The Impact of the Leadership, Work Motivation, and Training on Employee Performance at PT ADI TERA

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Abstract:- This study aims to examine and analyze the influence of leadership, work motivation and training on employee performance at PT. Adi Tera. Data collection was taken from questionnaires that were given by sampling and random without being limited by certain departments or positions. The sampling method used is probability sampling. From a population of 345 employees with a sample of 78 employees. The analytical method used in this study is multiple linear regression using SPSS software version 26. The results showed the value of the coefficient of determination (R) 27.1% which showed that independent abilities, namely leadership, motivation and training, had an effect of 27.1% on performance, while the rest was influenced by variables. -other variables, and simultaneously (simultaneously) for leadership and motivation variables have a positive and significant effect on performance variables, with t count of 4.85 for leadership and 2.59 for motivation which is greater than t table which is only 1.999. Meanwhile, the training variable has a t count of 0.116 which is smaller than t table 1.999 so that the training variable does not have a positive and significant effect on the employee performance variable.

Keywords:- Leadership, Motivation, Training, Employee Performance.

I. INTRODUCTION

In managing the system in the field of human resources, it will be able to improve the quality of human resources so that it can support and satisfy employees and also the company. Increased knowledge, changes in attitudes and behavior are needed to improve performance and productivity through leadership, motivation, and training. In managing employees, the character and way of a company leader will greatly affect the performance results which in turn will affect the motivation of employees. Motivation will provide opportunities for employees to channel individual desires and strengthen employee commitment to the company.

The level of knowledge, skills and work motivation at PT ADI TERA in improving their performance can affect the company's ability to increase productivity. These knowledge, skills, motivation and leadership are values that must be internalized to all employees so that employees realize that they are workers skills needed for the advancement of the company. The level of knowledge, skills, employee work motivation and leadership can be illustrated by the results of competency assessments in each department which are illustrated in the last 3 years, namely competencies in 2017, 2018 and 2019.

Table 1.1 Competence of all employees for the period 2017~2019

COMPETENCE LEVEL	2017	2018	2019
< Standard	5.18%	16.93%	30.92%
=Standard	78.50%	3.62%	13.78%
>Standard	16.32%	79.45%	55.30%

Table 1.2 Competency parameters measured

No	Criteria	Detail Criteria			
1	Work Awareness & Self Development	Work attitudes	Motivation & Challenges	Work Result	Understanding & Complieance with regulation
2	Knowledge & Skills	Cost Awarness	Customer satisfaction awarness	Knowleges	Problem Solving
3	Contribution	Target achievement	System Improvement	-	-
4	Managerial Skill	Leadership	Negotiation	Solution advice	Decision making

From the table above, the competency level in 2019 shows an increase at the level below the competency standard from 16.93% to 30.92% which shows a decrease in the quality of performance from employee performance and also fluctuating departments. Of course, in the department it is influenced by the performance of each employee, where the performance of each employee is assessed by the individual BSC (Balance score card) system with the results of 2017, 2018 and 2019 are:

Table 1.3 Individual BSC/Employee performance

Number of Employees	Period	Good	Fair	Poor
420	2017	160	214	46
		38%	51%	11%
409	2018	202	57	150
		49%	14%	37%
410	2019	152	158	100
		37%	39%	24%

From the table above, information on the trend of patterns that have a value of 'less' shows an upward trend, especially in 2018, although those with moderate performance have the same trend from 3 years. This shows a decline in performance, especially in 2019.

With the above conditions, namely the occurrence of inconsistency in competence and also a decrease in performance, research is carried out to find the cause by conducting a pre-survey on the variables of motivation, training, leadership, work discipline, performance and also work culture, with a sample of 20 employees and obtained, the training variable , motivation, performance and leadership still have problems where 65% of training has a negative influence, where training does not provide development in improving performance in their field so that the desire or enthusiasm of employees is lacking, as well as for employee motivation, employees lack the motivation to improve performance. work and also not motivated to get a higher career path, This is inversely proportional to the pre-survey on the work culture variable, the results of the pre-survey show that the company has a good work culture, where employees see that the company where they work is the best workplace and they feel satisfied, and for the leadership variable, 58% are dissatisfied. towards leadership.

