Determination of Employee Performance Based on Confirmatory Factor Analysis in Leasing Companies in Medan

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Abstract: *The research aims to analyze the effect of workability, salary, leadership, work environment, compensation, work discipline and work motivation partially on the performance of employees of Leasing Companies in Medan. Analyze workability, salary, leadership, work environment, compensation, work discipline and work motivation in a silmatic manner towards the performance of employees in a Leasing Company in Medan. This study used a questionnaire distributed to respondents — data analysis using path regression. The results of the study mention factor test analysis there are 2 (two) factors that influence the improvement of employee performance, these factors are: The first factor is the ability to work with a value of loading factor of 0.887. The second factor is the work environment with a value of loading factor of 0.876. The test results of multiple linear regression analysis that there is a positive and significant influence between workability and work environment on improving employee performance at Leasing Companies in Medan.*

Keywords: *Performance, Work Environment, Compensation, Discipline, Motivation, Leadership, Job Capability, CFA*

I. Introduction

Facing conditions such as Kusnandar (2008: 46) suggests that "Professionalism is a condition, direction, value, purpose, and quality of skill and authority related to one's livelihood." More explicitly Armstrong and Baron in Wibowo (2010) say performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and economic contribution. With the opinions of several experts above, researchers assume that if the leadership of a Leasing Company in Medan is professional, then the employee's performance will be high. High-performance employees will enhance the competitiveness of this company. The results of employee performance appraisal for the company have an important role in making decisions about various things, such as identification of the needs of education and training programs, recruitment, selection, promotion, reward systems and so on. Assessment of performance also depends on the type of work and the objectives of the company concerned. By doing the performance appraisal of company, employees will obtain information on the extent of the work achieved by employees during a certain time. High-performance employees are expected to carry out their duties responsibly, deftly, able to use all their potential effectively and efficiently. By improving employee performance, it is expected to contribute positively to the overall performance of the company.

There are also other factors that the authors examine there, namely leadership — a leader who is too authoritarian. Leaders who like to look at their subordinates, too firmly, consider themselves to be in power, which makes employee productivity decline. Employees do not have to be hardened, by giving enthusiasm it can also encourage employees.

In addition to leadership, work discipline is also a factor in improving employee performance at the Leasing Company in Medan. Discipline according to Sutrisno (2009: 90) is an attitude of willingness and willingness of a person to fulfill and comply with regulatory norms that apply around him. Whereas in the Leasing Company in Medan there are still employees who are undisciplined, and that is the culprit in the marketing department. What happens if marketing is not disciplined? How the company can achieve the target while the most important part is in the marketing section. That is a disciplinary problem that the author examined at the Leasing Company in Medan.

Research on employee performance is necessary, problems related to performance issues must be examined in such a way because the results of the analysis are expected to be an indicator that can be used as a guideline for the company in setting policies on employee performance evaluation. In general, the company is one form of production organization that requires high workability related to the products it markets. The higher the level of employee pressure that the company has will have a positive impact on the company's products. Besides that, the interpersonal work relationship and the level of employee satisfaction with compensation will

also color access to employee performance. The more harmonious the working relationship of employees and the more satisfied employees are towards compensation; the more productive the results will be.

This research is more a case study on a Leasing Company company in Medan by raising the subject matter of whether work ability has a significant effect on employee performance, whether satisfaction with compensation has a significant effect on employee performance, whether discipline affects employee performance and whether leadership style also has a significant effect on the performance of employees at a Leasing Company in Medan? By emphasizing the problems on performance problems, the objectives to be achieved in this study include efforts to analyze the effect of work ability on employee performance, to analyze the effect of work salaries on employee performance, to analyze the influence of leadership styles on employee performance, to analyze the influence of the work environment, to analyze the effect of compensation, to analyze the influence of discipline and to analyze the effect of work motivation on compensation on employee performance at a Leasing Company in Medan.

