

# Effect of Styles of Leadership and Ability to Employee Performance through Motivation in PT. Akebono Brake Astra Indonesia

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## ABSTRACT

The company is a unity that can not be separated. Companies without human resources cannot run their operations in achieving the goals and targets set, and vice versa human resources without the company will not be able to actualize the skills and knowledge and skills possessed with the maximum. Therefore, to realize the harmony of both parties is required management role in managing all activities undertaken to achieve goals and targets set with a maximum. A manager is someone who works through others by coordinating his or her activities to achieve the stated goals and objectives.

This study aims to analyze the influence of leadership style and ability on employee performance through motivation at PT Akebono Brake Astra Indonesia. The research used simple random sampling technique with 45 respondents of PT Akebono Brake Astra Indonesia.

The results showed that partially each independent variable leadership style, ability, and motivation have an influence on employee performance at PT. Akebono Brake Astra Indonesia. Then the result of a variable of motivation analysis as an intervening variable can be proved perfectly that motivation variable gives indirect influence on leadership style variable to employee performance and variable ability to employee performance. This statement can be proven by the extent of indirect influence leadership style on employee performance and ability to employee performance through motivation identified as an intervening variable.

**KEYWORDS:** leadership style, ability, motivation and employee performance

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## I. INTRODUCTION

The authority of a manager cannot be separated from the employment of a company. This relates to the number of human resources employed in the company, so as to control and manage all matters relating to employment and human resources, the role and authority of a human resource manager is essential.

In addition to achieving corporate success, the role of human resources managers is to coordinate, plan and direct all administration and responsibility related to human resources within the company. In addition, it is also important to be a manager that is how to build a team of workers with always respect each team member, open to new ideas, provide a positive example, and empower the team work well. By doing these four points expected the nature, attitude, behavior, and mindset of each team member can be formed with a maximum or often known by building character building. In building the character of a person needed expertise and ability or often called a certain model or leadership pattern so that can be achieved a positive change on nature, attitude, behavior, and mindset employees or subordinates in carrying out the tasks assigned.

On the other hand, the success of a leader is not only measured through high employee work motivation but can be seen on how the target work can be achieved to the maximum in accordance with the targeted. The work of a person or often called performance is measured by time, quality and quantity of work. Maximum employee results in accordance with the target set will have a positive impact on the achievement of the leader's performance above and in turn, can have an impact on the company's performance.

## II. LITERATURE REVIEW

### Leadership

Thoha (2008: 5) outlines some notions of leadership cited by experts, among others, as follows:

- According to Dubin defines leadership as the exercise of authority and decision-making.
- Hemphill defines leadership as an initiative for action that produces a consistent pattern in order to reach the solution of a common problem.

- Terry defines leadership as an activity to influence people to be directed toward achieving company goals. Soekarso (2010: 16) defines leadership as "Leadership in the process of influencing others to understand and agree about what needs to be done, and the process of facilitating individual and collective efforts to accomplish the shared objective".

Understanding above, leadership can be interpreted as a process of influencing others to understand and agree on what needs to be done and how the task can be done effectively and the process of facilitating the efforts of individuals and groups to achieve the main objectives.

Of the several definitions of leadership mentioned above, it can be concluded that leadership can be interpreted as an initiative to act that produces a consistent pattern in order to achieve the way of solving a common problem.

### **Leadership Style**

According to Thoha (2013: 49) that the style of leadership is the norm of behavior used by a person when the person is trying to influence the behavior of others as he sees. While Rivai (2014: 42) states the style of leadership is a set of characteristics that used the leadership to influence subordinates to achieve corporate goals or can also be said that leadership style is the pattern of behavior and strategy that is liked and often applied by a leader. The leadership style that shows, directly or indirectly, about a leader's belief in the ability of his subordinates. The means leadership style is the behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which is often applied a leader when he tried to affect the performance of his subordinates. Furthermore, according to Stonner (1996: 165) states that the style of leadership is a variety of behavior patterns favored by leaders in the process of directing and influencing workers. Based on the understanding of the experts above, it is concluded that the style of leadership is one way used by a leader in influencing, directing and controlling the behavior of others to achieve a goal.

