
PERFORMANCE EVALUATION OF EMPLOYEES IN SUMMIT OTO FINANCE SEMARANG**Ahmad Budiono¹⁾, Aprih Santoso²⁾✉**¹⁾²⁾ Fakultas Ekonomi, Universitas Semarang

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Kata Kunci:
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Abstract

The purpose of this study is to evaluate: (1) The effect of work discipline on employee performance. (2) The effect of transformational leadership on employee performance. (3) The effect of the work environment on employee performance at PT. Summit Oto Finance Semarang. The data analysis technique uses: validity test, reliability test, multiple linear regression analysis, and statistical tests (t test, F test and determinant coefficient). The population in this study is the entire population as a sample of 65 employees and using data collection techniques in the form of questionnaires. The results of this study indicate that: (1) Work discipline does not significantly effect on employee performance. (2) Transformational leadership has a significant effect on employee performance. (3) The work environment has a significant effect on employee's performance of PT. Summit Oto Finance Semarang.

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1. Introduction

One of the factors that influence the success rate of an organization is the performance of its employees. Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2016). In other words, the survival of a company is determined by the performance of its employees. Kasmir (2016) that employee performance is influenced by several factors, namely: salary, work environment, organizational culture, leadership, work motivation (motivation), work discipline, job satisfaction, communication and other factors.

The object of this research is the object of this research is PT. Oto Finance Summit Semarang City. PT. The Oto Finance Semarang Summit can be presented in the table:

Table 1. Profit of PT. Semarang Oto Finance Summit 2014-2018

YEAR	TARGET	REALIZE	PERFORMANCE (%)
2014	1.329.300.000	1.280.233.000	96
2015	1.561.940.000	1.339.479.000	86
2016	1.667.312.000	1.409.973.000	85
2017	1.818.196.000	1.535.354.000	84
2018	2.067.312.000	1.655.909.000	80

From the description above, it can be seen that the achievement of the company's profit targets set by the company's management because employee performance has not been maximized, so it is necessary to analyze the factors that affect employee performance. Problems with the company PT. The Semarang Oto Finance Summit is how to improve employee performance so that targets can be achieved so that profit targets are achieved.

Many factors are thought to affect employee performance including work discipline. Sutrisno (2016), discipline as a person's behavior is in accordance with

regulations, work procedures that exist or attitudes, behavior, and actions that are in accordance with the regulations of the organization both written and unwritten. One of the requirements so that discipline can be grown in the work environment is a complete division of tasks to the lowest subordinates, so that everyone knows consciously what their job is, how to do it, when the work starts and finishes, what kind of work is required, and with whom to take responsibility answer the results of this work. For this reason discipline must be fostered in order to grow order and efficiency. The research on work discipline conducted by Baskoro (2014), Firda (2015) and Permana, et al (2017) found that work discipline has a positive and significant effect. Based on several studies above that work discipline has a positive and significant effect on employee performance.

Leaders are individuals who have special skills with or without official appointment can influence the group they lead, to carry out joint efforts aimed at achieving certain goals (Kartono, 2010). Ismail, et. al. (2011) transformational leadership is a model of leadership style by evaluating the ability and potential of each subordinate to carry out a task or job, while looking at the possibility to expand the responsibilities and authority of subordinates in the future. The survival of a company is influenced by leadership. The leader must be able to understand every need, desire, and expectation from his subordinates by observing the behavior of his subordinates. Leaders who are able to understand the needs and desires of their subordinates can encourage the improvement of the performance of their employees by influencing that maximum effort will provide maximum results as well. Hariyani (2014) and Permana, et al (2017) found that transactional leadership had a positive and significant effect on employee performance.

In addition to work discipline and transformational leadership there are other factors that affect employee performance is the work environment. According to Siagian (2014) work environment is a condition around the

workplace both physically and non-physically which can give a pleasant, secure, reassuring, and comfortable impression at work. The work environment in a company is a working condition to provide a comfortable atmosphere and work situation for employees in achieving the goals desired by a company. Poor working environment relationship conditions have the potential to cause employees to get sick easily, stress easily, difficulty concentrating and decreased work productivity and an uncomfortable work environment, heat, inadequate air circulation, work space is too dense, the work environment is not clean, noisy, of course a big influence on the convenience of employee work.

Kholil, et al (2014) and Pratama and Wismar'ein (2018) who conducted research on the work environment on employee performance resulted in a positive and significant effect on employee performance. This study aims: (1) To analyze the effect of work discipline on employee performance. (2) To analyze the effect of transformational leadership styles on employee performance. (3) To analyze the effect of the work environment on employee performance at PT. Oto Finance Semarang Summit.

