

## **THE EFFECT OF LEADERSHIP, WORK MOTIVATION AND RECRUITMENT ON EMPLOYEE PERFORMANCE AT PT. TUNAS AUTO GRAHA**

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**Abstract:** This study aimed to determine the Influence of Leadership, Work Motivation and Recruitment on Employee Performance at PT. Tunas Auto Graha. The sample size taken was 100 Employees at PT. Tunas Auto Graha. The sampling technique was purposive sampling, where the respondents were some of the Employees at PT. Tunas Auto Graha. Data collection was carried out by distributing questionnaires using a 5-point Likert scale to measure 32 statement items. The analysis technique used was multiple linear regression analysis. The results of the study showed that Leadership, Work Motivation and Recruitment simultaneously had a significant effect on employee performance.

**Keywords:** Leadership, Performance, Recruitment, Work Motivation

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### **INTRODUCTION**

The success of a company in running its business cannot be separated from the human resource factor. If the human resource factor is considered incapable in a company, then it is certain that the company will experience a decline in company performance. Company performance is the extent to which/the level of success of the company in achieving certain goals in a certain period. While employee performance is the level of achievement of each employee in a company. Employee performance is the most important element in achieving satisfactory company performance.

According to Timotius (2016) performance is the result of work in terms of quality and quantity achieved by a follower in carrying out his duties in accordance with the responsibilities given to him. records of the production results of a particular job or activity in a certain period of time. Factors that can affect performance include leadership. Leadership is very important for improving performance because the leader is the one who will move and direct employees in carrying out organizational activities. Therefore, if a leader can lead his subordinates well, it is hoped that performance will increase. According to Edi (2014) leadership is a process of a person's activities to move others by leading, guiding, and influencing others to do something in order to achieve the expected results.

Another factor that affects performance is motivation. Without motivation from employees to work together for the benefit of the company, the goals that have been set will not be achieved. Motivation according to Gibson in Kadarisman (2014) is a theory that describes the forces within employees that analyze and direct behavior. Motivation can be viewed as a change in energy within a person that is marked by the emergence of /feeling, and preceded by a response to the existence of a goal. Motivation is a basic drive that moves a person or the desire to devote all energy because of a goal.

Another factor that affects performance is recruitment. According to Kasmir (2016) recruitment is an activity to attract a number of applicants to be interested and apply to the company according to the desired qualifications. Thus, recruitment is part of the employee procurement process which includes: determining, selecting, obtaining, and placing the people needed to fulfill the organizational plan. The end result of the employee procurement process is the placement of quality employees in organizational positions at all levels.

The main purpose of recruitment according to Sutrisno (2015) is to find potential sources of labor, meaning that those who apply to the company are truly applicants who have the potential expected by the company, so that when they work as employees they can carry out the tasks given to them well, seriously and with a sense of responsibility so that they can increase income for the company. Although the goal sounds very simple, the process is very complex, takes a long time, costs a lot of money and is very open to making mistakes in determining the right person. Mistakes in choosing the right person have a huge impact on the company or organization. This is not only

because the recruitment & selection process itself has taken up time, money and energy, but also because accepting the wrong person for a position will have an impact on efficiency, productivity, and can damage the morale of the employee concerned.

PT. Tunas Auto Graha Palembang is located at Jl Perintis Kemerdekaan 8 Palembang City, South Sumatra. One of the Automotive Companies in Indonesia with the TOYOTA brand. Sales - Service - and also Original Toyota Spare Parts, Serving All Agencies / Companies / Individuals throughout Indonesia, especially the South Sumatra Region All TOYOTA vehicle needs and Maintenance. As one of the automotive companies in Indonesia, Tunas Auto Graha Company always provides good service to its consumers. To become the best company, employee performance needs to be considered so that the stability of the company's performance is maintained and can continue to be improved. In terms of work quantity, employees are expected to be able to achieve previously planned targets.

That the recapitulation of monthly revenue of the service and parts division at PT. Tunas Auto Graha was seen to have decreased from March to May in 2023. The decline occurred significantly or continuously for three months. Although in June 2023 the company's income increased, it had not yet reached the expected target, and even from July to September the company's income continued to decline, so this became a benchmark for declining employee performance. The achievement of employee targets can be assessed from the results of the work target assessment. In terms of punctuality, the company requires employees to complete their work on time, but in reality from the results of observations in January-May 2023 seen from the quality and quantity of employee work, employees could not complete the work in inputting consumer data on time so that the data inputted in a certain month the work was only completed in the following month. This has a negative impact on the work and tasks that should be their responsibility to achieve the vision and mission. Performance indicators are something that will be measured and used as a basis for assessing the level of performance both in the planning, implementation or post-activity stages. Performance achievement is an indicator of the good and bad of each stage of work.