Wahjosumidjo (1994: 97) identifies three kinds of leadership situations or variables that help determine effective leadership styles:

1. The relationship between leader and subordinate (leader-member relations). That is how the level of relationship quality that occurs between superiors with subordinates. Subordinate attitudes towards the personality, character, and skill of the boss.
2. Task structure. It means in the work situation whether tasks have been compiled into a clear pattern or vice versa.
3. The authority of the leader position (leader's position power). How is the formal authority of the leader exercised against subordinates?

### **Ability**

Ability according to Hasibuan (2008: 94) is defined as the work achieved by a person in carrying out the tasks assigned to him based on his skills, experience and sincerity and time. While Soelaiman (2007: 112) defines the ability is the nature that brought birth or learned that allows a person who can complete the work, both mentally and physically. Employees in a company though well motivated, but not all have the ability to work well. Abilities and skills play a major role in individual behavior and performance. Skills are skills related to the tasks that a person possesses and uses at the right time.

Robbins (2008: 46) ability is the capacity of individuals to perform various tasks in a particular job. The whole ability of an individual is essentially composed of two sets of factors namely intellectual ability and physical abilities. Mc. Shane and Glinow (in Buyung, 2007: 37) define the ability as the natural aptitude and ability capabilities required to accomplish a task (the abilities are natural intelligence and learned capabilities needed to accomplish a task). Intelligence is a natural talent that helps employees learn certain tasks faster and performs better. According to Greenberg and Baron (in Buyung, 2007: 38) defines abilities mental and physical capabilities to perform various tasks (abilities are mental and physical capabilities for performing various tasks). Ability consisting of two main groups most relevant to behavior in work is the intellectual ability that includes the capacity to perform various cognitive tasks and physical abilities referring to the capacity to perform physical actions.

From some understanding of the capabilities put forward by the experts above can be concluded that the ability is the ability or ability owned an employee to perform tasks that are realized through actions to improve the results of his work.

Robbins (2008: 47) reveals several dimensions to measure the ability include the following:

1. Ability to work  
Employee's ability is a condition in which an employee feels able to complete the job given to him.
2. Education  
Education is an activity to increase one's knowledge including enhancement of theoretical mastery and skill deciding on issues related to the achievement of goals.

### 3. Working period

The period of work is the time it takes for an employee to work for the company.

#### **Motivation**

Rivai and Sagala, Jauvani (2009: 837) reveal that motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Attitudes and values are invisible that gives the power to encourage individuals to behave in achieving that goal. Basically, motivation can trigger employees to work hard so as to achieve their goals that can improve the work productivity of the individual employees so as to affect the achievement of corporate goals.

Notoatmodjo (2009: 114) defines the motivation to work as a desire that is in an individual who encourages him to do the deeds. Another opinion expressed by Notoatmodjo (2009: 115) defines motivation is a thing that causes and supports one's actions or behavior. Based on that opinion motivation can be summed up as an impulse that exists in man in behaving which can generate spirit as effort fulfillment requirement, which influenced by situation and condition of the environment.

The dimensions used to measure employee motivation according to Rivai (2004: 455) include:

1. Safety in working  
The circumstances that affect the company's activities, working conditions that will encourage employee work motivation, such as security and safety.
2. Getting a fair and competitive salary  
Wages paid to employees are adjusted to the existing provisions of labor and company regulations, without differentiating employees from each other.
3. Enjoyable environmental conditions  
Working conditions that will encourage employee motivation such as calmness, workplace conditions that have complete facilities and other facilities that support.
4. Appreciation of work performance  
Each company should give employees an opportunity. The rewards given to employees can be in the form of recognition which is then accompanied by praise, rewards, salary increases, promotions, movements and so on the results of their work.
5. Fair treatment of the leader/company

An employee basically wants to be treated fairly, this can mean that the sound or ideas given can be heard if the company does something that is less or even inconsistent with the individual goals of the employee.

#### **Employee Performance**

Riniwati (2011: 50) states that the real foundation in a company is performing. If there is no performance, then all parts of the company will not achieve its objectives. Performance is necessary as an evaluation material for a leader or manager. Performance is also a record of outcomes generated by certain employees or activities performed over a period of time. Where a person is required to play his part in carrying out the company's strategy.

