
THE EFFECT OF TRAINING AND DEVELOPMENT, MOTIVATION, AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT PT. HASJRAT ABADI TENDEAN**PENGARUH PELATIHAN DAN PENGEMBANGAN, MOTIVASI, DAN GAYA KEPEMIMPINAN TERHADAP KINERJA KARYAWAN DI PT. HASJRAT ABADI TENDEAN**

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Abstract: Employee's performance can be influence by some other factors such as training and development, motivation, and leadership style. It's a part of performance management system in the workplace. PT. Hasjrat Abadi is known as one of the automotive company in Indonesia. PT. Hasjrat Abadi is a network of sales services, maintenance, repair, supply of spare parts and accessories Toyota region of eastern Indonesia and also an exclusive distributor of Toyota and Yamaha vehicles in eleven of the leading province, region of Central & Eastern part of Indonesia. This research aims to know the influence of training and development, motivation, and leadership style on employee performance at PT. Hajsrat Abadi Tendeand. The sample of this research is 98 respondents which are the total employee at PT. Hasjat Abadi Tendeand. This research used multiple linear regression analysis. The result shows that training and development, motivation, and leadership style are significantly and positively influence the employee performance, simultaneously and partially. Hasjrat Abadi Tendeand Manado should keep their proficiency of the skill and ability training, so their employee can give an efficient work that can increase the company performance in all sectors.

Keywords: *employee performance, training and development, motivation, leadership style*

Abstrak: Kinerja karyawan dapat dipengaruhi oleh beberapa faktor lain seperti pelatihan dan pengembangan, motivasi, dan gaya kepemimpinan. Itu adalah bagian dari sistem manajemen kinerja di tempat kerja. PT. Hasjrat Abadi dikenal sebagai salah satu perusahaan otomotif di Indonesia. PT. Hasjrat Abadi adalah jaringan layanan penjualan, pemeliharaan, perbaikan, penyediaan suku cadang dan aksesoris Toyota wilayah timur Indonesia dan juga distributor eksklusif Toyota dan kendaraan Yamaha di sebelas provinsi terkemuka, wilayah bagian Tengah & Timur Indonesia. Penelitian ini bertujuan untuk mengetahui pengaruh pelatihan dan pengembangan, motivasi, dan gaya kepemimpinan terhadap kinerja karyawan pada PT. Hajsrat Abadi Tendeand. Sampel penelitian ini adalah 98 responden yaitu total karyawan di PT. Hasjat Abadi Tendeand. Penelitian ini menggunakan analisis regresi linier berganda. Hasil penelitian ini menunjukkan bahwa pelatihan dan pengembangan, motivasi, dan gaya kepemimpinan secara signifikan dan positif mempengaruhi kinerja karyawan secara simultan dan parsial. Hasjrat Abadi Tendeand Manado harus menjaga kecakapan mereka dari keterampilan dan kemampuan pelatihan, sehingga karyawan mereka dapat memberikan pekerjaan yang efisien yang dapat meningkatkan kinerja perusahaan di semua sektor.

Kata Kunci: *kinerja karyawan, pelatihan dan pengembangan, motivasi, gaya kepemimpinan*

INTRODUCTION

Research Background

The success of any business is directly affected by the performance of the employees within the organization, whether or not those employees are dealing directly with customers. Businesses that clearly understand the impact of their employees' performance are better able to manage employee output and productivity. Properly managing employee performance helps any business to increase profits and consistently meet sales goals.

Automotive industry is one of the industry that growing rapidly in Indonesia. In 2008 the contribution of the automotive industry reached 8.2% of gross domestic product which is the largest contributor to the category of the manufacturing industry reached 27.4%. That's what puts the automotive industry as one of the 12 manufacturing industries in Indonesia is expected to be the driver of growth of national industry and the economy of Indonesia. In the middle of competition and the rapid development of the automotive industry, every company in this field needs a good management and development of human resources (HR). Every company should be aware of the success or failure of tasks and functions carried out depends on the human factor.