Based on the data that there is an increase in employee performance results in the medium and low categories, where the employee performance in the medium category continues to increase while the low category falls in 2016 from 3 to 5 people. The decline in employee performance is especially from the staff section. From this performance appraisal, the researcher wants to find out what causes the decline in the productivity of the employees of the Leasing Company in Medan.

II.   Literature Review

Employee performance is the result achieved from what has been done, done by someone in carrying out work or assignments. Performance is a work achievement or performance, that is the result of work for a certain period compared to various possibilities. The performance of an employee is an individual thing because each employee has a different level of ability in carrying out work tasks. Tsai (2008) satisfaction in performance can be expressed in feelings felt by subordinates to leaders. There is satisfaction with coworkers where the feelings felt by employees establish working relationships with coworkers. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Performance is about doing work and the results achieved from work (Hamali, 2016). Performance is the real behavior that is displayed by everyone as the work performance produced by employees by their role in the company. Employee performance is a very important thing in the company's efforts to achieve its goals (Zainal et al., 2014).

Employee performance can be measured using dimensions (Dessler, 2009). The dimensions of employee performance are good, namely: Quality of work. The quality of work is accuracy, accuracy and acceptable work done. Productivity. Productivity is the quantity and efficiency of work produced in a certain period. Job knowledge. Job knowledge is the skills and practical or technical information used at work. Reliability. Reliability is the extent to which an employee can be relied upon for completion and follow-up in the task. Attendance is the extent to which the employee is on time, observing the specified rest or meal period and the overall attendance record. Independence. Independence is the extent to which work is carried out with supervision or without supervision.

Performance appraisal is the basis used in determining compensation. Performance appraisal is a key factor for developing an organization effectively and efficiently. According to Handoko (2001: 135) work, performance assessment is a process through which an organization evaluates or evaluates employee performance.

III.   Method of Research

According to Rusiadi (2014: 12), "Quantitative research is a study that aims to determine the degree of relationships and patterns/forms of influence between two or more variables, where with this research a theory will be built which serves to explain, predict and control a symptom." This study discusses the determinants of employee performance improvement in Leasing Companies in Medan, including work ability, salary, leadership, employment limitation, compensation, discipline, and work motivation to analyze determinants of improving employee performance with CFA factor analysis.

1. *Confirmatory Factor Analysis / CFA*

Furthermore, a factor analysis is conducted which aims to find a way to summarize the information in the original (initial) variable into a set of new dimensions or variates (factors) with the formula:

Xi = Bi1 F1 + Bi2 F2 + Bi3 F3 + Bi4 F4 ....+ Viμi

Dimana :

Xi   = Variabel ke-i yang dibakukan
Bij   = Koefisien regresi parsial yang untuk variabel i pada *common factor* ke-j
Fbj   = *Common factor* ke-i

Vi   =Koefisien regresi yang dibakukan untuk variabel ke-i pada faktor yang unik ke-i

µi = Faktor unik variabel ke-i

a) Test criteria: factors are stated to be the dominant factor when having a component matrix coefficient> 0.5. Specifically for Factor Analysis, a number of the following assumptions must be fulfilled: (Santoso, 2011)

b) a) Correlation between Independent variables. Correlation or correlation between independent variables must be strong enough, for example above 0.5.

c) b) Partial Correlation. The magnitude of partial correlation, the correlation between the two variables by assuming that the other variables remain, must be small. In SPSS detection of partial correlation is given through the choice of Anti-Image Correlation.

d) c) Testing the entire correlation matrix (correlation between variables), which is measured by the amount of Bartlett Test of Sphericity or Measure Sampling Adequacy (MSA). This test requires a significant correlation between at least several variables.

e) d) In some cases, the normality assumption of the variables or factors that occur should be fulfilled.