Build (2012: 231) defines performance as a result of work achieved by employees based on job requirements. An employee is a person who does the job by getting rewards in the form of salary and benefits from the company. This employee is doing all the work or activities of the company's operations. So understanding the performance of employees is the work of individuals in a company. Company performance is the totality of work achieved by a company. Employee performance and company performance have a very close relationship, the achievement of corporate goals.

Another opinion expressed by Wibowo (2008: 67) that defines performance as a process of how the work takes place to achieve the work. However, the work itself also shows performance. Suwanto and Donni (2011: 196) state that performance is a performance or performance. Performance can also be interpreted as work performance or the implementation of work or performance results. According to August W. Smith (cited by Suwanto and Donni, 2011: 196) states that "performance is output drives from processes, human otherwise". Based on this statement can be interpreted that the performance is a result achieved by a person based on the size of the application within a period of time and with respect to work and its behavior and actions.

From some definition of employee performance presented by the experts above, it can be concluded that the employee performance is the work (output) both quality and quantity achieved by employees per unit time period in carrying out its work duties in accordance with the responsibilities given to him.

Sudarmanto (2009: 11) reveals dimensions or performance indicators are aspects that become measures in assessing performance. Measures serve as a benchmark in assessing performance. Dimensions or measures of performance is necessary because it will be beneficial to many parties. Dimensions or sizes that can be used as benchmarks in assessing employee performance are as follows:

1. Quality of work, namely the level of error, damage, accuracy.
2. The quantity of work, ie the amount of work produced.
3. Use of time in work, ie absence rate, delay, effective working time/hours lost work.
4. Cooperating with others and co-workers at work.

### **III. RESEARCH METHODS**

#### **Research Design**

This study uses explanatory analysis and descriptive analysis, which aims to determine the influence between independent variables and bound. The findings will then be described by observing and researching and describing the ongoing nature or events at the time of the study and examining the causes of certain symptoms (Travers: 1978). In this study examines the influence between leadership style variables and ability to employee performance either directly or indirectly through employee motivation.

#### **Population**

Population according to Umar (2008: 137) is defined as a collection of elements having the same particular characteristics and having equal opportunity to be selected as a sample member. Population in this research is all employees at PT. Akebono Brake Astra Indonesia as many as 45 employees.

#### **Sample**

Suharsimi (2009: 131) defines the sample as a partial or representative of the population under study. In order to obtain a representative sample of the population, each subject in the population is attempted to have equal opportunity to be a sample. The sampling technique used in this study is probability sampling and simple random sampling. According Sugiyono (2009: 66) is a probability sampling is a sampling technique to provide the same opportunity in each member of the population to be elected as a member of the sample. While the simple random sampling is the method of sampling from members of the population by using random regardless of the strata (level) of members of that population. The number of sampling is 45 employees.

#### **Data Collection Technique**

Data collection method used in this research is a questionnaire. Questionnaires can be open questions that include the identity of respondents and closed questions along with alternative answers so that respondents just choose one of the alternative answers.

#### **Validity Test**

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. A measuring instrument is said to be valid if the instrument measures what should be measured (Sugiyono, 1999). Testing the validity of each item used item analysis of the instrument in this study is done internal consistency approach that correlates the score of each item with a total score which is the number of each item score. The correlation used is Pearson's Product Moment correlation. To facilitate the calculation of this validity, used computer aids with SPSS (Statistical Package for Social Science) program. Testing using Pearson correlation is done by correlating the score of each question item with the total score of the variable. The decision rule of decision is if there is a relation between the question item with the total question as a whole and the value of P-value below the real level ( $\alpha$ ) 0.05, then the questionnaire is valid.

#### **Test Reliability**

Reliability tests the consistency of an instrument in measuring the concept to be measured or performing its measuring function. Reliable instruments are instruments that when used multiple times to measure the same object will produce the same data (Sugiyono, 1999). In this research, the reliability test is done by calculating Cronbach's Alpha from each instrument in a variable. Instruments used in variables are said to be reliable when having Cronbach's alpha greater than 0.6 (Nunnaly, 1978).