2. Literatur Reviewe And Development Of Hypotheses

Employee performance

Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given (Mangkunegara, 2016). Hasibuan (2013) there are elements assessed from employees who work in the company including: (1) Loyalty. (2) Work Achievement. (3) Honesty. (4) Discipline. (5) Creativity. (6) Cooperation. (7) Leadership. (8) Personality. (9) Initiative. (10) Skills. (11) Responsibilities.

Work Discipline

Rivai (2004) work discipline is defined as a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all company

regulations and applicable social norms. Sometimes, the behavior of workers in an organization becomes very disturbing so that it impacts with decreased performance. Therefore, discipline is needed in such conditions. In organizations, there are still many employees who are late, ignore safety procedures, do not follow the instructions that have been established or are in trouble with their colleagues. Therefore, each company is expected to have various provisions that must be obeyed and standards that must be met by its members. Discipline is a management action to encourage its members to meet these demands.

Hasibuan (2013), discipline is the key to a company's success in achieving its goals. Sinungang (2008) said that discipline is reflected in behavior patterns with the following characteristics: (1) there is a strong desire to fully implement what has become the norms, ethics, and rules that apply to society. (2) The behavior is controlled. (3) Obedience.

Mangkunegara (2016), there are several types of disciplinary activities, namely: (1) Preventive Discipline. Preventive discipline is an effort to move employees to follow and obey the rules that apply in the company. (2) Corrective Discipline. Corrective discipline is an effort to move employees in uniting a rule and moving to stick to the rules in accordance with the guidelines that apply to the company.

Transformational Leadership Style

Transformational leadership has a tendency to create innovation in every available opportunity, this has implications for continuous improvement for the company. Luthans (2006) states that transformational leadership brings conditions towards high performance in organizations that face the demands of renewal and change.

Work environment

Work environment is the overall work facilities and infrastructure that are around employees who are doing work that can affect the implementation of work (Sutrisno, 2016). According to Nitisemito (2006) to increase company activity, companies must pay attention to physical work environment factors such as

air, sound, light and color. A good and comfortable work environment for employees can guarantee employees work with enthusiasm so that it affects employee performance. A non-conducive work environment always inhibits or influences employee performance (Notoatmodjo, 2009).

Effect of Work Discipline on Employee Performance

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all organizational rules and social norms that apply (Rivai, 2004). Based on the above understanding it is concluded that work discipline is an attitude, behavior, and deeds in accordance with regulations both written and unwritten, and if there is a sanction for violation there will be sanctions.

The results of research conducted by Baskoro (2014) entitled the effect of transformational leadership, motivation and work discipline on employee performance, Kholil, et al (2014), Firda (2015) and Permana, et al (2017) stated that work discipline has a positive and significant effect on employee performance.

H1: Work discipline has a positive and significant effect on employee performance

The Effect of Transformational Leadership on Employee Performance

Transformational leadership is the antithesis of the leadership model that wants to maintain the status quo, so that transformational leadership can be defined as leadership that includes organizational change efforts (Dwiyekti, 20011). Transformational leadership has a tendency to create innovation in every available opportunity, this has implications for continuous improvement for the company.

Luthans (2006) states that transformational leadership brings conditions towards high performance in organizations that face the demands of renewal and change. Transformational leadership is the ability to inspire and motivate followers to achieve greater

results than originally planned and for internal rewards (Mondiani, 2012).

The results of research conducted by Baskoro (2014), Firda (2015) and Permana, et al (2017) stated that transformational leadership has a positive and significant effect on employee performance.

H2: Transformational Leadership has a positive and significant effect on employee performance.

Effect of Work Environment on Employee Performance

Work environment is the overall work facilities and infrastructure that are around employees who are doing work that can affect the implementation of work (Sutrisno, 2016), therefore the determination and creation of a good work environment will greatly determine the success of achieving company targets. Conversely, if the work environment is not good it will reduce the morale that has an impact on declining employee performance.

The results of Kholil, et. al. (2014), Pratama and Wismar'ain (2018) research stated that the work environment has a positive and significant influence on employee performance. H3: The work environment has a positive and significant effect on employee performance

3. Methods

3.1. Population and Sample Determination

The study was conducted at PT. Oto Finance Semarang Summit. The population in this study amounted to 65 people and simultaneously used as a sample (census method).

3.2. Data Types and Sources

Primary data collection techniques through Field Research / Field Research, Observation, Interview, questionnaire) and secondary data through library research / Library Research). The questionnaire uses open and closed questions, with a Likert scale, namely: Score 1 (strongly disagree) - 5 (strongly agree).