According to the research results of Made Suprapta, Desak Tap & Gede Riana (2015) that leadership have a significant positive effect on job satisfaction and employee performance, while job satisfaction also affects employee performance. Other researchers, namely R Joko, Riza & Abdul (2018) also state that leadership is influential significant effect on job satisfaction, but motivation does not have a significant effect on employee job satisfaction. On the results of these different studies, the researchers re-examined with different times and places.

The purpose of this research is to analyze and answer the following questions:
1) Analyze and determine the level of influence of leadership on employee performance at PT Adi Tera
2) Analyze and determine the level of influence of work motivation on employee performance at PT Adi Tera
3) Analyze and determine the level of influence of training on employee performance at PT Adi Tera
4) Analyze and determine the level of influence of leadership, work motivation, and training simultaneously on the work performance of employees of PT. Adi Tera

II. LITERATURE REVIEW

A. Leadership

Yammarino and Bass (1990) also state that transformational leaders define a realistic vision and mission of the future of the organization, stimulate subordinates in an intellectual way, and pay attention to the differences that their subordinates have. Thus, as revealed by Tichy and Devanna (1990), the existence of transformational leaders has a transformational effect both at the organizational level and at the individual level. In their book entitled "Improving Organizational Effectiveness through Transformational Leadership", Bass and Avolio (1994) suggest that transformational leadership has four dimensions which they call "the Four I's".
1) The first dimension is referred to as idealized influence (ideal influence). The first dimension is described as a leader's behavior that makes his followers admire, respect and trust him at the same time.
2) The second dimension is referred to as inspirational motivation. In this dimension, transformational leaders are described as leaders who are able to articulate clear expectations of subordinates' achievements, demonstrate their commitment to all organizational goals, and are able to inspire team spirit within the organization through growing enthusiasm and optimism.
3) The third dimension is called intellectual stimulation (intellectual stimulation). Transformational leaders must be able to grow new ideas, provide creative solutions to problems faced by subordinates, and motivate subordinates to seek new approaches in carrying out organizational tasks.
4) The last dimension is referred to as individualized consideration. In this dimension, a transformational leader is described as a leader who is willing to listen attentively to the input of subordinates and specifically wants to pay attention to the needs of subordinates for career development.

B. Motivation

Prof. DR. David C.McClelland (Mangkunegara, 2005) an American psychologist from Harvard University, in his theory of motivation suggests that a person's productivity is largely determined by the "mental virus" that exists in him. Mental virus is a mental condition that encourages a person to be able to achieve his maximum performance. The mental virus in question consists of three need drives, namely:
1) The need for achievement is the need to achieve success, which is measured by the standard of opportunity in a

person. This need is closely related to work and directs behavior in an effort to achieve certain achievements.

2) The need for affiliation is the need for warmth and support in relation to other people. This need directs behavior to establish close relationships with other people.

3) The need for power is the need to control and influence situations and other people to become dominant and controlling. This need causes the person concerned to care less about the feelings of others.

C. Training

Training is an activity to improve one's work ability in relation to economic activity. Training assists employees in understanding a practical knowledge and its application, in order to improve the skills, abilities, and attitudes that the organization needs to achieve. According to Kashmir (2019:126) training is a process to shape and equip employees by increasing their skills, abilities, knowledge and behavior. This means that training will shape employee behavior in accordance with what the company expects, for example in accordance with the company's culture. Then it will equip employees with various knowledge, abilities and expertise, according to their field of work.

Based on the definition of training expressed by Sedarmayanti (2013:164) and Andrew E. Sikula in Mangkunegara (2011:44), the training indicators are as follows:

1. Education
Education is an effort to prepare students through teaching guidance activities, and training for their roles in the future. Edy Sutrisno (2009:63)

2. Systematic Procedure
How to work (run) in an orderly and good manner. Big Indonesian Dictionary (2012:667-804)

3. Technical skills
Ability to complete tasks technically (knowledge and scouting to make something related to skills). Big Indonesian Dictionary (2012: 868-854)

4. Studying knowledge
Studying science (knowledge of a field that is arranged systematically according to certain methods). Big Indonesian Dictionary (2012:650)

D. Employee performance

According to Mangkunegara (2013) performance is work performance or work (output) both quality and quantity achieved by human resources per unit of time in carrying out their work duties in accordance with the responsibilities given to them. According to Mathis (2011) employee performance is the main factor that determines the success of the company, and factors that affect individual employee performance include ability, organizational support and effort devoted.

