273	Valid
Leadership Style. 10	0.632	0.273	Valid
Leadership Style. 11	0.770	0.273	Valid
Leadership Style. 12	0.762	0.273	Valid

Website. :

Source:
SPSS 26
output
(processed
by
researchers
in 2022)

Based on
Table
4.1, the

results of the leadership style validity test by displaying all statements related to leadership style can see all $r_count > r_table$ values, which means that all statements from the leadership style validity test results are declared valid.

Table 4.2
Work Motivation Validity Test Results (X2)

Statement Item Number	R count	R table	Description
Work Motivation. 1	0.737	0.273	Valid
Work Motivation. 2	0.725	0.273	Valid
Work Motivation. 3	0.556	0.273	Valid
Work Motivation. 4	0.669	0.273	Valid
Work Motivation. 5	0.600	0.273	Valid
Work Motivation. 6	0.440	0.273	Valid
Work Motivation. 7	0.553	0.273	Valid
Work Motivation. 8	0.567	0.273	Valid
Work Motivation. 9	0.698	0.273	Valid
Work Motivation. 10	0.682	0.273	Valid
Work Motivation. 11	0.793	0.273	Valid
Work Motivation. 12	0.730	0.273	Valid

Source: SPSS 26 output (processed by researchers in 2022)

Based on Table 4.2, the results of the work motivation validity test by displaying all statements related to work motivation can be seen in all $r_count > r_table$ values, which means that all statements from the work motivation validity test results are declared valid.

Table 4.3
Performance Validity Test Results (Y)

Statement Item Number	R count	R table	Description
Performance. 1	0,697	0,273	Valid
Performance. 2	0,540	0,273	Valid
Performance. 3	0,672	0,273	Valid
Performance. 4	0,384	0,273	Valid
Performance. 5	0,321	0,273	Valid
Performance. 6	0,732	0,273	Valid
Performance. 7	0,771	0,273	Valid
Performance. 8	0,322	0,273	Valid
Performance. 9	0,387	0,273	Valid
Performance. 10	0,687	0,273	Valid
Performance. 11	0,774	0,273	Valid
Performance. 12	0,743	0,273	Valid

Special Issue:

Website. :

Source: SPSS 26 output (processed by researchers in 2022)

Based on Table 4.3, the results of the employee performance validity test by displaying all statements related to employee performance can see all $r_count > r_table$ values, which means that all statements from the employee performance validity test results are declared valid.

2. Reliability Test

The reliability test in this research can be seen in the following table:

Table 4.4
Reliability Test Results

Variabel	Alpha Minimum	Cronbach's Alpha	Description
Leadership Style	0,60	0.923	Reliabel
Work motivation	0,60	0.910	Reliabel
Performance	0,60	0.887	Reliabel

Source: SPSS 26 output (processed by researchers in 2022)

Based on Table 4.4, it shows that all variables have a Cronbach's Alpha value greater than the standard value, namely 0.60. So it can be said that all measurement concepts for each variable from the questionnaire are reliable or reliable. Thus, the items in each variable concept are suitable for use as measuring tools.

Classic assumption test

This Classical Test can be said to be an econometric criterion to see whether the estimation results meet the classical linear basis or not. In this research, the data is ensured to be free from classical deviations, so it is continued with hypothesis testing, namely individual or partial testing (t-test), and simultaneous or simultaneous testing (F test).

Hypothesis testing

After carrying out classical testing, linear regression testing, correlation coefficient and determination, testing is carried out to answer the hypothesis that has been proposed.

