Influence Leadership Motivation and Performance of Employees at Bank Rakyat Indonesia Subang Branch Office

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Abstract:

There are indications of low employees Bank Rakyat Indonesia Subang Branch Office which is relatively low, this is seen from the many complaints and lack of enthusiasm in carrying out their duties, which has an impact on service to the Customer . The low performance of employees is allegedly caused by the low work motivation that is owned is also thought to be caused by a leadership role that does not encourage officers to work well, this is seen from the creation of conditions that are less comfortable for employees in the work environment.

The purpose of this study is to describe leadership, work motivation , performance and test the influence of leadership and work motivation on employee performance. The method used is descriptive survey method and explanatory survey. The type of investigation in this study is causality. Unit of analysis of employees of Bank Rakyat Indonesia Subang Branch Office with the population as many as 35 employees. Time horizon in this study is cross sectional and the analytical method used is frequency distribution and path analysis .

Based on the results of research and discussion, it can be found that leadership is good enough, employees have work motivation and high performance, leadership and work motivation influence theperformance of employees at Bank Rakyat Indonesia Subang Branch Office . But if viewed partially, it turns out that dominant leadership influences performance rather than work motivation , therefore leadership is a priority in improving employee performance .

1. INTRODUCTION

1.1 Research Background

The Potential of Indonesian Resources, both natural resources are very abundant and are the basic capital of national development in all fields, therefore the Indonesian government seeks to carry out programs to increase the productivity of human resources. The launching of this program is based on the idea that productivity determines the formation of a national growth rate index in addition to being the most sensitive indicator of the economic process and as a major measure of a nation's economic progress.

Although the launching of the government's HR productivity improvement program has been almost three decades, there are still many factors that hinder its realization. Even based on research on the basis of four criteria (implementation of relative work, work attitude, level of expertise and work discipline) shown by Beri SA from the

International Political, Financial and Business research institute in California, revealed that human resource productivity has been relatively low. Research reports that of the 42 countries studied, the productivity of human resources in Indonesia ranks 25th, and the five countries with the highest productivity are Singapore, Switzerland, Taiwan, Japan and South Korea. From group ASEAN, the Philippines ranks 8th, Malaysia 13th, Thailand 30th, while India occupies 32nd place and Pakistan 39th (Bambang Kussriyanto, 1993: 4) in Ida Rohayah, (2006).

Problems in the crisis of human resources are experienced by both government and private institutions. Quoting the 1996 report from UNDP, Hidayat (Kompas, April 28, 1997 in Ida Rohayah, 2006) suggested that the quality of human resources was ranked 102nd with the Human *Development Index* (HDI) of 0.641. While ASEAN countries such as Singapore occupy the 34th rank (HDI 0.881), Brunei Darussalam ranked 36th (HDI 0.872), Thailand ranked 52nd (HDI 0.832), Malaysia 53rd (HDI 0.862) and the Philippines ranked 95th (HDI 0.666). The ranking ranges even further when compared to Japan, Hong Kong, or South Korea, each of which ranks 3rd, 22nd and 29th. Recognizing that human resources are one of the main factors in determining productivity, each management now pay great attention to human resource development *(human resource development).*

This was also felt by the banking sector, one of which was Bank Rakyat Indonesia, Subang Regency. Bank Rakyat Indonesia is a banking company that has enormous market potential for Bank Rakyat Indonesia to achieve its vision, namely "With the principles of professionalism of Bank Rakyat Indonesia with high competitiveness and a mainstay in the era of globalization". (BRI Performance Evaluation , 2005).

The low work productivity, especially managers, is seen from the measure of performance they perform, as shown in Table 1 below:

Table 1
Results of Measurement of Average Manager Performance in 2014

No.	Measured Elements	Measurement results (%)	Target (%)
1.	Discipline	70.34	85
2.	Creativity	70.21	85
3.	Honesty	70,32	95
4.	Cooperation	70.12	80
5.	Initiative	70.05	85
6.	Leadership	65.34	80
7.	Job Aspects	70,73	85

Source: Bank Rakyat Indonesia Subang Regency , 2015

Based on Table 1 above, it appears that in general the elements measured were below the predetermined targets, leadership is the lowest element in the banking company above. Because of that the performance and leadership of the manager really need to be studied. A manager is faced with strategic decision making in facing a dynamic business environment to maintain the survival of the company.

Strategic issues concerning problems related to phenomena or which have not been resolved and have long-term impacts on the sustainability of banking companies , there are indications of thecompany's performance that is relatively not optimal due to the relatively less optimal performance of employees . This can be seen from the level of profitability obtained by the construction company over a period of 4 (four) years as shown in the table below.