Rival and Sagala (2011: 563) argue that performance appraisal indicators consist of:

1) Technical ability, namely the ability to use knowledge, methods, techniques, and equipment used to carry out tasks as well as the experience and training obtained

2) Conceptual ability, namely the ability to understand the complexity of the company and the adjustment of the field of motion of each unit into the overall operational field of the company, which in essence the individual understands the duties, functions and responsibilities as employees.

3) Interpersonal relationship skills, which include the ability to cooperate with others, motivate employees, negotiate and others.

E. Framework
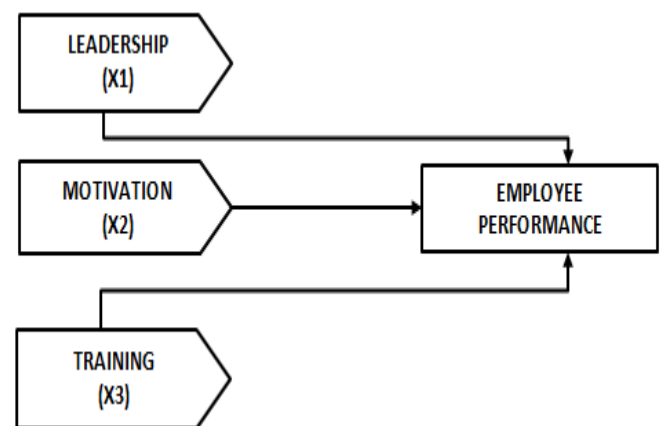
picture 1. Research Framework

III. RESEARCH METHODS

A. Research Type/Design

This study uses a descriptive approach that is in accordance with the research objective, namely to explain the cause - effect of an independent variable on the dependent variable by knowing the nature of a situation. The data obtained is based on the formulation of the problem that has been determined. Quantitative descriptive method is used for fact finding with the right interpretation with the intention of finding a picture that can explain systematically supported by accurate facts.

B. Research Variables / Phenomena to be Observed

Research variables are basically everything in any form determined by the researcher to be studied so that information is obtained about it, then conclusions are drawn. Variables can also be attributes of certain scientific fields or activities. Height, weight, attitude, leadership, motivation, training, are the attributes of each person (Sugiyono, 2018). compensation (X3). While the dependent variable or the dependent variable is employee job satisfaction (Y).

C. Population and Sample

According to Sugiyono (2018), the population is a generalization area consisting of objects or subjects that have certain quantities and characteristics. The Population in

this study are permanent employees at ADI TERA, as many as 345 people.

Sugiyono (2018) the sample is part of the number and characteristics possessed by the population. Researchers used samples taken from the existing population, the sample was carried out because of the limitations of researchers in conducting research both in terms of funds, energy, time and a very large population. Therefore, the sample taken must be truly representative (representative).

According to Sugiyono (2010) probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample.

This study uses the Slovin formula to measure how many samples are taken from the total population. As for the use of the Slovin formula, it is determined as follows:

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

Where :
n= Sample size
N= Population size = 345 people
e= Error tolerance limit (error tolerance) = 10%
The population in this study amounted to 345 people and the specified precision or significance level of 10% or 0.1. Thus from the results of the calculation of the above formula obtained a sample of 78 people.

D. Data Analysis Method
The data processing method used in this study uses the Smart SPSS version 26. The stages of data processing in this study consist of:

1. Test Instrument
a. Validity test
b. Reliability Test

2. Classical Assumption Test
a. Normality test
   b. Linearity Test
   c. Multicollinearity Test
   d. Heteroscedasticity Test

3. Data Analysis Method
a. Multiple regression analysis
b. Simultaneous significance test (F test)
c. T test(Partial test)
d. Test between dimensions
e. Determination coefficient test (R2)

IV.   RESULTS AND DISCUSSION

A. Descriptive Analysis
In the research this study, the research conducted a survey of 78 respondents who are permanent employees, and after primary data collection, the respondents' data was obtained with the composition based on gender as follows:

Table 4.1 Employee Composition of PT Adi Tera by Gender

GENDER	NUMBER OF EMPLOYEES	%
Male	23	29%
Female	55	71%
Total	78	100%

From Above data, the majority of employees are male with a total of 55 people (71%), while women are 23 people (29%), this composition is in accordance with the work needs that are required because of the type of work in machine handling.