The condition of employee work achievement of PT. Tunas Auto Graha in 2023 which has not fully met the target set which resulted in the growth of PT. Tunas Auto Graha's performance being relatively slow and even at the end of 2023 there was a decline, which is suspected to be due to weak leadership and human resources (HR) factors at PT. Tunas Auto Graha. Leadership at PT. Tunas Auto Graha makes employees work only according to the wishes of the leadership, communication is entirely towards employees and ignores employee psychology, employee job satisfaction does not go according to expectations, which over time will result in decreased motivation. The fact is that within the company the management does not trust employees and management does not give employees the opportunity to participate in the decision-making process.

Another fact is that the problem of leadership in leading is felt by employees to be less than optimal. This is caused by, among other things, employees are not routinely supervised by superiors so that they work more half-heartedly, in solving problems superiors do not act responsively and take too long to make decisions. When making decisions, they do not involve employees so that they are difficult to implement. Superiors are also felt by employees to not provide motivation and are less able to create good relationships with employees so that it is difficult to raise employee enthusiasm.

Judging from the level of persistence, namely the employee's efforts to always complete tasks according to the set targets. From the results of observations and interviews in October 2023, it was found that there was a lack of work motivation in employees, where employee work was not optimal. Many employees are lazy in working so that targets are not achieved, there is no enthusiasm from within them when doing the work given, employees are less than optimal in prioritizing work and tend to postpone work so that at the deadline the work cannot be completed on time. Based on statements from several employees, it was also said that there were phenomena that caused work motivation to decrease, namely, unmet physical needs such as the absence of bonuses for employees who had worked overtime so that employees were less enthusiastic and motivated in carrying out their work. In fact, there are employees who do not get overtime bonuses when working on Sundays, Another phenomenon related to employee motivation is the absence of health benefits and accident insurance from the company for them while they are permanent employees at the company even though it is very necessary to support the performance that the company wants to achieve. Employees also complained about the lack of social needs of employees who rarely communicate with co-workers and

the lack of cooperation between fellow employees, resulting in laziness at work and the lack of communication between superiors and employees causing employees to feel awkward when they want to share about problems that are occurring.

Another factor that affects employee performance at PT. Tunas Auto Graha is employee recruitment. Job vacancies can arise because an employee resigns and moves to another organization. Vacancies may also occur because an employee is dismissed honorably or dishonorably, another reason is because an employee dies. Recruitment can also be done to add new employees to a work unit whose activities require high activity. The recruitment process also requires an effective selection process, this is done to distribute employees evenly so that the strength of the human resources owned becomes more balanced.

Based on the results of observations and interviews in November 2023, there were several phenomena in employee procurement (recruitment) such as the basis for recruitment which must be guided by the specified worker specifications, but the facts in the field are that if there is a vacancy in a position, the HR department often experiences difficulties because the manager who needs the employee wants the position to be filled quickly, where the recruitment stage should require an analysis of existing jobs to create a job description and also a job specification so that the selected employees have good quality and quantity, have high potential because the role of employees is very supportive in their role in a company.

Another phenomenon based on employee statements related to recruitment at PT. Tunas Auto Graha is the source of employee recruitment, both internal and external. In the selection process, some recruiters tend to still compromise the selection standards determined by the company, such as many employees who are accepted based on sources from recommendations from family, relatives, and friends even though the employee does not have the skills, thus reducing the company's chances of getting workers who match the skills needed. In employee recruitment, the company uses an open application method, the weakness of this method is that the employee recruitment process will take a long time, so it requires more costs for the company.

This study aims to determine and analyze the influence of leadership, work motivation and recruitment together on employee performance at PT. Tunas Auto Graha Palembang

## **THEORETICAL BASIS**

### **Performance**

According to Mangkunegara (2016), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Kasmir (2016), performance is the result of a person's work and work behavior in a period, usually one year. Then performance can be measured from the ability to complete the tasks and responsibilities given. The indicators used to determine an employee's performance, as stated by Mangkunegara (2016), are: 1). Quality of work is how well an employee does what should be done. 2). Quantity of work is how long an employee works in one day. This quantity of work can be seen from the speed of work of each employee. 3). Implementation of tasks is how far employees are able to do their work accurately or without errors. 4). Responsibility for work is the employee's awareness of the obligation to carry out the work given by the company.