3.3. Analysis Method

Validity test, Reliability Test, Normality test. Multicollinearity Test, Heteroscedasticity Test, t Test, F Test, Determination Coefficient

Analysis (R^2) and Multiple Linear Regression Analysis

The multiple regression equation used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y = employee performance

a = constant

b_1 = regression coefficient of the work discipline variable

b_2 = regression coefficient of transformational leadership variables

b_3 = regression coefficient of work environment variables

X_1 = work discipline variable

X_2 = transformational leadership variable

X_3 = work environment variable

e = error

4. Results And Discussion

Data Validity Test

Table 2. Validity Test Results

Variable	R Value	R Table	
Work Discipline			
1.	0,796	0,2441	Valid
2.	0,704	0,2441	Valid
3.	0,781	0,2441	Valid
4.	0,878	0,2441	Valid
5.	0,724	0,2441	Valid
Transformational Leadership			
1.	0,857	0,2441	Valid
2.	0,768	0,2441	Valid
3.	0,782	0,2441	Valid
4.	0,720	0,2441	Valid
Work Environment			
1.	0,759	0,2441	Valid
2.	0,762	0,2441	Valid
3.	0,805	0,2441	Valid

4.	0,678	0,2441	Valid
5.	0,764	0,2441	Valid
Employee Performance			
1.	0,420	0,2441	Valid
2.	0,716	0,2441	Valid
3.	0,801	0,2441	Valid
4.	0,860	0,2441	Valid
5.	0,742	0,2441	Valid
6.	0,701	0,2441	Valid
7.	0,840	0,2441	Valid
8.	0,860	0,2441	Valid
9.	0,742	0,2441	Valid
10.	0,840	0,2441	Valid

The table above shows all indicators used to measure variables having a correlation coefficient $> r_{table} = 0.2441$ (r table value for $n = 63$). So all these indicators are valid.

Reliability Test

Table 3. Reliability Test Results

Variable	Alpha	
Work Discipline	0,830	Reliable
Transformational Leadership	0,787	Reliable
Work Environment	0,801	Reliable
Employee Performance	0,909	Reliable

The reliability test results show that all variables have a Alpha coefficient that is large enough that is above 0.60 so that all measuring concepts of each variable from the questionnaire are reliable so that henceforth the items in each of these variable concepts are worthy of being used as a measuring tool.

Normality test

Table 4. K-S Normality Test
One-Sample Kolmogorov-Smirnov
Test

	Unstandardi zed Residual
N	65
Normal Mean Paramet ers ^{a,b}	,0000000
Deviation Std.	2,53959158
Most Absolute	,087
Extrem Positive	,079
Differen ces Negative	-,087
Kolmogorov- Smirnov Z	,087
Asymp. Sig. (2- tailed)	,200

- a. Test distribution is Normal.
b. Calculated from data.

The table above, that data is normally distributed. This is seen from the Asymp value. Sig of 0.200 > 0.05 then the data is normally distributed.

Multicollinearity Testing

Table 5. Multicollinearity Testing
Coefficients

Model		Collinearity Statistics	
		Toleranc e	VIF
1	(Constant)		
	Work Discipline	,517	1,936
	Transformational Leadership	,467	2,143
	Work Environment	,405	2,471

The test results show that the VIF value of all independent variables has a value of <10 and a tolerance value of > 0.10 then the research variables do not show symptoms of multicollinearity.

Heteroscedasticity Testing

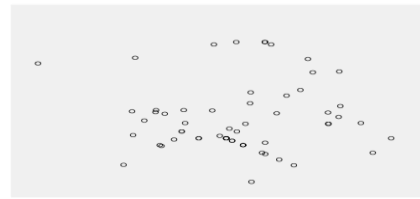


Figure 1. Graph of Heterokedasticity Testing

The scatterplots above visible points spread randomly and spread both above and below the number 0 and the Y axis then there is no heterokedasticity in the regression model.

Multiple Linear Regression Analysis

Table 6. Table of multiple linear regression
coefficients

Model		Standardi zed Coefficien ts	t	Sig.
		Beta		
1	(Constant)		1,759	,084
	Work Discipline	-,054	-,478	,634
	Transformational Leadership	,261	2,201	,032
	Work Environment	,605	4,758	,000

Based on the above table, the linear regression equation can be made as follows:

$$Y = 6.951 - 0.109X_1 + 0.613X_2 + 1,300X_3 + e$$

Based on the table above, the Sig. work discipline variable of 0.634 ($p > 0.05$) then the hypothesis is rejected meaning that the work discipline variable has no significant effect on employee performance at PT. Oto Finance Semarang Summit.