### **IV. RESEARCH RESULT AND DISCUSSION**

#### **Validity Test**

Validity test is used to test each research variable, where the entire research variable contains 40 statements answered by 45orang respondents. The criteria used in determining the validity of the statements used in this study are as follows: trust level = 95 percent (probability or  $\alpha = 5\%$ ), degrees of freedom (DK) =  $n - 2 = 45 - 2 = 43$ ,  $r$  table = 0.294. If  $r$  count is greater than  $r$  table and the value of  $r$  is positive, then the statement item is said to be valid (Ghozali, 2002: 17). Based on the analysis that has been done, the test results validity can be shown in the table below.

**Table 1. Test Result Validity Instruments Variable Styles Leadership**

Variable	Statement	R arithmetic	R table	Description
Leadership Style (X1)	Question 1	0,909	0,294	Valid
	Question 2	0,876	0,294	Valid
	Question 3	0,938	0,294	Valid
	Question 4	0,941	0,294	Valid
	Question 5	0,939	0,294	Valid
	Question 6	0,946	0,294	Valid
	Question 7	0,865	0,294	Valid
	Question 8	0,898	0,294	Valid
	Question 9	0,882	0,294	Valid
	Question 10	0,932	0,294	Valid

Source: Primary Data, processed in 2017

**Table 2. Validity Test Results Instrument Variable Ability**

Variable	Statement	R arithmetic	R table	Description
Ability (X2)	Question 1	0,867	0,294	Valid
	Question 2	0,939	0,294	Valid
	Question 3	0,937	0,294	Valid
	Question 4	0,936	0,294	Valid
	Question 5	0,892	0,294	Valid
	Question 6	0,813	0,294	Valid
	Question 7	0,938	0,294	Valid
	Question 8	0,889	0,294	Valid
	Question 9	0,887	0,294	Valid
	Question 10	0,915	0,294	Valid

Source: Primary Data, processed in 2017

**Table 3. Validity Test Results Instrument Variable Motivation**

Variable	Statement	R arithmetic	R table	Description
Motivation (X3)	Question 1	0,799	0,294	Valid
	Question 2	0,949	0,294	Valid
	Question 3	0,936	0,294	Valid
	Question 4	0,935	0,294	Valid
	Question 5	0,867	0,294	Valid
	Question 6	0,955	0,294	Valid
	Question 7	0,740	0,294	Valid
	Question 8	0,920	0,294	Valid
	Question 9	0,917	0,294	Valid
	Question 10	0,819	0,294	Valid

Source: Primary Data, processed in 2017

**Table 4. Instrument Validity Test Results Employee Performance Variables**

Variable	Statement	R arithmetic	R table	Description
Employee performance (Y)	Question 1	0,904	0,294	Valid
	Question 2	0,862	0,294	Valid
	Question 3	0,932	0,294	Valid
	Question 4	0,963	0,294	Valid
	Question 5	0,963	0,294	Valid
	Question 6	0,926	0,294	Valid
	Question 7	0,950	0,294	Valid
	Question 8	0,954	0,294	Valid
	Question 9	0,949	0,294	Valid
	Question 10	0,916	0,294	Valid

Source: Primary Data, processed in 2017

Based on the above table, it can be seen that from 40 items of question variable used variable of leadership style, ability, motivation, and employee performance the result is valid.

**Test Reliability**

Test reliability to know the extent to which the measurement results are reliable and consistent. In the table, the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.



**Table 5. Reliability Test Results Instrument Variable Research**

Variable	Cronbach Alpha ( $\alpha$ )	Description
Leadership style (x1)	0.980	Reliable
Ability (x2)	0.978	Reliable
Motivation (x3)	0.974	Reliable
Employee performance (y)	0.985	Reliable

Source: Primary Data, processed in 2017

Based on the above Cronbach alpha reliability figures can be seen that all existing statements form a reliable measure of leadership style variables, ability, motivation and employee performance to form a reliable measure of each dimension.

**Hypothesis Testing**

**1. Effect of leadership style on employee performance**

The value of R square on the partial influence of leadership style variable to the employee performance is equal to 0,970. This value can be interpreted that the variation of employee performance variables change can be explained by the variation of leadership style variables change of 97% while the remaining 3% is influenced by other variables beyond the style of leadership.

The result t calculated is 37,112 when compared with t table ( $\alpha = 0,05$  DF = 2; 43), hence t table value equal to 1,684. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of the leadership style on employee performance can be seen in table 6.