Table 2
Level of Profitability

Year	Profitability	
	Realization	**Target**
2011	91 , 35%	100%
2012	85.97%	100%
2013	93.39%	100%
2014	83.09%	100%

Source: Lap. Finance of Bank Rakyat Indonesia Subang Regency , 2015

Fluctuating the profitability of the Bank Rakyat Indonesia Subang Branch Office in addition to being very common factors and almost always being assessed in performance appraisal is a leadership role factor. Because as a factor that directs the organization and also gives examples of behavior towards followers (employees), the leadership role greatly determines the progress and decline of the organization (Fuad Mas'ud, 2004). The role of leadership is not only about the direction of a strong organization where problems and solutions are widely known, but the role of leadership takes part in a context of change, in continuous and uncertain changes (Alison and Hartley, 2000). This requires an approach that is not only about the "implementation" of policies that have been predetermined but the laws that govern (Weick, 1995) in (Allison and Hartley, 2000). Innovation cannot be set beforehand and therefore the leadership role is to provide a framework for observing, maintaining, dividing, describing and also implementing. Research (Heffes, 2006) in universities in America in decades the leadership role has an influence in shaping and supporting organizational development and employee performance.

In addition, stability and job security are still dominant for public institutions. The results of the study of public and private sector employees both showed that work motivation had a significant effect on employee performance. Research conducted by Smith et al. (2000) also found that work motivation has a positive relationship to employee performance.

This research is expected to contribute to the development of science specifically regarding leadership and employee motivation and contribute to companies to improve employee performance used as material in developing policies to improve profitability and performance of banking companies.

1.2. Identification of problems

Thereare indications of low performance, work motivation owned and l ess encouraging leadership role employee of Bank Rakyat Indonesia Subang Branch Office due to lack of enthusiasm in carrying out their duties, more on commercialization than on social missions to cooperate with each other, this is seen from the creation of conditions that are less comfortable for employees in their work environment so that it has an impact on achieving the company's targets .

Based on the description of the identification of the problem above, the problem can be formulated as follows:

How does the influence of leadership and work motivation on employee performance at Bank Rakyat Indonesia Subang Branch Office , both simultaneously and partially.

2. LITERATURE REVIEWS

2.1 . Definition of Human Resources

According to Nitisemito (200 2:11) "what is meant by human resources is labor, namely workers, employees and employees". Sincere view (200 3: 2) "Human resources are one of the elements of input which together with other elements such as materials, capital, machinery and technology are changed through

the management process to be the output of goods or services in an effort to achieve the goals of the company's organization ".

According to Simanjuntak (2001 : 1) "human resources contain an understanding of work effort or services that can be provided in the production process". Another understanding by Nawawi (2004: 40) "human resource is the potential of an asset that serves as the capital (non-material / non-financial) within a business organization that can be transformed into potension is real *(real)* physical and non-physical in realizing the existence of the organization.

From some of the above meanings, what is meant by human resource management is science and art that learns how to utilize human resources by implementing the functions of human resource management optimally so as to achieve corporate and individual goals .

2. 2 . Leadership

According to Robbin s (2003 : 39), "Leadership is essentially the ability to influence a group towards achieving goals". According to Ermaya (2001 : 11) it is said that leadership is the ability of a leader to control, lead, influence thoughts, feelings or behavior of others, to achieve predetermined goals.

According to Susilo Martoyo (2001 : 5) "Leadership is the whole activity in order to influence people to be willing to work together to achieve goals that they want together" The same thing was expressed by George R. Terry (2005: 152) "Leadership is the ability to direct followers to work together with trust and diligently work on the tasks given by their leaders". Leadership is an effort to achieve goals through people who are influenced , as stated by Hersey , P And KH Blancard (2002 : 134): *"The leadership style of an individual is the behavior pattern as perceived by others,*

that is a personal exhibit to influence the activities of others".

From some of the meanings above, it can be said that leadership is the ability to influence people to work together with trust and perseverance in carrying out the tasks given by their leaders to achieve the goals that they really want together.

2. 3. Leader

According to Gorda (200 4: 125) it is said that "Leaders are people who foster and move a person or group of people so that they are willing to willingly carry out or carry out certain activities in accordance with the wishes of the leader and / or shared desires that have been determined in advance" According to Gauzali Saydam (2000: 213) it is said that "Leaders are people who carry out or carry out leadership tasks".

From some of the above meanings it can be said that leaders are people who carry out leadership tasks by moving people who are nurtured so that they sincerely carry out the tasks in accordance with the wishes of the people.

2. 4. Type of Leadership

According to Winardi (200 5: 214) Expressing the type of leadership as follows:

1. Autocratic Leadership (Boss)

   The autocratic leaders make their own decisions and to centralize power, assume they have full authority and absolute responsibility and the subordinates carry out what was ordered.