IV. Result and Discussion

The first thing to do in factor analysis is to assess which variables are feasible to be included in the next analysis. Factor analysis requires that the data matrix must have sufficient correlation so that a factor analysis can be carried out, for this reason the following tests are carried out:

a.   Barlett's test of Sphericity is used to test that the variables in the sample are correlated.

b.   Kaiser-Meyer-Olkin Test (KMO) to determine the adequacy of samples or measurement of sample eligibility. Factor analysis is considered feasible if the value of KMO> 0.5.

c.   Measure of Sampling Adequency (MSA) test used to measure the degree of correlation between variables with MSA criteria> 0.5

The results of the Barlett's test of Sphericity and Kaiser-Meyer-Olkin (KMO) with the help of SPSS 16 software is shown in the table below.

Tabel 4.24
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.703
Bartlett's Test of Sphericity	Approx. Chi-Square	240.961
	Df	21
	Sig.	.000

Table 4.24 above shows the value obtained from the Barlett'stest of Sphericity test is equal to 240,961 with a significance of 0,000, this means that between variables there is a correlation (significant <0.05). The Kaiser-Meyer-Olkin (KMO) test results obtained a value of 0.703 where the number was above 0.5. Thus the variables in this study can be further processed.

The next step is testing Measure of Sampling

Adequency (MSA), where each variable is analyzed to find out which variables can be processed further and which ones must be excluded. To be processed further, each variable must have an MSA value of> 0.5. The MSA value is contained in the Anti-Image Matrice table in the Anti-Image Correlation section, which is a correlation number marked "a" with a diagonal direction from top left to bottom right. The results of the MSA test for this research variable are shown in the following table.

Tabel 4.25 Anti-image Matrices

		Kemampuan Kerja	Gaji	Kepemimpinan	Lingkungan Kerja	Kompensasi	Disiplin	Motivasi Kerja
Anti-image Covariance	Work ability	.344	-.225	-.147	.086	.006	-.142	-.056
	Salary	-.225	.519	.072	-.046	.000	.001	-.047
	Leadership	-.147	.072	.511	-.204	-.099	.091	.000
	Work environment	.086	-.046	-.204	.423	-.222	-.081	.042
	Compensation	.006	.000	-.099	-.222	.464	.098	-.057
	Discipline	-.142	.001	.091	-.081	.098	.381	-.209
	Work motivation	-.056	-.047	.000	.042	-.057	-.209	.498

Anti-image Correlation	Work ability	.672[a]	-.532	-.352	.227	.014	-.393	-.134
	Salary	-.532	.748[a]	.140	-.099	.001	.003	-.093
	Leadership	-.352	.140	.638[a]	-.438	-.203	.205	-.002
	Work environment	.227	-.099	-.438	.632[a]	-.502	-.202	.092
	Compensation	.014	.001	-.203	-.502	.730[a]	.233	-.119
	Discipline	-.393	.003	.205	-.202	.233	.716[a]	-.480
	Work motivation	-.134	-.093	-.002	.092	-.119	-.480	.793[a]

a. Measures of Sampling Adequacy(MSA)

Dari tabel 4.25 diatas diketahui bahwa variabel-variabel dalam penelitian ini memiliki nilai MSA > 0,5 sehingga variabel dapat dianalisis secara keseluruhan lebih lanjut.

d. *Estimasi Communality*

Communalities adalah proporsi dari varian suatu item peubah asal yang bisa dijelaskan oleh faktor utamanya. Nilai *Communalities* menjelaskan seberapa besar keragaman atau variasi item/peubah asal yang dapat diterangkan oleh faktor yang terbentuk. Nilai *communalities* ini diperoleh dengan menjumlahkan nilai *eigen value* pada faktor yang ada. Adapun nilai *communalities* yang diperoleh dalam penelitian ini dapat terlihat pada tabel dibawah ini

Tabel 4.26
Communalities

	Initial	Extraction
Work ability	1.000	.787
Salary	1.000	.626
Leadership	1.000	.722
Work environment	1.000	.780
Compensation	1.000	.750
Discipline	1.000	.732
Work motivation	1.000	.654

Extraction Method: Principal Component Analysis.