Employee's performance can be influence by some other factors such as training and development, motivation, and leadership style. It's a part of performance management system in the workplace. Which is carried out when the technology changes in the market or new strategies are implemented or change in resources or manpower or when new software or hardware are used in the projects in these cases the employer must need to provide the training to the employees so that they can learn and implement the same in the projects. When people are doing their jobs effectively; morale in the office and the way superiors treat the employee nicely gets a boost. Employees, who aren't motivated to get the job done as indicated, can bring down an entire department. It is important to foster a positive, energetic work environment

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Research Objective

Based on the research problem, the objectives of this research are to know:

1. The simultaneously influence of training and development, motivation, and leadership style on employee's performance at PT. Hasjrat Abadi Tendea.
2. The partially influence of training and development on employee's performance at PT. Hasjrat Abadi Tendea.
3. The partially influence of motivation on employee's performance at PT. Hasjrat Abadi Tendea.
4. The partially influence of leadership style on employee's performance at PT. Hasjrat Abadi Tendea.

THEORETICAL REVIEW

Human Resource Management

According to Nankervis, *et al* (2011:7), human resources management can be simply defined as the convergence of three factors: human beings, resources and management, where human beings have the actual and potential resources (knowledge, skills, and capabilities) that can be harnessed through effective management techniques to achieve short and long term organizational goals as well as personal needs. In other words, Human Resources Management is the process of hiring and developing employee to become better and more productive like organizations wants them to be.

Employee Performance

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John, and Lee. 2000). Employee performance is the productivity or result of the employee while doing the job. Employee performance means employee productivity and output as a result of employee development (Sultana *et al* 2012). In other words, employee performance is the performance of individuals

against organizational or company goals determines whether the organization meets its goals and the active role they play towards a company's success cannot be underestimated.

Training and Development

Training and Development basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels (Tahir *et al*, 2014).

Motivation

Buchanan and Huczynski (2010) opined that, motivation is a decision-making process, through which the individual chooses the desired outcomes and sets in motion the behavior appropriate to them. Motives as learned influences on human behavior that lead us to pursue particular goals because they are valued. Motivation can therefore be thought of as the degree to which an individual wants and chooses to engage in certain behaviors.

Leadership Style

Leadership style can be concluded as the process of how someone be a leader and motivate people. Dyck and Neubert (2009:478) defined leadership as the process of influencing others so that their work efforts lead to the achievement of organizational goals. Meanwhile, according to Ermaya (1997:11) leadership is the ability of a leader to take control, leading, influencing the thoughts, feelings or behaviors of others to achieve the goals that have been set.

Previous Research

Tahir *et al* (2014). The Impact of Training and Development on Employees Performance and Productivity: A case study of United Bank Limited Peshawar City, KPK, Pakistan. This objective was to investigate whether training and development has impact on employees' performance and productivity using questionnaires survey. The result showed that there was significant relationship between the variables, which mean training and development, has significant relationship with dependent variable of the study, employees' performance and productivity.

Ibrahim and Brobbey (2015). Impact of Motivation on Employee Performance the Case of Some Selected Micro Finance Companies in Ghana. The study sought to examine the impact of employee motivation on organizational performance in the financial sector in Ghana. The result shows that motivation is an important factor in determining employee satisfaction and performance.

Anyango (2015). Effects of Leadership Styles on Employee Performance at Boa Kenya Limited. The study aimed at assessing the effect of leadership styles on employees' performance at Bank of Africa, Kenya. The main objective of this study was to investigate the effect of different leadership styles on employees' performance of employee and use descriptive survey research strategy. From the results, transformational leadership could have greater effects on employee productivity and quality of performance.

Sougui, Bon, and Hassan (2015). The Impact of Leadership Styles on Employees' Performance in Telecom Engineering Companies. The purpose of this work is to ascertain if there is a relationship between the leadership styles and the employee' performance, particularly in the Telecom Engineering companies, meanwhile to determine the relationships between leadership styles and employees' job performance through the mediators: employees' motivation, job's satisfaction; whether these relationships will be stronger for Transformational than for Transactional leaders, Laissez-Faire leaders or Servant leaders. Quantitative research method would be practice in this research. The result is all leaders want to change the status quo, but they use different means.