2. Participatory Leadership

   Participatory leaders share part of the decision-making responsibilities with their group members.

3. Free Leadership

Free leaders avoid the emergence of power by delegating that power to their subordinates.

According to Kartini Kartono (2005: 80-87) put forward the type of leadership as follows:

1. Charismatic type

   This type of leader has extraordinary power of energy, attraction and authority to influence others, so he has very large followers and trustworthy bodyguards.

2. Paternalistic type

   This type of leader is fatherly leadership with the nature of assuming subordinates are not mature or own children who need to be developed, be overly protective , rarely give subordinates to make their own decisions, be omniscient and truly right.

3. Militarism Type

   This type of leader is hard, very authoritarian to his subordinates, enjoys formalities, does not want advice and criticism from his subordinates.

4. Autocracy type

   This type of leader bases himself on power and coercion which must absolutely be obeyed, always acting as a single player who is ambitious to dominate the situation.

5. *Laissez faire* type

   This type of leader is letting the group and everyone does what they want. The leader does not participate in the activities of his group, all work and responsibilities are carried out by his own subordinates.

6. Populistic type

   This type of leader can build people's *solidarity* , for example:

Soekarno who emphasized the problem *of national unity, nationalism, and a cautious attitude* towards colonialism. These leaders clung to traditional values of society and did not trust foreign support.

7. Administrative or Executive Type

   This type of leader is able to carry out administrative tasks effectively. With this leadership, it is expected that there will be technical developments - namely technology, industry, modern management and social development in the community.

8. Type of Democracy

   This type of leader respects the potential of each individual, wants to listen to advice and subordinates' suggestions, is able to use the capacity of each member as effectively as possible at the right time.Democratic leadership is often also referred to as *group developer* leadership .

2. 5. Motivation

Motivational words in the Indonesian Encyclopedia (1991 : 593) comes from the word : motive *(motive)* which means:

1. Encouragement arises in a person conscious or unconscious to take action with a specific purpose. The driver of action. So that the notion of motivation can be said to be an attempt to move an individual in carrying out a certain action .

2. Efforts that can cause a person or group of people to be moved to do something because they want to achieve the goal they want to want or get satisfaction with their actions.

The following are definitions of motivation from some experts, including the following: According to Siagian (2002: 102) "Motivation is the driving force for someone to

make as much contribution as possible for the success of the organization in achieving its goals". According to Harold (2005: 14) "Motivation is a bridge between desire and action. You will not be able to go far without motivation. Motivation encourages you to act, motivation can destroy. Motivation is strong. Motivation is what you have made ".

Opinions from Stephan P. Robbins and Marry Coulter (2003 : 458) say that "Motivation is the willingness of someone to make a high-level effort to achieve organizational goals, required by this ability to satisfy certain individual needs. Whereas according to T. Hani Handoko (2004 : 252) "Motivation is a condition in a person who encourages the individual's desire to carry out certain activities in order to achieve goals".

From some of the opinions above, it can be concluded that motivation is a condition in a person who encourages the desire of individuals to carry out certain activities in order to achieve desired goals in a certain way that is felt to lead to the acquisition of rewards.

2. 6. Performance

Bernardin and Russel (200 3: 379), said that "Employee performance depends on ability, work effort and employment opportunities assessed from *output"*. Mangkunegara (2001: 67) defines performance (work performance) as follows: "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

Sucherly (2001) said that performance is all the contributions given by all employees reflected in the achievement of organizational goals .

From the definition above, it can be concluded that performance (work performance) is the maximum work achieved by employees in carrying out their duties based on ability , work effort and employment opportunities.

2. 7 . Thinking Framework

As described above, The increase in employee performance is certainly inseparable from several influencing factors , including leadership factors and work motivation in encouraging the performance of employees of Bank Rakyat Indonesia Subang Branch Office .

In realizing the existence of the organization, leadership and competence are the driving forces in generating work motivation employees to carry out their duties that affect the performance of employees according to organizational goals. The link between leadership and competency can be seen from Nanus's statement (2000 -201) where Leadership has the ability to lead and act as a Direction setter, Change Agent, Coach (coach) where the influence of leaders on employees can be seen from:

* Organizational strategies that are measurable for real organizational progress.

* Determine the direction of organizational change in an uncertain environment.

* Implement organizational strategies by relying on the strength of organizational personnel.

* Communication Ability .

*Build agood working
relationship with the employees.

* Build working relationships with outside parties.

* Become a comprehensive reflection of the organization's vision.

* Anticipating environmental changes.

* Assessing environmental changes that have an impact on the organization.

* Looking for a way out of the organization if you experience urgent difficulties.

* Change priority.

* Courage faces risk.

* There is a commitment in achieving organizational goals.