**Table 6. Manager Summary Influence Partial Leadership Style To Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,985 <sup>a</sup>	,970	,969	,183

a. Predictors: (Constant), Leadership style

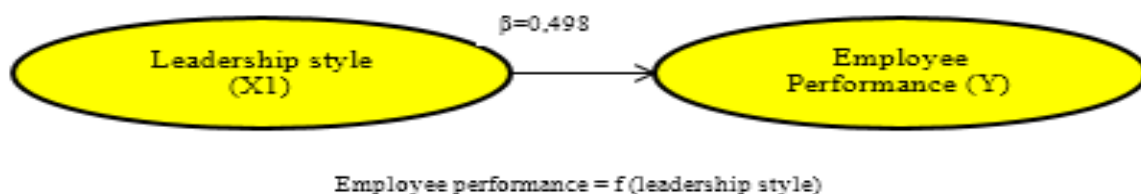
The partial influence of leadership style variables on employee performance can be seen from the equation which is composed that is  $Y = 0,498x1$

**Table 7. Analysis Influence Partially Leadership Style To Employee Performance**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,355	,066		2,208	,000
	Leadership style	,417	,026	,498	37,112	,000

a. Dependent Variable: Employee performance

In table 7, it can be seen that the partial leadership style variables have a positive effect on employee performance. The standardized value of Coeficientsgaga leadership is the coefficient of regression of compensation variable which gives meaning if keep the attention of factors that influence in applying leadership style model hence employee performance increase equal to 0,498. In research model of this equation can be seen in picture model below.



**Figure 1. Model Analysis 1**

From the analysis described in the analysis of the partial influence of leadership style variables on employee performance can be concluded that the hypothesis that states "there is the influence of leadership style on employee performance at PT. Akebono Brake Astra Indonesia "hypothesis proved and accepted.

**2. Effect of ability on employee performance**

R square value on partial influence variable ability on employee performance that is equal to 0.957. This value can be interpreted that variation of change of work performance variable can be explained by the

variation of change of ability variable equal to 95,7% while the rest that is equal to 4.3% influenced by another variable beyond ability.

The result of tcount obtained is 31.016 when compared with t table (alpha = 0,05 DF = 2; 43), hence t table value equal to 1,684. From the result of t count and ttable that can be concluded that tcount is bigger than t table. The value of partial influence of the ability to employee performance can be seen in table 8.

**Table 8. Summary Model Partial Effect of Ability on Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,978 <sup>a</sup>	,957	,956	,406

a. Predictors: (Constant), Ability

The partial effect of the ability variable on employee performance can be seen from the equation which is composed that is  $Y = 0,378x2$

**Table 9. Analisa Influence Partially Ability Against Employee Performance**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,994	,382		2,720	,000
	Ability	,301	,033	,378	31,016	,000

a. Dependent Variable: Employee performance

In table 9, it can be seen that the partial variable ability positively affect the employee performance. The value of standardized Coefficients capability is a variable regression coefficient of ability. If keep in mind the factors that affect the ability of employees impact on improving employee performance of 0.378. In the research model, this equation can be seen in the model picture below.



**Figure 2. Model Analysis 2**

From the analysis described in the analysis of the partial influence of variable ability on employee performance can be concluded that the hypothesis stating "there is an influence of ability on employee performance at PT. Akebono Brake Astra Indonesia "can be proven and hypothesis accepted.

**3. The influence of leadership on motivation**

R square value on the partial influence of leadership style variables on the motivation of 0.938. This value can be interpreted that variation of change of motivation variable can be explained by the variation of change of leadership style variable equal to 93.8% while the rest that is equal to 6.2% influenced by another variable outside leadership style.

The result of tcount obtained is 25.434 when compared with t table (alpha = 0,05 DF = 2; 43), hence t table value equal to 1,684. From the result of tcount and ttable that can be concluded that tcount is bigger than t table. The value of partial influence of the leadership style on motivation can be seen in table 10.