Conceptual Framework

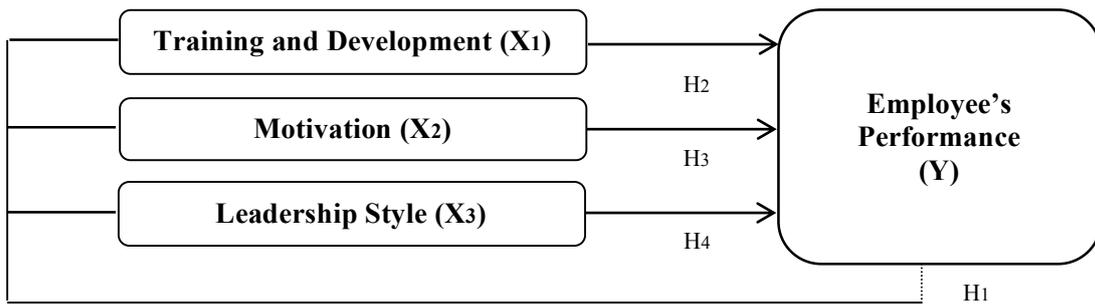


Figure 1. Conceptual Framework
 Source: Theoretical Framework (2017)

RESEARCH METHOD

Type of Research

This research is causal type of research where it will investigate the influence of training development, motivation, and leadership style on employee’s performance. This research uses a quantitative method and multiple regression analysis.

Place and Time of Research

This research conducted at PT. Hasjrat Abadi, located at Pierre Tendean Street, Manado, North Sulawesi during June-July 2017.

Population and Sample

The population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran and Bougie. 2013). The research population is the employee at PT. Hasjrat Abadi Tendean Manado. The sample of this research is 100 employees that working at PT. Hasjrat Abadi Tendean in Manado. The 98 sample is obtained based on the total employee at the company.

Data Collection Method

The sampling method is judgment sampling. The judgment sampling technique is determining the sample based on criteria. This research will collect sample of group of the employee at PT. Hasjrat Abadi Tendean Manado.

Data Analysis Method

Validity and Reliability Test

To analyze the validity of questionnaires, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured. Reliability test is established by testing for both consistency and stability of the answer question. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran 2006:177).

Multiple Regression Analysis Model

Multiple regressions is a descriptive tool used to develop a self-weighting estimating equation by which to predict values for a dependent variable from the values of independent variables, to control confounding variables to better evaluate the contribution of other variables, out to test and explain a causal theory. The formula of multiple regression models in this research is shown below:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

- Y : Employee Performance
- a : Intercept
- β_1 - β_3 : Regression Coefficient of Each Variable
- X_1 : Training and Development

X₂ : Motivation
 X₃ : Leadership Style
 e : Error

RESULT AND DISCUSSION

Result of Reliability and Validity Test

Reliability Test

“The minimum value of Cronbach’s alpha must be 0.6. It is better if the value is above 0.6 (Sekaran, 2003). The table above shows that Cronbach’s Alpha > 0.6.

Tabel 1. Reliability Test

No	Variables	Standard Deviation	Cronbach’s Alpha
1	Training and Development	0.6	0.715
2	Motivation	0.6	0.688
3	Leadership Style	0.6	0.760
4	Employee Performance	0.6	0.747

Source: SPSS Output ver. 21 (2017)

Table 1 shows the Cronbach’s Alpha values of all indicators are above 0.60, it means that all the variables in this research is considered reliable and can be used to retrieve data.

Validity Test

All the total values for each indicator for independent variables and dependent variables are above 0.3. It means all the indicators are valid.

Classical Assumption Test Multicollinearity Test

Tabel 2. Multicollenearity

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Training and Development	.846	1.182
Motivation	.817	1.224
Leadership Style	.917	1.090

Source: SPSS Output ver. 21 (2017)

Table 2 shows that the tolerance and VIF values. The tolerance value of training and development is 0,846, motivation is 0.817, and leadership style is 0.917, meaning the tolerance value of each variable is more than 0.1. The VIF value of training and development is 1.182, motivation is 1.224, and leadership style is 1.090, meaning the VIF value of each variable is less than 10. Since all the tolerance value is more than 0.1 and the VIF value is less than 10, so this research is free from multicollenearity.