There is a positive relationship between high achievement motives and performance achievement which becomes an encouragement in employees to carry out an activity / task as well as possible to be able to achieve performance with a commendable predicate. This is consistent with needs employees in an organization consisting of the need for achievement *(need for achievement),* the need to cooperate with others *(need for affiliation),* the need to have the authority *(need for power).* David Mc Clelland (Mangkunegara , 2009: 76).

A good indication of employee performance can be seen from the willingness to cooperate in various aspects of activities that concern their respective functions , it seems that the atmosphere is happy to carry out their duties and responsibilities in the company concerned so that this condition will cause low absenteeism, creativity and innovation develop in employees and loyalty have increased, organizational stability has increased capacity to face all challenges in the era of globalization . This is in accordance with Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with

the responsibility given to him (Mangkunegara, 2004: 67) .

Based on the description above, it is clear that there is an influence between leadership and work motivation on employee performance. To clarify the relationship between variables in this study, the framework can be described as shown in the following figure:

Based on the description above, the framework of this research can be described as follows:
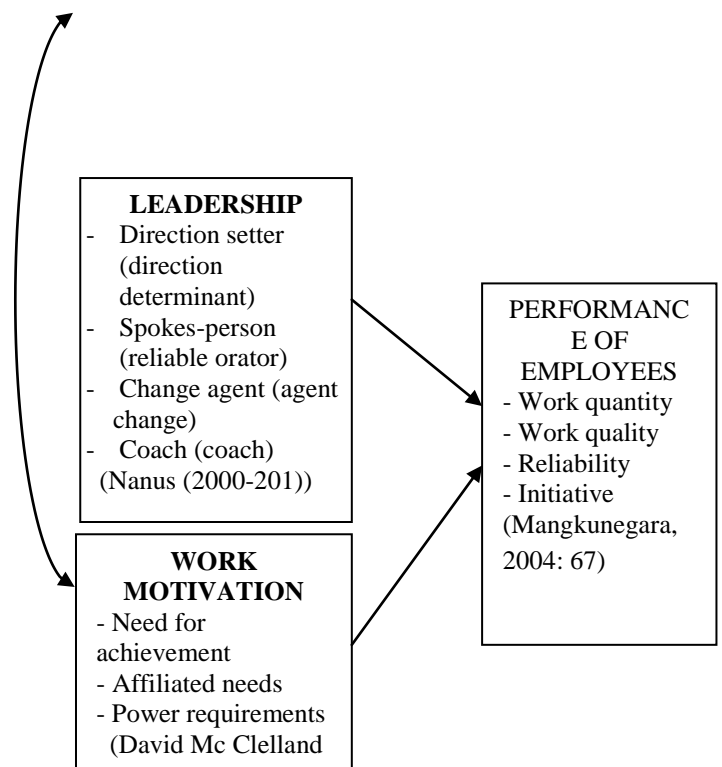

Figure 1 . Framework

3. METHODOLOGY

This research was conducted to obtain an overview of leadership , work motivation and employee performance and measuring the influence
of leadership and motivation work i to employe e performance through hypothesis testing.

Regarding the above, two types of research are used, namely descriptive and verification research. Descriptive research is research that aims to obtain a description of the characteristics of the research variable. While the nature of verification research basically wants to test the truth of a hypothesis that is carried out through data collection in the field. The research method used is *descriptive survey* method and *explanatory survey* method .

The type of investigation in this study is causality, which is the type of research that states the existence of a causal relationship between *independent variables* and *dependent variable dependent variables.* The unit of analysis in this study is individuals, because only employees are made as respondents. The *time* horizon in this study is *cross sectional,* that is, information from a portion of the population (respondent sample) is collected directly from the location empirically, with the aim of knowing the opinions of respondents to the object under study at Bank Rakyat Indonesia Subang Branch Office .

Analysis and Hypothesis Test

The analysis used consists of two types, namely:

(1) Descriptive analysis , Descriptive objectives by looking at the average score of each variable under study (Zikmund, 2000; 45). The logic of calculating the smallest average score is if all respondents answer "1", then the score is 1 x 3 5 (population size) that is 3 5 , as well as the largest average score is if all respondents choose "5", then the score is 5 x 35 (population size) which is 175 . Because it can be grouped if the average score of the variable under study is at intervals or ranges.

(2) Quantitative analysis , in the form of a second hypothesis testing using statistical tests. Quantitative analysis is emphasized to reveal the behavior of research variables, while

descriptive / qualitative analysis is used to explore the behavior of causal factors. The analytical method used is a *cross-sectional analysis.* By using a combination of analytical methods, comprehensive generalizations can be obtained.