### **Leadership**

According to Edi (2015), leadership is a process of a person's activities to move others by leading, guiding, and influencing others to do something in order to achieve the expected results. According to Tjutju and Suwatno (2016), leadership is a person's ability and strength to influence the minds of others so that they are willing and able to follow his will, and inspire others to design something more meaningful.

According to Ghiselli (in Handoko, 2015) the main characteristics that are important for effective leadership include: 1) Ability in his position as a supervisor, (Supervisor ability) or the implementation of basic management functions, especially directing and supervising the work of others. 2) The need for achievement in work, including the search for responsibility and the desire to succeed. 3) Intelligence, including policy, creative thinking and thinking power. 4) Decisiveness, or the ability to make decisions and solve problems competently and appropriately. 5) Self-confidence,

or a view of himself as the ability to face problems. 6) Initiative, or the ability to act independently developing a series of activities and finding new ways or innovations.

### **Work Motivation**

According to Wibowo (2016) motivation is a drive towards a series of human behavioral processes in achieving goals. While the elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous and having a goal.

According to Kadarisman (2014), motivation as a driver or mover of behavior towards achieving goals is a cycle consisting of three elements, namely the existence of needs, the urge to act and do (drives), and the desired goals (goals).). According to Kadarisman (2014), the definition of motivation in everyday life is interpreted as the entire process of providing encouragement or stimulation to employees so that they are willing to work willingly without being forced.

Maslow's theory quoted by Sutrisno (2016) states that employee motivation is influenced by physical needs, the need for safety and security, social needs, the need for appreciation, and the need for self-actualization.

### **Recruitment**

According to Kasmir (2016) recruitment is an activity to attract a number of applicants to be interested and apply to the company according to the desired qualifications. Thus, recruitment is part of the employee procurement process which includes: determining, selecting, obtaining, and placing the people needed to fulfill the organizational plan. According to Sutrisno (2015) recruitment is the process of searching, holding, finding and attracting applicants to be employed in an organization. According to Hasibuan (2014) Indicators of recruitment variables include: 1). Recruitment basis 2). Recruitment source, 3) Recruitment method

## **METHODS**

The research method used is causal research (verification), which is a study that tests the relationship (influence) between one variable and another. This research design is included in causal research because it aims to examine the causal relationship between two variables, namely the independent variable and the dependent variable (Sugiyono, 2017).

The population used in the study were employees at PT. Tunas auto Graha Palembang in the service and part section totaling 140 people. The sampling technique used was Proportionate Stratified Random Sampling. This technique is used when having members who are not homogeneous and are proportional. The tools used in data collection are called instruments (Suharsimi, 2016). In this study, the research instrument used was a questionnaire

Primary data in this study were collected using a questionnaire distributed via electronic media, namely Google Drive, to approximately 100 employee respondents. Data analysis techniques To determine the influence or direct relationship between two or more independent variables with one dependent variable, multiple linear regression analysis techniques were used.

## **RESULTS AND DISCUSSION**

### **The influence of the variables Leadership, Motivation, and Recruitment on the Performance variable.**

The relationship model of Leadership, Motivation, and Recruitment to Performance is stated in the form of a regression equation  $Y = 15.149 + 0.327.X1 + 0.624.X2 + 0.438.X3$ . Based on the significance test of Leadership of 15,149, Motivation as big as 0.327, and Recruitment of 0.438 on Performance at PT Auto Tunas Graha. and the significance value of 0.000 is smaller than 0.05, then the Hypothesis is accepted so that there is an influence of Leadership, Motivation, and Recruitment on Performance at PT Tunas Auto Graha.

**Table 1.** Coefficients Leadership, Motivation, and Recruitment on Performance

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	15,149	3,051		4,965	,000
	Leadership (X1)	,327	,088	,382	3,219	,008
	Motivation (X2)	,624	,132	,677	4,698	,000
	Recruitment (X3)	,438	,103	,473	3,836	,000

Source: data processed 2023

In Table 2., the R-Square value is obtained as much as 0.794 (79.4%), which means that employee performance at PT Tunas Auto Graha Kota Palembang can be explained by Leadership, Motivation, and Recruitment as much as 79.4%; the remaining 20.6% is explained by other factors not included in this study, such as compensation, competence, work spirit, work passion, work dedication, work loyalty, work environment, organizational culture, occupational safety and health, and many other factors.