Heteroscedasticity

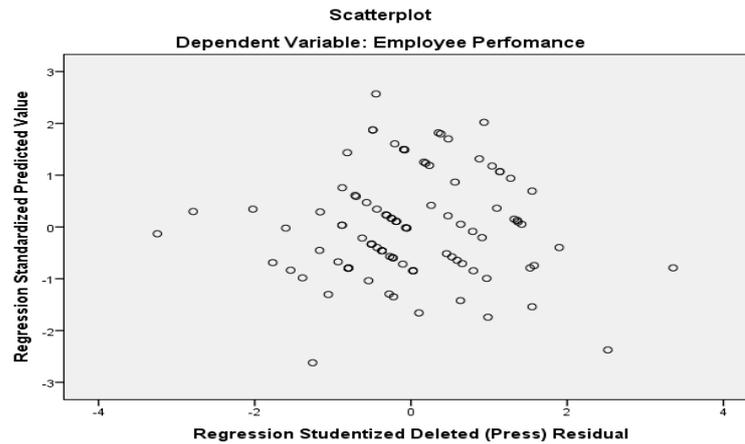


Figure 2. Heteroscedasticity
Source: SPSS Output ver. 21 (2017)

Figure 2 shows that the dots is not created a specific pattern and also spread above and below 0 (zero). It proves that there is no heteroscedasticity in this regression model.

Normality Test

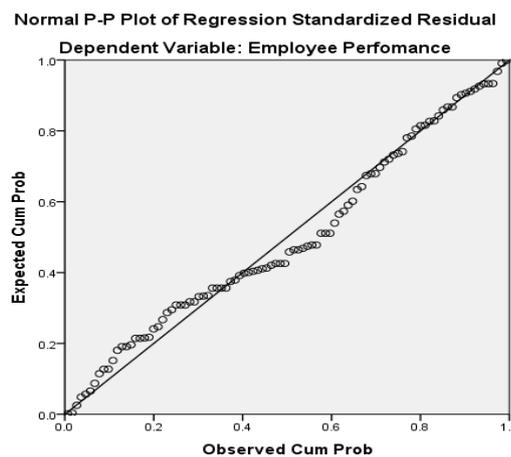


Figure 3. Normality Test
Source: SPSS Output ver. 21 (2017)

Figure 3 shows that the dots are speard in the direction of the diagonal lines, it shows that the distribution of the data in this research is normally distributed.

Multiple Regression Analysis

Table 3. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.318	.408		.780	.437		
Training and Development	.431	.070	.476	6.136	.000	.846	1.182
Motivation	.332	.089	.295	3.730	.000	.817	1.224
Leadership Style	.173	.069	.188	2.522	.013	.917	1.090

Source: SPSS Output ver.21 (2017)

The result in the Table 3 can be expressed in regression equation as:

$$Y = 0.318 + 0.431 X_1 + 0.332 X_2 + 0.173 X_3$$

1. 0.318 shows the influence of training and development (X_1), motivation (X_2), leadership style (X_3) to the employee performance (Y). It means that if all the independent variables are zero, the employee performance (Y) as dependent variable is predicted to be 0.318.
2. 0.431 is the coefficient of training and development (X_1) meaning if there is one unit increasing in X_1 while other variables are constant then Y is predicted to increase by 0.431.
3. 0.332 is the coefficient of motivation (X_2) meaning if there is one unit increasing in X_2 while other variables are constant then Y is predicted to increase by 0.332.
4. 0.173 is the coefficient of leadership style (X_3) meaning if there is one unit increasing in X_3 while other variables are constant then Y is predicted to increase by 0.173.

Table 4. R and R²

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	.521	.506	.26213

Source: SPSS Output ver. 21 (2017)

Table 4 shows that the R² is 0,521 which mean the independent variable affecting the dependent variable with 52.1%.

Hypothesis Testing

Table 5. F-Test Output

ANOVA ^a						
Model		Sum of Squares	f	Mean Square	F	Sig.
1	Regression	7.020	3	2.340	34.055	.000 ^b
	Residual	6.459	94	.069		
	Total	13.479	97			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership Style, Training and Development, Motivation

Source: SPSS Output ver.21 (2017)

In this research the F_{count} is higher than F_{table} , $F_{count}=34.055 > F_{table}=3.10$, thus H_0 is rejected and H_1 is accepted. Independent variables training and development, motivation, and leadership style are simultaneously influences significantly the employee performance as the dependent variable.

Table 6. T-Test Output

Variables	T _{count}	T _{table}	Description
Training and Development (X_1)	6.136	1.985	Accepted
Motivation (X_2)	3.730	1.985	Accepted
Leadership Style (X_3)	2.522	1.985	Accepted

Source: SPSS Output ver.21 (2017)

1. Table 6 shows that t_{count} is 6.136 and since the level of significant is 5% (0.05) then the t_{table} is 1.985, the result is $t_{count} = 6.136 > t_{table} = 1.985$. Since the t_{count} is greater than t_{table} then H_0 is rejected and H_1 is accepted. It means that variable training and developments significantly influences employee performance.

