

THE EFFECT OF LEADERSHIP AND MOTIVATION ON EMPLOYEE PERFORMANCE IN THE MUHAMMADIYAH ZAKAT AND SHADAQAH INSTITUTION (LAZISMU) BEKASI DISTRICT

Harries Madiistriyanto^{1*}, Fahmi Hilman²

STIMA IMMI Jakarta, Indonesia^{1,2}

harries.madi@gmail.com¹, fahmihilman90@gmail.com²

ABSTRACT

The main problem in this study is how much influence leadership and work motivation have on employee performance at LAZISMU Bekasi Regency, both simultaneously and partially. The purpose of this study was to determine and analyze leadership and work motivation and employee performance and the magnitude of the influence of leadership and work motivation on employee performance at LAZISMU Bekasi Regency, either simultaneously or partially. The method used in this study is a method with a descriptive and verification approach. The population in this study were employees at LAZISMU Bekasi Regency with a sample of 40 people. The data in this study is primary data, where the data is obtained from respondents' answers to the questionnaires that the authors distribute. The results of the data analysis that the author has done, the results show that there is an influence of leadership and work motivation on improving employee performance at LAZISMU Bekasi Regency either partially or simultaneously.

Keywords: Leadership; work motivation; Employee Performance

INTRODUCTION

Human resource management can be interpreted as the science and art or the process of obtaining, promoting, or developing and maintaining a competent workforce in such a way that company goals can be achieved efficiently and there is satisfaction in the individuals concerned (Riniwati, 2016). The role of human resources in organizations is very important in achieving organizational goals, the increasing advancement of technology today has resulted in the development of human understanding of the importance of aspects of human resources in an organization (Mardhiyah et al., 2021).

Human understanding of the role of human resources encourages the growth and development of knowledge about human resource management techniques within organizations (Arifin & Haryanto, 2021). However sophisticated the technology used without the support of humans as operational servants, it will not be able to produce an effective and efficient output. Human resources do not only concern labor matters that occur within the organization, but must also reach the environment outside the organization which also influences the development of human resources.

Performance is a factor that plays an important role in achieving company goals and individual goals. Roles will find it difficult to achieve their goals if employees do not comply with the rules set by the company itself. Upholding work discipline is important for companies, because with discipline it is expected that in carrying out their duties and responsibilities the results will be more effective and efficient. The performance of Civil Servants has actually been regulated by government regulation No. 53 of 2010 concerning the performance of civil servants, where several regulations namely the obligation to come to work, giving punishment to employees who violate the rules, and so forth. The performance of civil servants is under the auspices of the minister for the utilization of the state apparatus (Daulay, 2022).

Good performance arises from self-awareness to comply with the rules and social norms that apply in the company. As for the definition of performance according to Hasibuan (2009: 129) in (Sofiyanti & Nawawi, 2017), Performance is the awareness and willingness of a person to comply with all regulations and social norms applicable. In an effort to achieve a regulatory goal, it is necessary to have employees who are full of awareness, loyalty, and adherence to the rules determined by the company. The best employee performance must be instilled in every employee, preferably not on coercion or demands alone but based on self-awareness in each employee (Kondalkar, 2020).

The importance of performance at LAZISMU Bekasi Regency is seen from various aspects which include compliance with the rules determined by LAZISMU Bekasi Regency itself, fixed entry and exit times for work, attendance, work environment and other aspects, must show the values of obedience, order, and good work discipline. Performance really needs to be considered by every company in achieving its goals, without good discipline, it is difficult for the company and in its efforts to achieve optimal goals. Effective performance will also produce optimal output, and conversely low performance will result in non-optimal output. The performance of Civil Servants has actually been regulated by the government No. 53 of 2010 concerning the performance of civil servants under the auspices of the Minister for Administrative Reform, some of which regulate the obligation to come to work, comply with regulations, and so on.

Research purposes, the author's purpose for conducting this research is as follows: To find out in evaluating the influence of leadership on employee performance at LAZISMU Bekasi Regency. To find out in evaluating the effect of motivation on employee performance at LAZISMU Bekasi Regency. To find out in evaluating the influence of leadership and motivation on employee performance at LAZISMU Bekasi Regency

Theory Review

An organization or company the role of human resources very important for the organization or company itself. We can understand this because without human resources, a company will not run effectively. Human resources are the movers and managers of other production factors such as capital, raw materials, equipment and others in order to achieve company goals.