**Table 2.** Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	,891a	,794	,620	3.603526	1,565

Source: data processed 2023

In Table 3, the F-count value (23.444) > F-table (2.700) or Sig F (0.000) <  $\alpha$  (0.05), so it can be said that Hypothesis 0 (Ho) is rejected and the alternative hypothesis (Ha) is accepted, meaning that leadership, motivation, and recruitment together have a positive and significant effect on employee performance at PT Tunas Auto Graha, Palembang City.

**Table 3.** Anova test (F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46,978	3	182,326	23,444	,000a
	Residual	1246,598	96	7,777		
	Total	1293,577	99			

Source: data processed 2023

The results of the calculation together explain that the independent variables used in this study have a positive and significant influence on employee performance at PT Tunas Auto Graha Kota Palembang. This statement is in accordance with the results of the F hypothesis test, where F-count (23.444) > F-table (2.700) or Sig F (0.000) <  $\alpha$  (0.05), so it can be said that Hypothesis 0 (Ho) is rejected and accepts the alternative Hypothesis (Ha), meaning that leadership, motivation, and recruitment together have a positive and significant influence on employee performance at PT Tunas Auto Graha Kota Palembang.

Meanwhile, based on the results of the determination coefficient test, the R-Square value was obtained at 79.4%, which means that employee performance at PT Tunas Auto Graha Kota Palembang can be explained by Leadership, Motivation, and Recruitment of 0.794 (79.4%); the remaining 20.6% is explained by other factors not included in this study, such as compensation, competence, work spirit, work passion, work dedication, work loyalty, work environment, organizational culture, occupational safety and health, and many other factors.

This explains that the independent variables used in this study, namely leadership, motivation, and recruitment have a significant influence on improving performance at PT Tunas Auto Graha Kota Palembang. So that when there is an increase in leadership, motivation, and recruitment together, it



will be able to improve employee performance at PT Tunas Auto Graha Kota Palembang. Conversely, if there is a decrease in leadership, motivation, and recruitment together, it will decrease employee performance at PT Tunas Auto Graha Kota Palembang.

The results of the study are in line with the results of research conducted by Bahrin and Sinaga (2019) and Arbie and Tumbuan (2019), which found that leadership, motivation and recruitment had a positive and significant effect on employee performance.

### **The influence of leadership on employee performance at PT Tunas Auto Graha, Palembang City**

Based on the results of multiple regression calculations, it was obtained that leadership influenced the performance of PT Tunas Auto Graha Kota Palembang employees by 0.327. This means that the leadership variable influences the performance variable by 0.327 (32.7%). So if leadership increases by 100%, it will be able to increase the performance of PT Tunas Auto Graha Kota Palembang employees by 32.7%. Conversely, if leadership decreases by 100%, it will be able to decrease PT Tunas Auto Graha Kota Palembang employees by 32.7%.

If the leader is authoritarian in leading, it certainly makes employees unenthusiastic in working, on the other hand if the leader is democratic in leading, then there is no longer a distance between the leader and subordinates, so the leader must lead by looking at the situation (situational leadership), when employees experience problems and break the rules, then the leader must be strict (authoritarian), but when employees produce good achievements, then the leader must be democratic, if this is done, then it is expected to improve employee performance.

It must be acknowledged that the right leadership applied to one organization may not necessarily be appropriate for another organization. Ideal leadership is leadership that looks at the situation (situational leadership).

If the leader can implement this, then it is expected that employees will feel reluctant, and they will think twice about making mistakes in their work, on the contrary they will try to work well and earnestly, because if they do that, they are sure that the leader will act wisely and prudently. However, it must be realized that in leading, leaders must be able to respond to what their subordinates do, and not interfere too much in work matters, and if necessary delegate authority to their subordinates, so that not only do employees feel appreciated, but also provide space for employees to make their own decisions about the work they do, without the constraints of the signs that have been set by the leader, besides that it can also reduce the workload of the leader.

This research is also in line with research conducted by Inaray, Nelwan and Lengkong (2016), which found that leadership has a positive and significant influence on employee performance.