**Table 10. Summary Models Influence Partial Leadership Style to Motivation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,968 <sup>a</sup>	,938	,936	,767

a. Predictors: (Constant), Leadership style

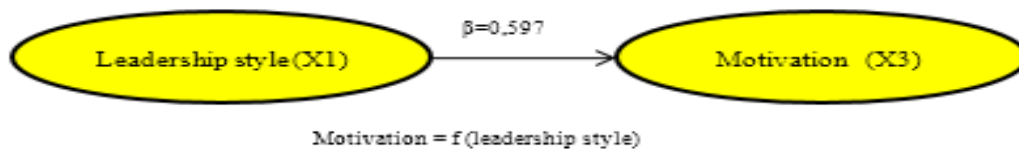
Partial influence of leadership style variables on motivation can be seen from the equation that is compiled that is  $X3 = 0,597x1$

**Table 11. Partial Effect Analysis of Leadership Style on Motivation**

Coefficients		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,542	,593		5,968	,000
	Leadership style	,598	,039	,597	25,434	,000

a. Dependent Variable: Motivation

In table 11, it can be seen that the partial variable leadership has a positive effect on motivation. The standardized value of leadership coefficients is the regression coefficient of leadership style variables. If the factors that influence success in the application of leadership style model is considered will increase employee motivation of 0,597. In the research model, this equation can be seen in the model picture below.



**Figure 3. Model Analysis 3**

From the analysis described in the analysis of the partial influence of the variable of leadership style to the motivation can be concluded that the hypothesis stating "there is the influence of leadership style on motivation at PT. Akebono Brake Astra Indonesia "can be proven and hypothesis accepted.

**4. Influence ability to motivation**

R square value on the partial influence variable ability on motivation that is equal to 0.967. This value can be interpreted that variation of change of motivation variable can be explained by the variation of change of ability variable equal to 96.7% while the rest that is equal to 3.3% influenced by another variable beyond ability. The tcount obtained is 35.776 if compared with t table (alpha = 0,05 DF = 2; 43), then t table value equal to 1,684. From the result of t count and ttable that can be concluded that t count is bigger than t table. The value of partial influence of the ability of motivation can be seen in table 12.

**Table 12. Summary Model Partial Influence Ability on Motivation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,984 <sup>a</sup>	,967	,967	1,276

a. Predictors: (Constant), Ability

Partial influence of variable ability on motivation can be seen from the equation which is compiled that is  $X_3 = 0,598x_2$

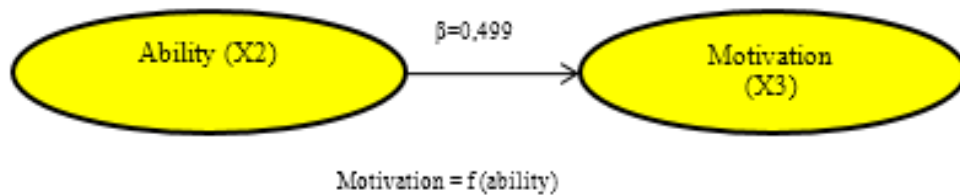
**Table 13. Partial Effect Analysis Ability Against Motivation**

Coefficients		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,860	,255		11,279	,000
	Ability	,592	,030	,598	35,776	,000

a. Dependent Variable: Motivation

In table 13, it can be seen that the partial variable ability to positively affect the motivation. The value of standardized Coefficients capability is a variable regression coefficient of ability. If companies pay attention to the factors that affect the increase in employee skills then the employee motivation will increase by 0.598. In the research model, this equation can be seen in the model picture below.





**Figure 4. Model Analysis 4**

From the analysis described in the analysis of the partial influence of variable ability on motivation can be concluded that the hypothesis stating "there is an influence of motivation to the ability of employees at PT. Akebono Brake Astra Indonesia "can be proven and hypothesis accepted.

**5. The influence of motivation on employee performance**

R square value on the partial influence of motivation variable on employee performance is 0.898. This value can be interpreted that variation of change of employee performance variable can be explained by the variation of motivation variable change equal to 89.8% while the rest that is equal to 10.2% influenced by another variable outside of motivation.

The result of tcount obtained is 19.504 when compared with ttable (alpha = 0,05 DF = 2; 43), hence t table value equal to 1,684. From the result of t count and t table that can be concluded that t count is bigger than. The value of partial influence of motivation on employee performance can be seen in table 14.