Table 4.2 Employee Composition of PT Adi Tera Based on Length of Work

Length of Work	NUMBER OF EMPLOYEES	%
< 1 year	0	0%
1 - 5 year	32	41%
5 - 10 year	44	56%
> 10 year	2	3%
Total	78	100%

Characteristic of respondents based on years of service can be seen in the data table showing an average of 1-5 years of work 32 people (41%) and 5-10 years 44 people (56%), and more than 10 years 2 people (3%) so that the average The average employee at PT Adi Tera has a long working period.

B. Data analysis with SPSS version 26 software

1) **Test Instrument**
Every research conducted using the questionnaire method needs to be tested for its validity. The validity test is useful to determine the validity or suitability of the questionnaire that researchers use to obtain data from the respondents. Pearson Correlation Product Moment Validity Test uses the principle of correlating or connecting between each items score with the total score obtained in the study.

After doing the Product Moment Validity Test with SPSS, then what must be done so that the questionnaire used is correct and right can be trusted as a data collection tool, it is necessary to test the reliability or level of confidence as well.

In this study, the results of the validity and reliability tests (Table 4.3), the independent variables Leadership (X1), Motivation (X2), Training (X3) and performance-related

variables (Y) are shown in Table 4.4. , because the value of r count > r table, as well as on the reliability test, it can be seen that the value of Cronch bach's Alva of the independent variables of leadership, motivation, and training is > 0.6 which indicates the data is "reliable" to be tested.

Table 4.3 Result of Validity and Reliability Test

Variabel	Items	r hitung	r tabel	Validitas	Alpha	Reliabiltas
KEPEMIMPINAN (X1)	$X_1.1$	.448**	0.2227	valid	.673	Reliable
	$X_1.2$	.317**	0.2227	valid	.681	Reliable
	$X_1.3$	.487**	0.2227	valid	.662	Reliable
	$X_1.4$	.444**	0.2227	valid	.668	Reliable
	$X_1.5$	.483**	0.2227	valid	.666	Reliable
	X_16	.430**	0.2227	valid	.668	Reliable
	$X_1.7$	.556**	0.2227	valid	.649	Reliable
	$X_1.8$	.420**	0.2227	valid	.669	Reliable
	$X_1.9$	.397**	0.2227	valid	.672	Reliable
	$X_1.10$	.528**	0.2227	valid	.654	Reliable
MOTIVASI (X2)	$X_2.1$	.636**	0.2227	valid	.680	Reliable
	$X_2.2$	.452**	0.2227	valid	.687	Reliable
	$X_2.3$	.535**	0.2227	valid	.678	Reliable
	$X_2.4$	.636**	0.2227	valid	.680	Reliable
	$X_2.5$	.485**	0.2227	valid	.683	Reliable
	$X_2.6$	.416**	0.2227	valid	.690	Reliable
	$X_2.7$	.413**	0.2227	valid	.691	Reliable
	$X_2.8$	.342**	0.2227	valid	.698	Reliable
	$X_2.9$	.516**	0.2227	valid	.680	Reliable
	$X_2.10$	.511**	0.2227	valid	.681	Reliable
PELATIHAN (X3)	$X_3.1$	.542**	0.2227	valid	.745	Reliable
	$X_3.2$	.849**	0.2227	valid	.728	Reliable
	$X_3.3$	.724**	0.2227	valid	.734	Reliable
	$X_3.4$	.463**	0.2227	valid	.750	Reliable
	$X_3.5$	.811**	0.2227	valid	.729	Reliable
	$X_3.6$	.720**	0.2227	valid	.736	Reliable
	$X_3.7$	.334**	0.2227	valid	.758	Reliable
	$X_3.8$	.556**	0.2227	valid	.745	Reliable
	$X_3.9$	.853**	0.2227	valid	.729	Reliable
	$X_3.10$	.698**	0.2227	valid	.731	Reliable
KINERJA (Y)	Y_1	.381**	0.2227	valid	.642	Reliable
	Y_2	.512**	0.2227	valid	.619	Reliable
	Y_3	.571**	0.2227	valid	.604	Reliable
	Y_4	.235*	0.2227	valid	.668	Reliable
	Y_5	.450**	0.2227	valid	.631	Reliable
	Y_6	.569**	0.2227	valid	.603	Reliable

2) Classic assumption test

After testing the validity and reliability, the next step is to test whether the data is feasible to use or used to produce accurate results, because the purpose of fulfilling this classical assumption is that the independent variable as an estimator of the related variables is not biased (Ghozali, 2011: 105).