Whereas to examine the influence of leadership and work motivation on employee performance, the results of tabulation data are applied to the research approach, namely *Path Analysis* (Rasyid, 1998; 6). Structurally, the overall research paradigm can be described as follows:
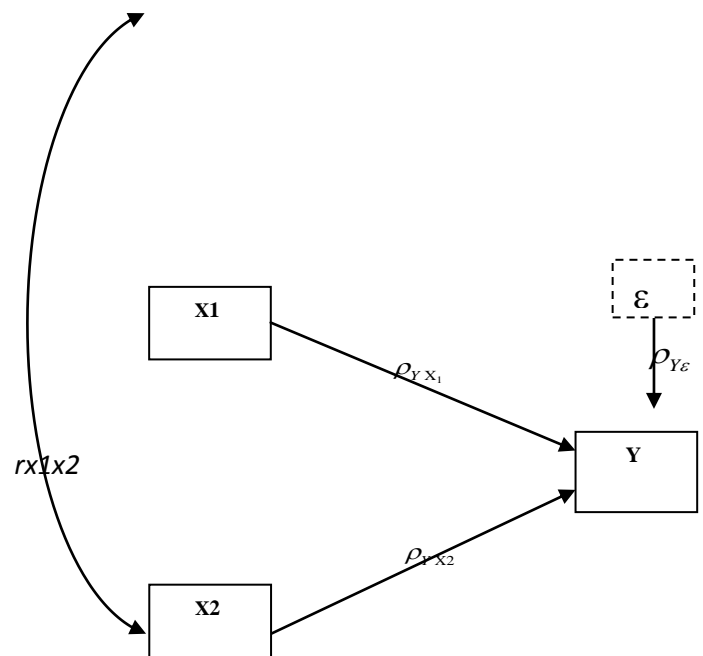

Figure 2 . Structure Diagrams Causal Relationship Between Leadership and Motivation work with Performance

Where :

X_1 : Leadership
X_2 : Motivation
Y : Performance
ε : Other factors that affect Y, besides X, X_2 and X_3 .
$rx_1 x_2$ = Correlation between variables X_1 and X_2

$\rho_{Y X_1}$ = Path coefficient influences variable X_1 on variable Y

ρ_{YX2} = Path coefficient p$_2$ engaruh variable X to variable Y

$\rho_{Y\varepsilon}$ = Path coefficient the influence of variable ε (other variables not examined / observed in this study) on variable Y

Path StructureEquations =
$\rho_{YX_1} X_1 + \rho_{YX_2} X_2 + \varepsilon$

Based on the purpose of this study, the variables analyzed were independent variables namely leadership and motivation (variables X_1 and X_2) while the dependent variable was performance(variable Y). In this study, which will be tested is how much influence leadership and motivation on performance , both simultaneously and partially. By observing the characteristics of the variables to be tested, the statistical tests used through regression calculations and correlations for the two variables. The test is done to determine the effect of independent variables X_1 and X_2 on Y both directly and indirectly.

The hypothesis proposed is as follows: the influence of leadership and motivation on performance . If the research hypothesis stated in the statistical hypothesis is:

Ho : $\rho_{YX_1} = \rho_{YX2} = 0$

Hi : $\rho_{YX_1} = \rho_{YX2} \neq 0$

Submission of hypotheses in a concise manner is done by the F test

Formulation of the hypothesis

Reject Ho if $F_{count} \geq F_{table\ (0.05)\ (nk-1)}$ There is an influence of leadership and motivation on performance

Accept Ho if $F_{counts} < F_{table\ (0.05)\ (nk-1)}$ There is no influence of leadership and motivation on performance

The test statistics used are:

$$F = \frac{(n-k-1)\sum_{i=1}^{k} p_{YX} r_{YX_i}}{k\left(1 - \sum_{i=1}^{k} p_{YX} r_{YX}\right)}$$

Test criteria, reject H$_0$ if $F > F_\alpha$; (k, nk-1) with F_α ; (k, nk-1) is obtained from the F distribution table with $\alpha = 5\%$, the free degree, db$_1$ = k, and db$_2$ = nk-1.If the general hypothesis (*Simultan*) in the study is significant, then further testing can be carried out for subhipotesis (*Partial*), which consists of:

- Leadership influences Performance employ ee of Bank Rakyat Indonesia Subang Branch Office
- Motivation affects performance employee of Bank Rakyat Indonesia Subang Branch Office .