Management contains and understanding, namely the understanding of management and the understanding of human resource management. Management implies a process that includes planning, organizing, directing, supervising carried out by managers in a company so that predetermined goals can be achieved. Human resources are one of the resources contained in the company, including all people who carry out activities. In order to make the notion of human resource management easier to understand, several experts can put forward here. According to Dessler (2003: 2) human resource management are policies and ways that are practiced and related to human empowerment or HR aspects of a management position including recruitment, selection, training, awards, and training (Goffar, 2021).

According to Hasibuan (2001: 10) human resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of corporate, employee and community goals (Almasri, 2016). According to Handoko (2004:4) HR management is the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and company goals (Fathoni, 2015).

Some of the meanings put forward by some of the experts above, it can be concluded that human resource management is a science and art or a process of obtaining, promoting, developing and maintaining a competent workforce in such a way, in order to achieve company goals and individual goals.

Based on the explanation of the literature review, the framework and the empirical review, for the independent variables are leadership and work motivation and for the dependent variable is performance, the paradigm in this study can be seen in Figure 1

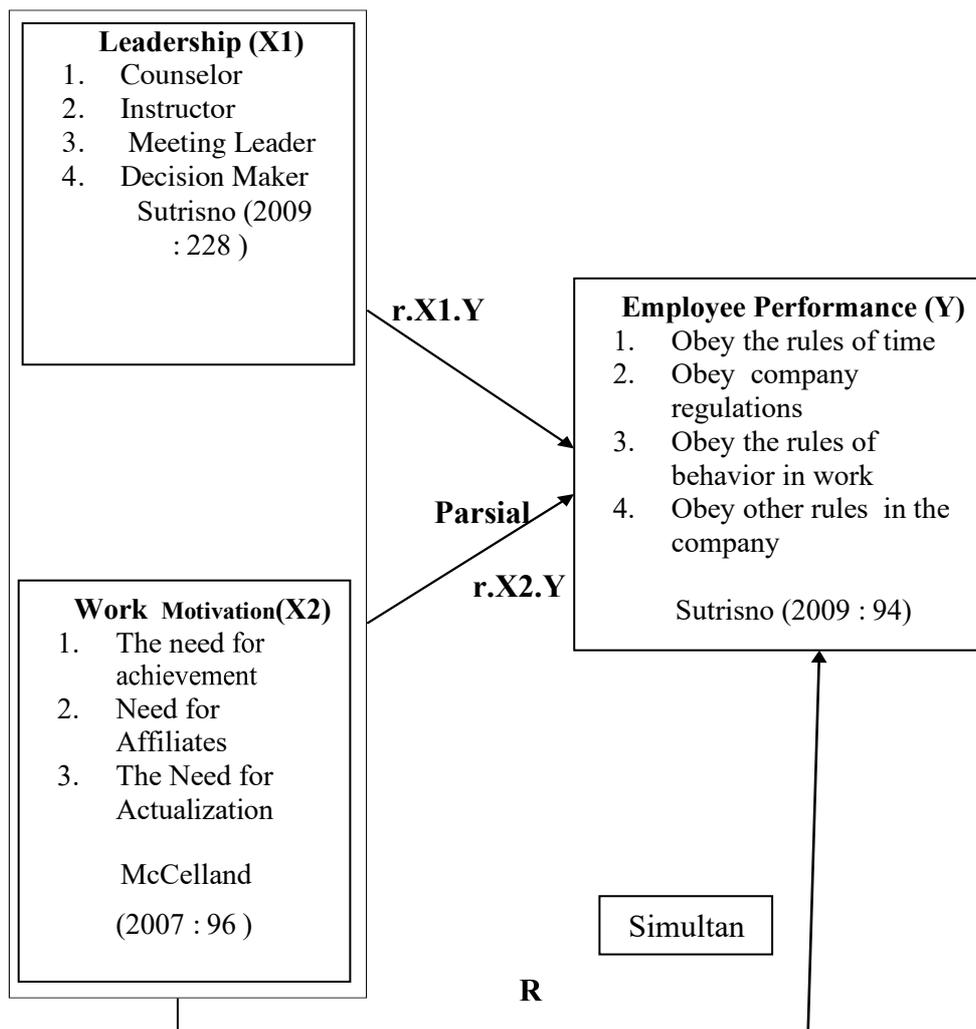


Figure 1
Research paradigm

Hypothesis Study

Based on the description above, it can be hypothesized that Leadership and Work Motivation affect Employee Performance at LAZISMU Bekasi Regency, both simultaneously and partially.