Partial Hypothesis Testing (t-Test)

$$t_{tabel} = 2.00958$$

Special Issue:

1. Influence of Leadership Style (X1) on Employee Performance (Y)

The results of data processing using the SPSS 26 program, with the following results:

Table 4.5

Leadership Style t Test Results (X1) on Employee Performance (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,726	2,881		7,193	0,000
	LEADERSHIP STYLE	0,583	0,059	0,811	9,802	0,000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: SPSS 26 output (processed by researchers in 2022)

From table 4.7, the value of t count > t table is obtained, namely 9.802 > 2.009, thus H0 is rejected and Ha, which means that the Leadership Style variable has a positive effect on Employee Performance and is significant at 0.00 < 0.05, which means it is significant. **So there is a significant positive influence between Leadership Style on Employee Performance at PT. Summarecon Agung Tbk.**

2. Effect of Work Motivation (X2) on Employee Performance (Y)

The results of data processing using the SPSS 26 program, with the following results:

Table 4.6

Motivation t Test Results (X2) on Employee Performance (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,257	3,331		6,082	0,000
	WORK MOTIVATION	0,599	0,070	0,773	8,610	0,000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: SPSS 26 output (processed by researchers in 2022)

From table 4.6, the calculated t value > t table is 8.610 > 2.009, thus H0 is rejected and Ha, which means that the Work Motivation variable has a positive effect on Employee Performance and is significant at 0.00 < 0.05, which means it is significant. **So there is a**

significant positive influence between Work Motivation on Employee Performance at PT. Summarecon Agung Tbk.

Simultaneous Hypothesis Testing (F Test)

Special Issue:

$$F_{tabel} = 3.19$$

The results of processing the F test data using the SPSS 26 program, with the following results:

Website. :

Table 4.7
F Test Results Leadership Style (X1) and Work Motivation (X2) on Employee Performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	984,062	2	492,031	57,444	0,000 ^b
	Residual	419,707	49	8,565		
	Total	1403,769	51			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), WORK MOTIVATION, LEADERSHIP STYLE						

Source: SPSS 26 output (processed by researchers in 2022)

From table 4.7, the calculated F value > F table is obtained, namely 57.444 > 3.19, thus H0 is rejected and Ha, which means that the Leadership Style and Work Motivation variables simultaneously have a positive effect on Employee Performance and are significant at 0.00 < 0.05, which means significant. **So there is a significant simultaneous influence between Leadership Style and Work Motivation on Employee Performance simultaneously at PT. Summarecon Agung Tbk.**

RESULT AND DISCUSSION

1. Influence of Leadership Style (X1) on Employee Performance (Y)

Based on the results of the analysis of Leadership Style on Employee Performance, the regression equation value $Y = 20.726 + 0.583X1$ is obtained, and the correlation coefficient is 0.811, meaning that the two variables have a very strong level of relationship. The determination value or contribution of the influence of Leadership Style (X1) on employee performance (Y) is 65.8% while the remaining 34.2% is influenced by other factors. Hypothesis testing obtained a calculated t value > t table, namely 8,610 > 2,009, thus H0 was rejected and Ha, which means that the Work Motivation variable has a positive effect on Employee Performance and is significant at 0.00 < 0.05, which means it is significant. So there is a significant positive influence between Work Motivation on Employee Performance at PT. Summarecon Agung Tbk.

2. Effect of Work Motivation (X2) on Employee Performance (Y)

Based on the results of the analysis of Work Motivation on Employee Performance, the regression equation value $Y = 20.257 + 0.599X2$, a correlation coefficient of 0.773, means that the two variables have a strong level of relationship. The determination value or contribution of the influence of Work Motivation (X2) on employee performance (Y) is 59.7% while the remaining 40.3% is influenced by other factors. Hypothesis testing obtained a calculated t value > t table, namely 9.802 > 2.009, thus H0 was rejected and Ha, which



means that the Leadership Style variable has a positive effect on Employee Performance and is significant at $0.00 < 0.05$, which means it is significant. So there is a significant positive influence between Work Motivation on Employee Performance at PT. Summarecon Agung Tbk.