The calculation of Path Analysis partially is as follows:

1. Calculate multiple correlation coefficients $R_{YX_1X_2}$ by using a formula

$$R_{YX_1X_2} = \sqrt{\frac{R^2_{YX_1} + R^2_{YX_2} - 2R_{YX_1} R_{YX_2} R_{X_1X_2}}{1 - R^2_{X_1X_2}}}$$

2. Determine reforms introducingcausality coefficient r $_{x1x2}$, ρ_{YX_1}, ρ_{YX2}

3. Calculate environmental influences (other) $\rho\varepsilon_Y = \sqrt{1 - R_{X_1X_2}}$

4. Decision of acceptance or rejection of Ho

a. Partial operational hypothesis formulation (($\rho_{Y X_1}$))

Ho: $\rho_{Y X_1} = 0$, There is no influence of leadership on performance

Hi: $\rho_{Y X_1} \neq 0$, There is an influence of leadership on performance

b. Partial operational hypothesis formulation (($\rho_{Y X2}$)

Ho: $\rho_{Y X2} = 0$, There is no effect of motivation on performance

Hi: $\rho_{Y X2} \neq 0$, There is an effect of motivation on performance

c. Decision criteria

Reject Ho if t $_{count}$ $\geq$ t $_{table\ (0\ ,\ 05\ )\ (n\ -\ k\ -\ 1)}$

Accept Ho if t $_{count}$ $<$ t $_{table\ (0.05)\ (n\ -\ k\ -\ 1)}$

Where $t = \dfrac{P_{Y X_i}}{\sqrt{\dfrac{(1 - R^2{}_{Y(X_1 X_2)}.C_{ii})}{(n - k - 1)}}}$

Reject H $_0$, if t $_{0i}$ $\geq$ t $_{(\ \alpha\ ;\ nk-1)}$

4. RESULTS AND DISCUSSION

To find out the effect of leadership and work
motivation on employee performance , it is done using path analysis (*path analysis*) and the software used is SPSS release 12. The steps taken are calculating the correlation between variables, so that it is obtained as the table below.

Table 3. Inter-Variable Correlation Matrix

Correlations

		LEADER	MOTIV	PERFOR

		SHIP	ATION	MANCE
LEADER SHIP	Pearson Correlation	1	.491 **	.649 **
	Sig. (2-tailed)		.000	.000
	N	35	35	35
MOTIVA TION	Pearson Correlation	.491 **	1	.525 **
	Sig. (2-tailed)	.000		.000
	N	35	35	35
PERFOR MANCE	Pearson Correlation	.649 **	.525 **	1
	Sig. (2-tailed)	.000	.000	
	N	35	35	35

**. Correlation is significant at 0.01 level (2-tailed).

Source : SPSS output results

Based on the table above is a correlation matrix between variables that shows the magnitude of the relationship between fellow variables both dependent and independent. The proportions for path diagrams are two independent variables (X_1 and X_2) which have a relationship between variables, and each independent variable (X), and the correlation between variables outside (X_1 and X_2) residues against non-independent variables (Y). The steps for calculating *path analysis* are as follows:

P $_{Yxi}$ = $\sum_{j=1}^{k}$ CR$_{ij}$ r$_{yx_j}$ I = 1,2

And the overall influence of X_1 to X_2

$$R^2_{YX_1 X_2 ... X_7} = \sum_{i=1}^{k} p_{YX_i}\ r_{YX_i}$$

$$= 0.477$$

While the other variable path coefficients outside of variables X_1 to X_2 are determined through:

$p_{Y1 \varepsilon 1} =$

$= 0.723$

This means that the effect of variables X_1 and X_2 together on the Y variable is 0. 477 or 47.7 % variables X_1 and X_2 together affect Y, and the remaining 0. 523 or 52.3 % are influenced by other variables that do not enter in research.

Based on the theoretical framework that there is a positive influence between leadership and work motivation on employee performance, then it will test the overall hypothesis with the following forms:

1) Simultaneous Hypothesis Testing

To find out whether the independent variables, namely leadership (X_1) and work motivation (X_2) simultaneously influence the performance (Y) of employees of Bank Rakyat Indonesia Subang Branch Office , where hypothesis statistics can be expressed in the following forms :

Ho: Pyx1 = Pyx2 = 0

Leadership (X_1) and work motivation (X_2) simultaneously have no significant effect on performance (Y).

H1: At least there is a Pyxi ≠ 0

Leadership (X_1) and work motivation (X_2) simultaneously have a significant effect on performance (Y).

H1: At least there is a Pyxi ≠ 0

Testing the hypothesis is done through F test statistics, with the provision of accepting Ho if $F_{count} < F_{table}$ and reject Ho if $F_{count} >$

F_{table} . From the calculation using *SPSS* software the following results are obtained:

Table 4. Simultaneous Testing

Alternative Hypothesis	F_{count}	F_{table} (5%)	Conclusion
(X_1 , X_2) simultaneously affects Y	31,525	2.84	Significant

Source: results of calculations through SPSS

Based on the results of these calculations, it amounted to 31 525 F_{count} bigger than t_{table} 2.84 (Fo> F A (k, n k-1) (31 525> 2.84), so the hypothesis H_0 is accepted or rejected. Means *testing of individuals with the hypothesis can continue to do,* namely:

2) Individual Hypothesis Testing

Individual testing is carried out when simultaneous testing rejects the null hypothesis means that there is at least one path coefficient that is not equal to zero. This test is used to find out or test the effect of each independent variable whether it is individually significant or not. Because the overall test produces a significant test, then the next analysis is carried out by individual testing (partial testing).