Sugiyono states that the hypothesis is a temporary answer to the research problem formulation, where the problem formulation is stated in the form of a statement sentence (Sugiyono, 2017, p. 63). It is said temporarily, because the new answers given are based on relevant theory, not yet based on empirical facts obtained through data collection or questionnaires. Based on the descriptions and research results developed by the experts and previous researchers above, the simultaneous hypothesis taken by the authors of this study is: Employee Performance and organizational culture affect Employee performance. Meanwhile, based on the descriptions and research results developed by previous experts and researchers, the partial hypotheses taken by the authors of this study are: Employee competence affects employee performance; Organizational culture influences employee performance.

RESEARCH METHOD

Implementation of research at LAZISMU Bekasi Regency, the reason for choosing this location is because researchers are interested in leadership styles on employee performance which has its own characteristics.

The research method used

The method used to answer the problem formulation points 1,2 and 3 is using a descriptive method, while to answer the problem formulation point 4 is using a verification research method. Descriptive method is a research method that aims to describe, explain the existing situation in a company based on facts, the characteristics of the population based on the data that has been collected and then arranged systematically and then analyzed to draw conclusions (Rukajat, 2018). While the verification method is a method used to find out the truth of the hypothesis by using calculations statistics Sugiyono, (2005) in (Suryanto, 2022).

Variable Definitions and Variable Operationalization

In this study carried out on the existence of a variable by using a research instrument. After the research continues the analysis to find the relationship of a variable with other variables. In this study there are three variables, namely Leadership (X1), Work Motivation (X2) and Employee Performance (Y). Where there are indicators that will be measured by ordinal scale.

Population and Sampling Techniques

The population is a generalization area consisting of objects or subjects that are defined to be studied and then drawn conclusions (Sugiyono, 2013, p. 115). The population that is the target of the author's observation is LAZISMU employees of the Bekasi Regency Office of West Java Province, totaling 128 people, consisting of 54 zakat collection units (UPZ), 8 Heads of Sections/Divisions, 42 Permanent Amil Executors, and Administrative Officers. The business consists of 24 people.

The sample is part of the number and characteristics possessed by the population. What is learned from the sample, the conclusions will be applied to the population. For this reason, the sample taken from the population must truly represent (Sugiyono, 2013, p. 116).

The sample size can be determined using the slovin formula as follows:

$$\text{Rumus Slovin : } n = \frac{N}{1+N.e^2}$$

Source: Husein Umar (Umar, 2019, p. 78) Where: n = sample size

N = Population

e = Error (tolerable percentage of error in sampling) and the error rate set by the author is 40% Based on the above formula, the sample size can be determined as follows:

$$n = \frac{128}{1+128.(0,40)^2}$$

$$n = 40$$

So, the size of the sample taken was 40 people from the total number of employees of LAZISMU Bekasi Regency.

RESULTS AND DISCUSSION

Data analysis in this study was carried out through descriptive data analysis with a quantitative approach for each variable and linear regression analysis multiple times to test the hypothesis. Analysis of research results can be carried out by processing the answers of respondents to the questionnaire so that they can describe or describe the conditions of LAZISMU Bekasi Regency employees.

Respondents who returned complete questionnaires out of 40 questionnaires, of which an analysis was carried out to see the condition of LAZISMU Bekasi Regency employees who were used as research objects based on their level of education, years of service and age can be seen from the table below:

1. Gender

Table 1
Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	20	56	56	56
Female	20	44	44	100.0
Total	40	100.0	100.0	

Source : Data Processing Using SPSS Program

From the table above, it can be seen that the number of male respondents is 20 people or 54% of the number of female respondents is 20 people or 42%.

Table 2
Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30 Year	15	38	38	38
31-40 year	13	20	20	58
>40 year	12	62	62	100.0
Total	40	100.0	100.0	

Source : Data Processing Using SPSS Program

From the table above, it can be seen that the number of respondents aged 21 to 30 years is as many as 15 people or 36% of respondents aged 31 to 40 years are as many as 13 people or 31.3%, and respondents who are over 40 years are as many as 12 people or 60%.