### **The Influence of Motivation on Employee Performance at PT Tunas Auto Graha, Palembang City**

Based on the regression results, the motivation variable has an effect on the performance of PT Tunas Auto Graha Kota Palembang employees by 0.624 (62.4%), so that if there is an increase in motivation by 100%, it will be able to increase the performance of PT Tunas Auto Graha Kota Palembang employees by 62.4%. Conversely, if there is a decrease in motivation by 100%, it will be able to decrease the performance of PT Tunas Auto Graha Kota Palembang by 62.4%.

Increasing employee motivation can ultimately improve the performance of the employees themselves, so that the quality of work and service to the community can be improved, increasing work efficiency and effectiveness, improving the quality of employee work, as well as the emergence of a creative, productive, professional, responsible and competitive work culture between employees, while at the same time improving employee performance individually.

According to Wibowo (2016) motivation is a drive towards the process of human behavior towards a goal. While the elements contained in motivation that arouse, direct, maintain, show intensity, are continuous and have a goal. Based on testing, it shows that motivation has an influence and is significant to the performance of PT Tunas Auto Graha Palembang employees. This illustrates that the higher the motivation given by the company, the employee's performance will increase. However, on the other hand, if there is a lack of motivation or no motivation given by the company, it will have an impact on decreasing employee performance because they do not feel appreciated in their work.

The problem of decreasing motivation at PT Tunas Auto Graha Palembang is due to the salary given not being in accordance with the work done, no health insurance or work safety provided, lack of communication between co-workers and no awards given to employees who excel. So that employees are less interested in doing their work. Therefore, company leaders must do something because the motivation given is not only positive but can also have a negative impact depending on the existing problems.

This research is in line with research conducted by Arbie and Tumbuan (2019), which found that motivation has a positive and significant effect on employee performance.

### **The Influence of Recruitment on Employee Performance of PT Tunas Auto Graha, Palembang City**

Based on the calculation results using multiple regression tests, the results show that the Recruitment variable has an effect on the employee performance variable of PT Tunas Auto Graha Kota Palembang by 0.438 (43.8%). So if there is an increase in Recruitment by 100%, it will be able to increase the performance of PT Tunas Auto Graha Kota Palembang employees by 43.8%. Conversely, if there is a decrease in Recruitment by 100%, it will be able to decrease the performance of PT Tunas Auto Graha Kota Palembang employees by 43.8%.

According to Kasmir (2019) recruitment is an activity to attract interest and apply to the company according to the desired qualifications. Based on testing, it shows that Recruitment has an influence and is significant on the performance of PT Tunas Auto Graha Palembang employees. This shows that if successful according to company standards, employee performance will be good. However, conversely, if the process does not comply with company standards, it will result in poor employee performance or not in accordance with their abilities.

Recruitment that occurs at PT Tunas Auto Graha Palembang is caused by sources determined by the company such as many employees are still accepted based on sources from family recommendations, problems, and problems even though the employee does not yet have the skills, thus reducing the company's chances of getting workers who match the skills needed. In employee recruitment, the company uses an open application acceptance method, the weakness of this method in the employee recruitment process will take a long time, so it requires greater costs for the company.

Based on the results of the analysis, it is illustrated that good and correct recruitment can provide a positive and greatest contribution to employees. The results of this study are in line with research conducted by Arbie and Tumbuan (2019), which found that recruitment has a positive and significant effect on employee performance.

### **CONCLUSION**

Based on that if the leader can apply leadership appropriately (according to conditions), then employees will feel happy in working, and can increase enthusiasm in employees, so that it is expected to improve employee performance, conversely if the leader is not right in his leadership, then employees will feel stressed, lazy, and unenthusiastic in working, the further consequence is that dissatisfaction arises in employees, making it difficult for these employees to produce maximum performance.

Therefore, company leaders must be able to create motivation from within employees, so that employees work in doing their jobs without having to be heavy-hearted in doing the work. Motivation in employees can be created through the provision of salaries and bonuses according to the work done, the existence of a guarantee of work safety and security, interaction in the work environment and recognition of the achievements achieved by employees.

Therefore, company leaders must be able to recruit employees according to their abilities and expertise in the specified field. Good recruitment can be seen from the basis that is in accordance with the work being done, although it looks very simple, the process is very complex, takes a long time, costs a lot of money and is very open to making mistakes in determining the right person.

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