$H_0 = Pyxi = 0$

$H_1 = Pyxi \neq 0$

Test statistics for each hipotsis

$$t_{0i} = \frac{p_{YXi}}{\sqrt{\frac{\left(1 - R_Y^2{}_{x_1 x_2 x_3}\right)Cr_{ii}}{n - k - 1}}} \quad , i = 1,2,3 \,(output \text{ SPSS}$$

Reject H_0 , If $t_{0i} > t_{1- \alpha \,(nk-1)}$

By using a distribution table t is obtained: (SPSS results according to the attachment). $t_{0,95 \ (35 \ -2-1)} = t_{table} = 1.96$

Table 5. Testing of hypotheses X1 and X2 against Y

Path coefficient		t_{count}	t_{table}	Conclusion
PYX_1	0. 51 6	5.166	1. 9 6	Ho refused There is an influence of leadership on performance
PYX_2	0.2 7 1	2. 71 2	1.96	Ho refused There is an effect of work motivation on performance

Source : calculation results

By right on the calculation value of the path coefficient variable $(X_1$ and $(X_2$ to (Y), which is obtained by using the program as SPSS releasse 12 for windows, thus in accordance with the rules of the decision, that the prices $_t$ fall in the area of H_o *rejected* means that the path coefficient is *significant* , so that the path diagram does not change. Conceptually, it can be explained that all aspects of leadership and aspects of work motivation have a positive effect on performance .

Furthermore, the significance of the correlation coefficient between variables X_1 and X_2 will be tested with the following hypothesis:

With test statistics as follows

$$t = \frac{r}{\sigma_2} \ dan \ \sigma_2 = \frac{1}{\sqrt{n-3}}$$

Reject H_o If $t_{count} > t_{(1- \alpha \ / \ 2; \ nk-1)}$ using table t distribution is obtained (according to SPSS Release 12 attachment)

Table 6. Testing Correlation between variables X

Correlation coefficient	T_{count}	$t_{table} \ \alpha = 0.05$	Conclusion
0.4 91	4,078	1. 96	Ho refused There is a significant relationship between X_1 and X_2

Source : SPSS output results

Of testing correlation between variables X, it turns out $t_{count} > t_{table}$, then H_0 is rejected, meaning that there is a direct relationship between the variables of leadership and motivation to work in full diagram of causal relationships variables X_1 and X_2 to Y are as follows:
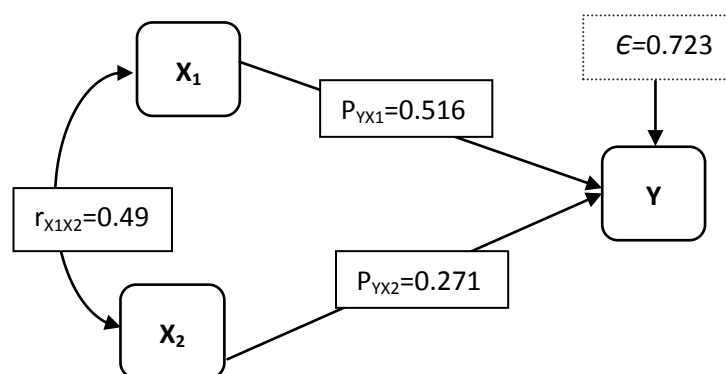

Figure 3. Leadership Diagram (X_1) and Work Motivation (X_2) on Performance (Y)

From the structural picture of the relationship between variables with the values of the structural parameters above, then the influence of the causal variable on the variable, then the influence of leadership and work motivation on the performance of employees

of Bank Rakyat Indonesia Subang Branch Office are:

Ket		Influence	%
X_1	Direct influence to Y	0. 266	26.6
	Indirect influence through X_2 to Y	0.069	6 .9
Total		0. 335	33.5

Source: Statistical Processing Results of the SPSS Program

Table 7. Effects of Variables X_1 and X_2 to Y and Effects Outside Variables X and Y

Interpretation of Path Analysis		
Information	**Influence**	**%**
Effect of X_1, X_2 to Y	0. 477	47.7
Effects Outside X_1, X_2 and Y	0. 523	52.3
Total		100