For the first test is uji normality to see whether the residual value is normally distributed or not. The researcher has tested the normality of the data as listed in table 4.6 as follows: In table 4.5 it is known that the Asymp.sig. (2-tailed) value is 0.200 > 0.05 significant level, then the assumption of normality is met, it can be concluded that the data is normally distributed.

Table 4.4 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		78
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.35081440
Most Extreme Differences	Absolute	.088
	Positive	.066
	Negative	-.088
Test Statistic		.088
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.

The next test is a multicollinearity test where a situation that shows a strong correlation or relationship between two or more independent variables in a multiple regression model. The regression model referred to in this case includes linear regression, logistic regression, panel data regression.

Coefficients[a]

| Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	12.046	4.569		2.636	.010		
	Kepemimpinan	.491	.101	.501	4.850	.000	.924	1.083
	Motivasi	.049	.083	.061	.595	.554	.937	1.067
	Pelatihan	.009	.081	.012	.116	.908	.952	1.051

a. Dependent Variable: Kinerja

Based on data above, then the data obtained from the sample does not have multikolaritas, with:

Leadership output : 0.924 bigger than 0.10
Motivation output : 0.937 bigger than 0.10
Training output : 0.952 bigger than 0.10

Likewise with the interpretation of the output based on the VF value, where all outputs are < 10, which means that the test results for all X1, X2 and X3 values do not occur Multicollinearity both based on the output tolerance value and VF value.

The heteroscedasticity test aims to test whether in the linear regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity. To detect the presence of heteroscedasticity, it can be tested using the scatterplot graph method.
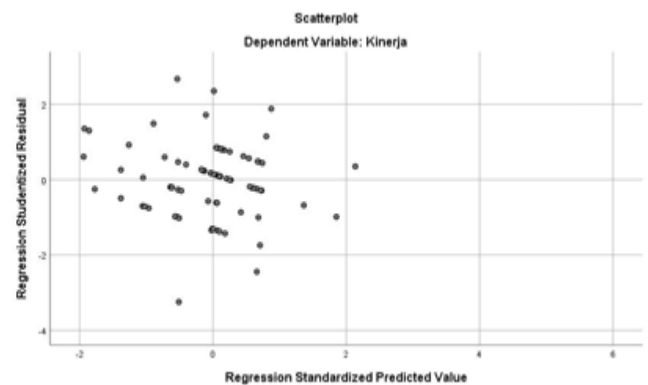
It can be concluded from the results of the research that the data obtained in the scatterplot graph above is no problem because the data points spread above and below, then do not collect only above or below, the spread of the points is not patterned.

3) Hypothesis test

The hypothesis is tested by using the test of determination (R^2) to measure how far the model's ability to explain the variation of the dependent variable, the F-test to determine whether the independent variables have a significant effect on the dependent variable and the t-test to determine whether in the regression equation the variable partially independent has a significant effect on the dependent variable.

a) Coefficient of Determination Test

From the results of this study, the results of the calculation of the coefficient of determination are presented in the following table:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521[a]	.271	.241	1.378

a. Predictors: (Constant), Pelatihan, Motivasi, Kepemimpinan

b. Dependent Variable: Kinerja

From the table data above, it is known that the R^2 value of 0.271 is obtained from the calculation of 0.521 X 0.521 = 0.271. The magnitude of the coefficient of determination R^2 is 0.271 which is equal to 27.1%. This

figure shows that the leadership, motivation and training variables affect the performance-related variables by 27.1%, while the remaining 72.9% is influenced by other independent variables.

b) Simultaneous Testing of Independent Variables (F Test)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.216	3	17.405	9.167	.000[b]
	Residual	140.502	74	1.899		
	Total	192.718	77			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Pelatihan, Motivasi, Kepemimpinan

From the table above, the calculated F value is 9.167, while the F table value is obtained from the formula (k; nk), where k (variable) = 3 and n (respondent) = 78 then f table = (3 ; 75) so that the value in table F is in the 3rd column post and 75th row, which is 2.73, because F count (9.167) > F table (2.73), it can be concluded that the three independent variables are Leadership (X1), Motivation (X2) and Training (X3)) simultaneously affects the dependent variable, namely the variable (Y). Or in other words, H_a is accepted, and H_o is rejected.