2. Status

Table 3
Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	16	36	36	36
Unmarried	24	64	64	100.0
Total	40	100.0	100.0	

Source : Data Processing Using SPSS Program

From the table above, it can be seen that the number of respondents who are married is 16 people or 11.3% and the number of respondents who are not married is 24 people or 84.7%.

3. Recent Education

Table 4
Educational Background

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	15	38	38	38
Srata -1	20	20	20	58
Srata -2	5	42	42	100.0
Total	40	100.0	100.0	

Source : Data Processing Using SPSS Program

From the table above, it can be seen that the number of respondents with Diploma education is 15 people or 38%, Strata-1 is 20 people or 20%, and the number of respondents with last education is Strata-2 is 5 people or 42%.

4. Length of Work

Table 5
Period of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <5 year	12	24	24	24
5- 10 year	15	52	52	76
>10 year	13	24	24	100.0
Total	40	100.0	100.0	

Source : Data Processing Using SPSS Program

From the table above, it can be seen that the number of respondents who worked less than 5 years was 12 people or 22%, the number of respondents who worked between 5 and 10 years was 15 people or 50%, and the number of respondents who worked over 10 years was 13 people or 40%.

Data Normality Test

The aim is to test whether in the regression model, the dependent variable and independent variable both have a normal distribution or not. A good regression model is having normal or close to normal data distribution. To test whether the data distribution is normal or not, one of the easiest ways to see normality is to look at the histogram which compares the observed data with a distribution that is close to a normal distribution. The normal distribution will form a straight line diagonally, and plotting the data will be compared with the diagonal line. If the data distribution is normal, then what describes the actual data will follow the diagonal line (Ghozali, 2016, p. 83).

Multiple Regression Test of Leadership and Motivation on Employee Performance

To answer the hypothesis whether there is an influence between Motivation and Leadership on Employee Performance, multiple linear regression tests are used for Employee Work Discipline, multiple linear regression tests are used using SPSS Version 18.

Table 6
Linier Regression Between Motivation and Motivation for Employee Performance
Coefficients*

Model	Unstandarized Coefficients		Standardized Coefficients	T	Sig
	B	Std Error	Beta		
1 (Constant)	11.756	2.409	-	4.880	.000
Motivation	.324	.092	.643	3.535	.001
Leadership	.219	.155	.257	1.417	.163

a. Dependent Variable : Employee Performance

From the coefficient table above it can be seen that the regression equation is in the model $Y = 11.756 + 0.219 X_1 + 0.324 X_2$

From the significance value (t sig) a value of 0.163 is obtained for the variable X_1 (Leadership) and 0.001 for the X_2 variable (Work Motivation), these results indicate that there is a significant influence by the variable Motivation to Y (Employee Performance), this can be seen from the significant value which is lower than the degree of alpha error, which is 0.05 while for the variable X_1 (Leadership) the significant value is 0.163 which is greater than 0.05 this means that the variable Leadership (X_1) is not significant affect the Y variable, namely Employee Performance. So that the recommended regression model is: $Y = 11.756 + 0.324 X_2$.

The author manually compares the t-count values from the table above with the t-table values presented in the appendix. The decision rules are as follows:

If the value of $t\text{-count} > t\text{-table}$, then the independent variable concerned significantly affects the dependent variable.

For Work Motivation Variables:

$$t\text{-hitung (from the table above)} = 3.535$$

$$t(a=0.05 \text{ df}=48) = 2.011$$

Significantly affect Employee Performance

For Leadership Variables:

$$t\text{-hitung} = 1.417$$

$$t(a=0.05 \text{ df}=48) = 2.011$$

from the value above $1.417 < 2.011$ means that the leadership variable does not significantly affect employee performance.

To see the influence of Motivation and Leadership on Employee Performance together, it can be seen through the Analysis of Variance table through the SPSS program. 20 is obtained as follows:

Tabel 7
ANOVA^b

Model	Sum of Squares	Df	Mean Squares	F	Sig
1 Regression	168.315	2	.84.158	84.581	.000 ^a
Residual	45.685	47	.972		
Total	214.000	49			

a. Predictors : (Constant), Leadership, Motivation

b. Dependent Variable : Employee Performance

From the table above, a significant level of 0.000 is obtained, this means that the variables of Leadership (X_1) and Employee Work Motivation (X_2) simultaneously significantly affect Employee Performance.