Source: Statistical Processing Results of the SPSS Program

From the table above it can be seen that the contribution of leadership to performance directly is 26.6 % with a coefficient of t_{count} of 5.166 , while for the value of t_{table} at a significance level of $\alpha (0.05) = 1.96$, because the value of $t_{count} > t_{table}$, and indirectly through work motivation variables of 6.9 %. While the contribution of leadership to overall performance reached 33 .5 %, it can be concluded that significant leadership has a direct effect on performance , this empirical evidence indicates that in an effort to increase employee motivation ,there needs to be improvement in leadership factors, because leadership factors are closely related to performance improvement . The path coefficients indicate positive values and significant, meaning where the better leadership exercised would result in improve it performance of employees increased, according the opinion Siagian (2003: 188) states that leadership is essentially aimed at encouraging high employment, job satisfaction and work productivity of employees, in order to achieve maximum organizational goals. Meanwhile Kotler (1997: 675) states that leadership plays a role in developing a vision of the future and a strategy to produce the changes needed to achieve that vision, direct employees by communicating the vision through words and

From the test results it can be seen that leadership and work motivation jointly influence the performance of employees which is equal to 47.7 %, while the remaining 52.3 % is influenced by other factors not examined by the author namely work culture, work environment, work discipline, compensation, work attitudes and work climate that require further research. However, if viewed partially, leadership is more dominant in influencing performance than work motivation . This can be understood because every indicator from leadership and work motivation is an aspect of performance measurement .

Based on the results of the above calculations, it can be revealed that leadership towards performance , both directly and indirectly at the Bank Rakyat Indonesia Subang Branch Office can be seen in table 8 below:

Table 8. Direct and Indirect Effects of Leadership on Performance

Interpretation of Path Analysis

actions, and motivating and inspiring employees to overcome obstacles.

Table 9. Direct and Indirect Effects of Work Motivation on Performance

Interpretation of Path Analysis			
Ket		Influence	%
X_2	Direct influence to Y	0.073	7 .3
	Indirect influence through X_1 to Y	0.069	6 .9
total		0. 142	14.2

Source: Statistical Processing Results of the SPSS Program

From the table above, it can be seen that the contribution of work motivation to performance is directly at 7.3 %, with a $_{calculated}$t coefficient of 2. 712 , while for the value of t $_{table}$ at a significance level of α (0.05) = 1. 96 , because the value of t $_{count}$ > t $_{table}$, and indirectly through the leadership variable of 6.9 %. While the contribution of work motivation to overall performance reached 14.2 %, it can be concluded that work motivation has a direct effect on employee performance, empirical evidence where high work motivation will improve employee performance, while low work motivation will cause behavior that disrupts the organization or low employee performance, this requires an agreement in terms of strong work motivation between employees and organization, because work motivation is closely related to employee performance. Path coefficient shows a positive and significant value, meaning that if work motivation increases, it is estimated that employee

performance is maintained, so that performance will increase, according to Ruky's opinion (2006: 67) states that one of the factors that affect achievement of the performance is the motivation (*motivation*). Where motivation can be interpreted as a factor that encourages someone to act in a certain way . The driving factor is intended to encourage people, so that they are passionate about doing their jobs and can achieve results as desired. This agrees with Wahyudi (2002: 19) which states that one of the factors that influence employee performance is motivation .

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research that has been done to determine the effect of leadership and work motivation on employee performance at Bank Rakyat Indonesia Subang Branch Office, conclusions can be drawn as follows:

The leadership and motivation of work together have a positive and significant influence on employee performance at Bank Rakyat Indonesia, Subang Branch Office. But partially dominant leadership influences employee performance rather than work motivation . And partially, the influence of leadership and work motivation on performance is as follows :

a. Leadership has a positive and significant effect on employee performance, with leadership that pays attention to the situation of employees by providing flexibility to employees to be creative in work will improve employee performance at work .

b. Work motivation has a positive and significant effect on employee performance, so that if the motivation of the employee is

high enough, then the employee's performance will increase as well .

Based on the results of the research and observations that have been made, it can be used as a consideration for the Bank Rakyat Indonesia Subang Branch Office. to improve employee performance include:

1. It is expected that the leader will always carry out effective supervision of all employee activities, so that there is no deviation or deviation of authority and responsibility for each employee, especially in providing services to the community, in order to avoid collusion and corruption and always provide intrinsic and extrinsic motivation.

2. Increase the work motivation of employees of Bank Rakyat Indonesia Subang Branch Office , by fulfilling the economic needs of employees, certainty of security and job security, certainty of work continuity, improving leader performance in general, leadership fairness in work relations, suitability of organizational awards for achievement, giving opportunity to develop and get progress, and give them the opportunity to channel / utilize their abilities .

3. Improvements in employee performance, especially regarding new ideas / ideas in completing tasks, are creative and tested in generating work skills

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