2. Table 6 shows that t_{count} is 3.730 and since the level of significant is 5% (0.05) then the t_{table} is 1.985, the result is $t_{\text{count}} = 3.730 > t_{\text{table}} = 1.985$. Since the t_{count} is greater than t_{table} then H_0 is rejected and H_1 is accepted. It means that motivation is significantly influences employee performance.
3. Table 6 shows that t_{count} is 2.522 and since the level of significant is 5% (0.05) then the t_{table} is 1.985, the result is $t_{\text{count}} = 2.522 > t_{\text{table}} = 1.985$. Since the t_{count} is greater than t_{table} then H_0 is rejected and H_1 is accepted. It means that leadership style is significantly influences employee performance.

Generally, training and development (X_1), motivation (X_2), and leadership style (X_3) have influences to employee performance (Y). Based on the result, all of the independent variable has a significant influence toward the dependent variable. Which mean, the hypotheses 2, 3, 4 are accepted because the training and development, motivation, and leadership style has influence the employee performance at PT. Hasjrat Abadi Tendea Manado.

Discussion

Training and Development and Employee Performance

The result of this research shows that variable training and development has influence the employee performance. The context of training and development on this research is efforts to improve the performance and self-fulfillment of PT. Hasjrat Abadi employees through a variety of educational methods and programs. Thus, drive the employees' performance to be improved. The result shows that training and development has a significant and positive influence the employee's performance at PT. Hasjrat Abadi Tendea Manado. Most of the employee thinks that with enhancement and morale, it can make their performance comes good and help them work more productivity. Enhancement in this case is like the training to enhance the skills and ability of the employee. And in PT. Hasjrat Abadi, the morale, skill and ability training are improving their employee performance in a positive way, which is good.

Motivation and Employee Performance

The result of this research shows that variable motivation has influence the employee performance. The context of motivation this research is a need that is sufficiently pressing and encourages to direct for employee to continue working with PT. Hasjrat Abadi Tendea Manado. The other multiple regression result showed that, motivation has significant influence on employee's performance on the company. The employees think that the motivation have a positive effect on their performance, they feel more good when they got a bigger responsible like become a team leader. Employee recognition also makes an improvement on the performances like got an extra bonus in every sale of the goods; it makes the employee work more efficient. Appraisal and socialization at the company also have a positive influence on the employees' performance.

Leadership Style and Employee Performance

The result of this research shows that variable leadership style has influence the employee performance. The context of leadership style in this research is the manner and approach of the boss or team leader on providing direction, implementing plans and motivating people or employee at PT. Hasjrat Abadi in efforts toward goal accomplishment and the performance of the employees on the company. The reward from the team leader or the company boss influences the employees' performance positively. The employees think that all their hard work has appreciated by get a reward and some positive things and also the leader was encouraging them to have vision, mission and organization goals, encouraging and motivating to show maximum performance.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result of analyzing and discussing, then two conclusions can be purposed.

1. Training and development, motivation, and leadership style give a simultaneous influence on employee performance at PT. Hasjrat Abadi Tendea Manado.
2. Training and development factors are given a positive partial influence which mean the training and development give a significant and positive influence on employee performance at PT. Hasjrat Abadi Tendea Manado.
3. Motivation factors are given a positive partial influence which mean the training and development give a significant and positive influence on employee performance at PT. Hasjrat Abadi Tendea Manado.

4. Leadership style factors are given a positive partial influence which mean the training and development give a significant and positive influence on employee performance at PT. Hasjrat Abadi Tendea Manado.

Recommendation

There are several recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. Based on the result of this research, training and development has the most significant influence on employee's performance at PT. Hasjrat Abadi Tendea Manado. The employee's performance mostly influencing by some ability or skill training and its influence the performance in a good way. PT. Hasjrat Abadi Tendea Manado should keep their greatness of the skill and ability training, so their employee can give an efficient work that can increase the company performance in all sectors.
2. The other two, which are motivation and leadership style also give a positive partial influence on employee performance at PT. Hasjrat Abadi Tendea Manado. The motivation and the way of the leader or supervisor do to the employee give a positive influence toward the performance of the employee. The company should train more leaders or supervisor than can give a positive effect on the employee with their motivation, great vision and mission, and also can build their morale to become a good employee with a good performances.

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