3. The Influence of Leadership Style (X1) and Work Motivation (X2) on Employee Performance (Y).

Based on the results of the analysis of Leadership Style and Work Motivation on Employee Performance, the regression equation value $Y = 17.529 + 0.384 X_1 + 0.268 X_2$. The determination value or contribution of the influence of Leadership style (X1) and Work Motivation (X2) on employee performance (Y) is 70.1% while the remaining 29.9% is influenced by other factors. Hypothesis testing obtained a calculated F value $> F$ table, namely $57,444 > 3.19$, thus H_0 was rejected and H_a , which means that the variables Leadership Style and Work Motivation simultaneously have a positive effect on Employee Performance and are significant at $0.00 < 0.05$, which means significant. So there is a significant simultaneous influence between Leadership Style and Work Motivation on Employee Performance simultaneously at PT. Summarecon Agung Tbk.

CONCLUSIONS

Based on the results of research and data analysis that the author carried out using hypothesis testing and discussion of the research described previously regarding the Influence of Leadership Style and Work Motivation on Employee Performance by distributing 74 questionnaire respondents to PT employees. Summarecon Agung Tbk, the following conclusions can be drawn:

1. The results of a simple linear regression obtained the equation $Y = 20.726 + 0.583X_1$, which means that employee performance has increased by 1 unit, followed by an increase in leadership style of 0.538. The correlation coefficient value is 0.811, meaning that Leadership Style and Employee Performance have a "Very Strong" level of relationship, the R Square coefficient of determination value shows a figure of 0.658, meaning that Leadership Style affects Employee Performance by 65.8%, then the results of the hypothesis test are accepted because The calculated t value $> t$ table is $8.610 > 2.009$ and the significant value is $0.00 < 0.05$. So there is a significant positive influence between Leadership Style on Employee Performance at PT. Summarecon Agung Tbk.
2. The results of a simple linear regression obtained the equation $Y = 20.257 + 0.599X_2$, which means that employee performance has increased by 1 unit, followed by an increase in work motivation of 0.599. The correlation coefficient value is 0.773, meaning that Work Motivation and Employee Performance have a "Strong" level of relationship, the R Square coefficient of determination value shows a figure of 0.597, meaning that Work Motivation influences Employee Performance by 59.7%, then the results of the hypothesis test are accepted because the value t count $> t$ table, namely $9.802 > 2.009$ and a significant value of $0.00 < 0.05$. So there is a significant positive influence between Work Motivation on Employee Performance at PT. Summarecon Agung Tbk.
3. The results of multiple linear regression obtained the equation $Y = 17.529 + 0.384 X_1 + 0.268 X_2$. The correlation coefficient value is 0.837, meaning that Leadership Style and Work Motivation with Employee Performance have a "Very Strong" level of relationship, the R Square coefficient of determination value shows a figure of 0.701, meaning that Leadership Style and Work Motivation affect Employee Performance by 70.1%, then with the results of the hypothesis test being accepted because the calculated F value $> F$ table is $57.444 > 3.19$ and the significant value is $0.00 < 0.05$. So there is a significant simultaneous influence between Leadership Style and Work Motivation on Employee Performance simultaneously at PT. Summarecon Agung Tbk.

ACKNOWLEDGEMENT

Based on the analysis that has been carried out, the researcher provides the following suggestions:

1. Leadership Style at PT. Summarecon Agung Tbk is in the Good category. However, in the Leadership Style variable (X1) with the Decision-Making Ability indicator, there is the lowest score, namely in statement number 1 (One) with an average value of 3.75, so it is recommended that when making decisions at work, leaders must include subordinates. Special Issue:
2. Work Motivation at PT. Summarecon Agung Tbk is in the Good category. However, in the Work Motivation variable (X2) with the Individual Potential Development indicator, there is the lowest score, namely in statement number 12 (Twelve) with an average value of 3.79, so PT. Summarecon Agung Tbk is expected to be able to provide training materials that suit the needs of each employee. Website. :
3. Employee Performance at PT. Summarecon Agung Tbk is in the Good category. However, in the Employee Performance (Y) variable, there is the lowest score with an average value of 3.94, including the following:

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