**Table 14. Summary Model Influence Partial Motivation to Employee Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,948 <sup>a</sup>	,898	,896	2,166

a. Predictors: (Constant), Motivation

Partial influence of motivation variable on employee performance can be seen from the equation which is composed that is  $Y = 0,948x3$

**Table 15. Partial Influence Analysis Motivation Against Employee Performance**

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,602	1,964		11,834	,000
	Motivation	,910	,047	,948	19,504	,000

a. Dependent Variable: Employee performance

In table 15, it can be seen that the partial variable of motivation has a positive effect on employee performance. The value of standardized coefficients is the regression coefficient of motivation variable. If companies pay attention to the motivation of each individual employees will improve employee performance of 0.948. In the research model, this equation can be seen in the model picture below.



**Figure 5. Model Analysis 5**

From the analysis described in the analysis of the partial influence of motivation variable on employee performance can be concluded that the hypothesis states "there is an influence of employee's work ability to employee performance at PT. Akebono Brake Astra Indonesia "can be proven and hypothesis accepted.

**6. The indirect influence of leadership style on employee performance through motivation**

From the results of data processing has been done then can be described some equations that can be prepared on the variables discussed as follows.

Equation I  $Y = f(X1) = b1x1$   
 $Y = 0.498x1$

Equation II  $Y = f(X2) = b2x2$   
 $Y = 0.378x2$

Equation III  $X3 = f(X1) = b3x1$   
 $X3 = 0.597x1$

Equation IV  $X3 = f(X2) = b4X2$   
 $X3 = 0.598x2$

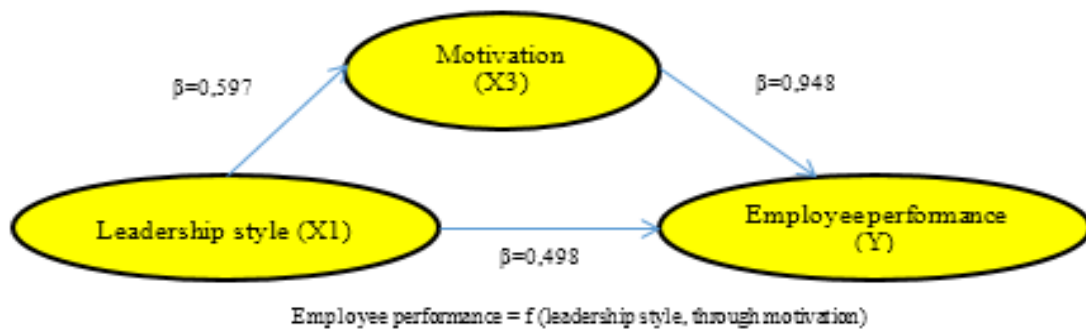
Equation V  $Y = f(X3) = b5X3$   
 $Y = 0.948x3$

The immediate effects that can be composed are:

$Y = 0.498x1$   
 $Y = 0.378x2$

The indirect influence of leadership style on employee performance that can be arranged are:  
 $(0,597) (0,948) = 0,565$

In the research model, this equation can be seen in the model picture below.

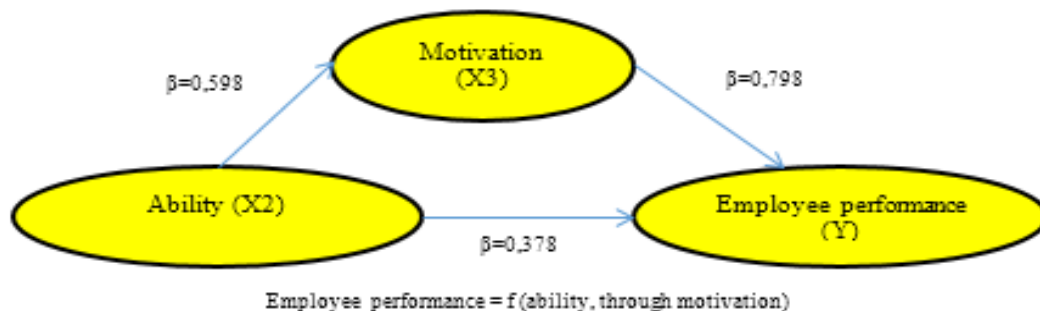


**Figure 6. Model Analysis 6**

From the direct and indirect influence described can be explained that the magnitude of direct influence of leadership style on employee performance that is equal to 0.498, while the magnitude of indirect influence of leadership style on the performance of employees through motivation is equal to 0.565. From the above description can be concluded that the value of direct influence is smaller than the value of indirect influence gives the meaning that the motivation variable is able to mediate the leadership style to the employee performance. With the proving of this value, the hypothesis states that "there is an indirect influence of leadership style on employee performance through motivation at PT. Akebono Brake Astra Indonesia "can be proven and hypothesis accepted.