The table above, the Sig. transformational leadership variable of 0.032 ($p < 0.05$) then the hypothesis is accepted meaning that the transformational leadership variable significantly influences the performance of employees at PT. Oto Finance Semarang Summit.

The table above shows the value of Sig. for a work environment variable of 0,000 ($p < 0.05$), the hypothesis is accepted, meaning that the work environment variable has a significant effect on employee performance at PT. Oto Finance Semarang Summit.

Partial Test (t test)

Based on table 6 $t_{count} = -0.478 < t_{table} = 1.997$ with $sig\ 0.634 > 0.05$, H_0 is accepted, which means hypothesis 1 that work discipline does not significantly influence employee performance at PT. Oto Finance Semarang Summit. For H_1 statement rejected.

Based on table 6 the results of $t_{count} = 2.201 > t_{table} = 1.997$ with $sig\ 0.032 < 0.05$. With these results H_0 is rejected and H_a is accepted, which means hypothesis 2 that transformational leadership has a significant effect on employee performance at PT. Oto Finance Semarang Summit. For H_2 statements received.

Based on table 6 $t_{count} = 4.758 > t_{table} = 1.997$ with $sig\ 0,000 < 0.05$. With these results H_0 is rejected and H_a is accepted, which means hypothesis 3 that the work environment has a significant effect on employee performance at PT. SUMMIT OTO FINANCE. For statements H_3 accepted.

Coefficient of Determination (R2)

Table 7. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,775 ^a	,600	,581	2,60129

In the table above the Adjusted R2 value of 0.581 or 58.10% means that the variation of employee performance at PT. SUMMIT OTO FINANCE can be explained by variables of work discipline, transformational leadership and work environment, while the remaining 41.90% is explained by other factors.

F test

Table 8. Test F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	620,369	3	206,790	30,560	,000 ^b
	Residual	412,770	61	6,767		
	Total	1033,138	64			

The table above shows the F value of 30.560 with a significance level of 0.000 < 0.05, the variables of work discipline, transformational leadership and work environment together have a significant effect on employee performance at PT. Oto Finance Semarang Summit.

DISCUSSION

Effect of Work Discipline on Employee Performance

Work discipline does not significantly influence employee performance at PT. Semarang Oto Finance Summit so H_1 Rejected. Work discipline is an attitude, behavior, and actions that are in accordance with regulations both written and unwritten, and if there is a violation there will be sanctions for the violation. The results of this study support Baskoro (2014) and Kholil, et al (2014) who state that work discipline has a positive and significant effect on employee performance.

The Effect of Transformational Leadership on Employee Performance

Transformational leadership has a significant effect on employee performance at PT. Semarang Oto Finance Summit so that H_2 is accepted. Transformational leadership has a tendency to create innovation in every opportunity that exists, this has implications for continuous improvement for the company. These results support Baskoro (2014) and Firda (2015) which state that transformational leadership has a positive and significant influence on employee performance.

Effect of Work Environment on Employee Performance

The work environment has a significant effect on employee performance at PT. Semarang Oto Finance Summit so that H_3 is accepted. Work environment is the overall work facilities and infrastructure that are around employees who are doing work that can affect the implementation of work (Sutrisno, 2016). Therefore the determination and creation of a good work environment will greatly determine

the success of achieving company targets. Conversely, if the work environment is not good it will reduce the morale that has an impact on declining employee performance. The results of this study support Kholil (2014), Pratama and Wismar'ain (2018) states that the work environment has a positive and significant impact on employee performance.

CONCLUSION

1. Work discipline does not significantly influence employee performance at PT. Oto Finance Semarang Summit.
2. Transformational leadership has a significant effect on employee performance at PT. Oto Finance Semarang Summit.
3. The work environment has a significant effect on employees' performance at PT. Oto Finance Semarang Summit.

SUGGESTION

1. In terms of discipline, company regulations should be re-enforced without differentiating employees, imposing sanctions on those who do not comply with company regulations. Provide clear duties and responsibilities to employees.
2. PT. The Semarang Oto Finance Summit must pay attention to and improve the work environment again in accordance with the work performed by employees, comprehensive protection equipment, good air circulation, good environmental hygiene and guaranteed security. If the working environment conditions have been improved, employee work can be maximally in accordance with the wishes of the company.

Research Limitations

The limited number of variables is only 4 variables used and the population is only 65 people.

Upcoming Research Agenda

1. Adding variables either as free, intervening or moderation.
2. Using a wider population, for example companies that have employees over 100 people so that the results obtained are better and more diverse.

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