c) Partial Test of Independent Variables (t Test)

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	12.046	4.569		2.636	.010
	Kepemimpinan	.491	.101	.501	4.850	.000
	Motivasi	.049	.083	.061	2.595	.554
	Pelatihan	.009	.081	.012	.116	.908

a. Dependent Variable: Kinerja

From the data above, the t value is calculated compared to t table against the independent variables of Leadership, Motivation and Training as follows:
a. t counting the leadership variable (X1) of 4.850 > 1.993 (t table) it can be concluded that the independent variable of leadership has a positive and significant effect on the performance dependent variable (Y), or in other words Ha is accepted and Ho is rejected.
b. t counting the motivation variable (X2) of 2,595 > 1,993 (t table) it can be concluded that the independent variable of motivation has a positive and significant effect on the dependent variable performance (Y), or in other words, H_a is accepted, and H_o is rejected.
c. t counting the training variable (X3) of 0.116 < 1.993 (t table) it can be concluded that the independent training variable has no positive and significant effect on the performance dependent variable (Y), or in other words H_o is accepted and H_a is rejected.

d) Analysis Correlation between Variables

Correlations

		KEPEMIMPIN AN	MOTIVASI	PELATIHAN	KINERJA
KEPEMIMPINAN	Pearson Correlation	1	.255[*]	.250[*]	.561[**]
	Sig. (2-tailed)		.024	.027	.000
	N	78	78	78	78
MOTIVASI	Pearson Correlation	.255[*]	1	-.050	.403[**]
	Sig. (2-tailed)	.024		.665	.000
	N	78	78	78	78
PELATIHAN	Pearson Correlation	.250[*]	-.050	1	.105
	Sig. (2-tailed)	.027	.665		.362
	N	78	78	78	78
KINERJA	Pearson Correlation	.561[**]	.403[**]	.105	1
	Sig. (2-tailed)	.000	.000	.362	
	N	78	78	78	78

*. Correlation is significant at the 0.05 level (2-tailed).

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

The results of the analysis of each dimension are as follows:
a. The results of the t-test of the Leadership variable (X1) of 4.850 > 1.999 (t table), it can be concluded that there is a positive and significant influence of the leadership variable on the employee performance variable. In the sense that every increase in leadership will be accompanied by an increase in employee performance or in other words the hypothesis that occurs is that H_a accepted and H_o are rejected.
b. The results of the t-test for the motivation variable (X2) of 2,595 > 1,999 (t table), it can be concluded that there is a positive and significant effect of the motivation variable on the employee performance variable. In the sense that every increase in motivation will be accompanied by an increase in employee performance or in other words, the hypothesis that occurs is H_a accepted and Ho is rejected.
c. The results of the t-test of the training variable (X3) are 0.116 > 1.999 (t table), so it can be concluded that there is no effect of the training variable on the employee performance variable. Or in other words, the hypothesis is that H_o is accepted, and Ha is rejected.
d. The results of the F test obtained that the calculated F value was 9,167, while the F table value was obtained from the formula (k ; nk), where the number of k (number of variables) = 3 and n (respondents) = 78, then F table = (3 ; 75) means the value in table F is in the 3rd column and 75th row, which is 2.73, because F count (9.167) > F table (2.73), it can be concluded that the three variables are leadership variable (X1), motivation variable (X2) and The training variable (X3) has a simultaneous effect on the performance variable (Y), or in other words the hypothesis that occurs is H_a is accepted and H_o is rejected.

V. CONCLUSION

Based on the results of research and discussion, conclusions can be drawn, namely:
1. Leadership, motivation, and training have a simultaneous and significant effect on the performance of PT Adi Tera, this means that the three variables influence each

other to improve the work performance of employees at PT Adi Tera.

2. If the three leadership variables, motivation variables, and training variables simultaneously have an effect on performance variables at PT Adi Tera, but if the variables standalone then only leadership and motivation variables have a very significant positive effect on performance, while training is very low in influencing work performance at PT Adi Tera**.**

3. From the two conclusion statements above, leadership as a tool attached to a leader can influence employee work motivation so that they can further improve their performance and improve their skills through existing trainings, and produce effective and efficient processes in order to achieve the company's vision and mission. , so it can be said that leadership should be the focus of top management to improve employee performance.

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