**7. Indirect influence ability on employee performance through motivation**

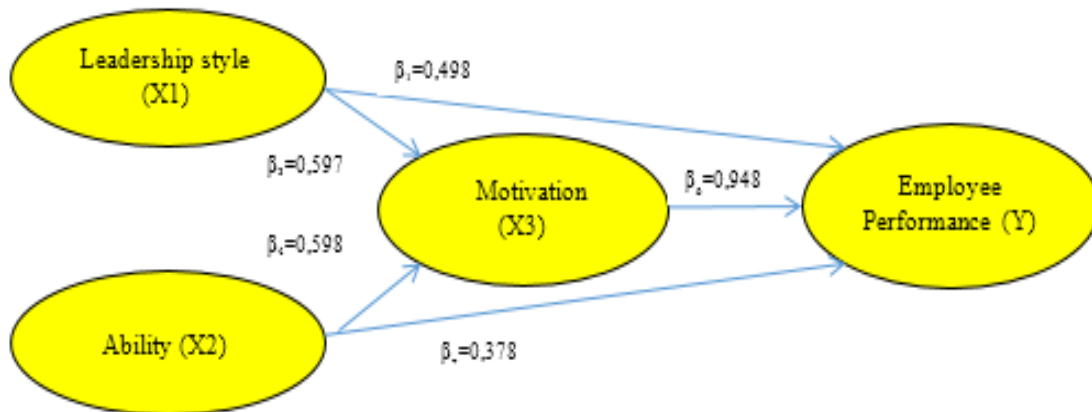
The indirect influence of the performance of employees that can be prepared are:  
 $(0.598) (0.948) = 0.566$



**Figure 7. Model Analysis 7**

From the direct and indirect influence described can be explained that the magnitude of the direct effect of the ability to employee performance that is equal to 0.378, while the magnitude of the indirect effect of the ability to employee performance through motivation is 0.566. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence which gives the meaning that the motivation variable is able to mediate the ability to employee performance. With the proving of this value, the hypothesis states that "there is an indirect influence of the ability to employee performance through motivation at PT. Akebono Brake Astra Indonesia".

To see the direct and indirect effects of the compiled equations can be seen in the picture below.



**Figure 8. Path Analysis Model**

## V. CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Departing from the result of analysis and discussion which can be concluded that partially each independent variable of leadership style, ability and motivation have an influence on employee performance at PT. Akebono Brake Astra Indonesia. Then the result of a variable of motivation analysis as an intervening variable can be proved perfectly that motivation variable gives indirect influence on leadership style variable to employee performance and variable ability to employee performance. This statement can be proven by the extent of indirect influence leadership style on employee performance and ability to employee performance through motivation identified as an intervening variable.

### Recommendations

As an input material on the analysis and discussion that has been made recommendations in the form of suggestions as follows.

1. In maintaining the performance of each individual employees can be implemented on the leadership able to evaluate the suitability of the model of leadership style applied tailored to the vision, mission and corporate value. Where applicable can be seen that is located from the decision-making by the leadership, as well as the delegation of authority, and high points lies in the work of subordinates will be directly proportional to the work of direct supervisor.
2. The ability of each individual employees is very important to always be considered, where with various efforts to improve the ability of employees is expected to support the establishment of employees who are capable and skilled and have a high loyalty both for the leadership and for the company.
3. On the other hand, improving the ability of employees cannot run maximally without being supported by the motivation of the leaders at PT. Akebono Brake Astra Indonesia. Providing motivation for employees will form a positive working behavior of each individual, so as the implementation, if the ability to increase and motivated by high employee motivation in carrying out the task of achieving the target of work given the leadership and the company can be achieved with the maximum.
4. For further research that wishes to raise the same variable more attention to the determination of research indicators wherein the determination of indicators can be adjusted to the place or object of research set. Then, on the other hand, the weakness of this study can be seen from the use of the number of samples used. Where the limited number of respondents in this study can have an impact on the accuracy and validation of data collected and analyzed.

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