Linear Correlation Coefficient Analysis

To find out how the relationship between the variables of Leadership and Employee Work Motivation on Employee Performance is used SPSS.18, with the following calculation results:

Table 8

The Relationship Between Leadership and Work Motivation on Employee Performance

Model	R	R. Square	Adjusted Square	Std. Error of the Estimate
1	.887 ^a	.787	.777	.986

a. Predictors (Constant), Work Motivation Leadership

From the table above it can be seen that the relationship between the variables Leadership and Work Motivation with Employee Performance is shown by the Person correlation coefficient (R) from the table above the result is 0.887 meaning that the relationship between supervision, compensation and Employee Workforce Performance is very close and strong.

CONCLUSION

The conclusion of this research is: a. The Leadership Variable in LAZISMU Bekasi Regency score is 54.725 which is in the good category. For that leadership conditions have met expectations. From Multiple Linear Regression Analysis it can be seen that the regression equation is in the model $Y = 11.756 + 0.324X_1 + 219X_2$ and the significance value is t sig. Obtained by 0.163 For variable X_1 (Leadership) these results indicate that there is no employee performance because the significant value is greater than 0.05. b. The motivational variable is based on the accumulation of respondents, namely the score obtained WMS of 51.429 which is in the good category. This means employee motivation. At LAZISMU Bekasi Regency, according to employee perceptions it is good. From the multiple linear regression analysis it can be seen that the regression equation is in the model $Y = 11.756 + 0.324X_1 + 219X_2$ and the significance value is t sig. Obtained at 0.001 for Variable X_2 (Work Motivation), these results indicate that the Leadership variable has a significant influence on Employee Performance because the significant value is smaller and the degree of error that is 0.05. c. Based on the Analysis of Variance table, a significance value of 0.000 is obtained, this means that the variables of Motivation and Leadership together significantly affect Employee Performance. The Pearson correlation coefficient (R) yields a result of 0.887 meaning that the relationship between Leadership Motivation and Employee Performance is close and strong. it is known that the value of R Square is 0.777 or it can be said that the magnitude of the coefficient of determination (KP) is 77.70% meaning that Employee Performance is 77.70% influenced by variables. Leadership and Work Motivation and the remaining 22.30% are influenced by other factors not examined in this study.

REFERENCES

- Almasri, M. N. (2016). Manajemen Sumber Daya Manusia: Implementasi Dalam Pendidikan Islam. *Kutubkhanah*, 19(2), 133–151. [Google Scholar](#)
- Arifin, S. R., & Haryanto, R. (2021). Peran manajemen sumber daya manusia (msdm) melalui usaha mikro kecil dan menengah (umkm) untuk penguatan ekonomi. *Kinerja*, 18(3), 425–430. [Google Scholar](#)
- Daulay, A. (2022). Pelaksanaan Peraturan Pemerintah Nomor 53 Tahun 2010 Tentang Disiplin Pegawai Negeri Sipil di Lingkungan Kantor Wilayah Badan Pertanahan Nasional. *Jurnal Kewarganegaraan*, 6(4), 6677–6687. [Google Scholar](#)
- Fathoni, A. (2015). Analisa Faktor Karakteristik Entrepreneur, Karakteristik Sumber Daya Manusia, Dan Karakteristik Umkm Terhadap Perkembangan Usaha Dengan Inovasi Sebagai Variabel Intervening (Studi Kasus Pada Pedagang Grosir Dan Retail Di Pasar Genuk-Semarang). *Jurnal Ekonomi Dan Bisnis Kontemporer*, 1(02). [Google Scholar](#)
- Ghozali, I. (2016). *Aplikasi analisis multivariate dengan program IBM SPSS 23*. [Google Scholar](#)
- Goffar, A. (2021). Manajemen Sumber Daya Manusia Dalam Perspektif Islam. *Islamic Akademi*, 3(1), 40–54. [Google Scholar](#)
- Kondalkar, V. G. (2020). *Organizational behaviour*. New Age. [Google Scholar](#)