In the table above, the variable work ability (X1) has a value of 0.787, this means that about 78.7% of the variance of the variable work ability can be explained by the factors formed. The salary variable (X2) has a value of 0.626, this means that about 62.6% of the variance of the salary variable can be explained by the factors formed. The leadership variable (X3) has a value of 0.722, this means that around 72.2% of the variance of the leadership variables can be explained by the factors formed. The working environment variable (X4) has a value of 0.780, this means that around 78.0% of the variance of the work environment variable can be explained by the factors formed. The compensation variable (X5) has a value of 0.750, this means that around 75.0% of the variance of the compensation variable can be explained by the factors formed. The discipline variable (X6) has a value of 0.732, this means that around 73.2% of the variance of the disciplinary variables can be explained by the factors formed. Work motivation variable (X7) has a value of 0.654, this means that around 65.4% of the variance of work motivation variables can be explained by the factors formed.

e. Performing Factor and Rotation

After all variables meet the requirements to be analyzed, the next step is to carry out the core process of factor analysis, which is to extract from a set of variables, so that one or several factors are formed. Factor rotation is done to facilitate interpretation in determining which variables are listed in a factor. In this study, varimax rotation which is included in the Orthogonali rotation method is rotating the axis 90 °.

1) Determination of Number of Factors

In this study the author determines the number of factors using the eigen value value with the eigenvalue value> 1. (Imam Ghozali in Nurjannah 2010). The eigen value is always sorted from the largest to the smallest. To find out the number of factors formed from the extraction results can be seen in the table of total variance explained.

In table 4.27 it is known that of the 7 variables included for factor analysis, there are 2 factors formed because from component 1 to component 2 shows eigen value> 1 then the factoring process only reaches 2 factors, if it is continued until the next factor eigen values are lacking of 1 which is equal to 0.620. So it is known that 3 factors are the most optimal number.

Tabel 4.27 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.112	44.459	44.459	3.112	44.459	44.459	2.786	39.797	39.797
2	1.938	27.688	72.148	1.938	27.688	72.148	2.265	32.350	72.148
3	.620	8.856	81.004						
4	.478	6.822	87.826						
5	.374	5.337	93.163						
6	.289	4.125	97.287						
7	.190	2.713	100.000						

Extraction Method: Principal Component Analysis.

2) Interpretation of Factors

After a factor is formed, the next step is to interpret the factors formed by looking at the component matrix table which shows the 7th variable distribution on the 2 factors formed. While the numbers in the table are loading factors, which indicate the magnitude of the correlation between a variable and the factors formed.

In table 4.28, namely the initial matrix component table, the results of the factors cannot yet be interpreted because the existing variables only collect on one or several factors not yet comprehensive, for this reason a factor rotation needs to be done.

This factor rotation is intended to get a clear view of the data from the loading value for each variable on the existing factors. This interpretation is based on the largest loading value of each variable on the existing factors, so a variable will enter into the factor that has the largest loading value, after a large correlation is made to each row. Table 4.29, namely the rotated component matrix table shows the results of factor rotation.

Tabel 4.28
Component Matrix[a]

	Component	
	1	2
Discipline	.819	.246
Work ability	.765	.449
Work motivation	.733	.341
Salary	.680	.403
Leadership	-.426	.735
Work environment	-.555	.687
Compensation	-.604	.621

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Tabel 4.29
Rotated Component Matrix[a]

	Component	
	1	2
Work ability	.887	-.022
Discipline	.826	-.223
Work motivation	.803	-.097
Salary	.791	-.016
Work environment	-.109	.876
Leadership	.025	.849
Compensation	-.186	.846

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Tabel 4.29
Rotated Component Matrix[a]

	Component	
	1	2
Work ability	.887	-.022
Discipline	.826	-.223
Work motivation	.803	-.097
Salary	.791	-.016
Work environment	-.109	.876
Leadership	.025	.849
Compensation	-.186	.846

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component matrix results of rotated component matrix shown in table 4.29 show a clearer and more obvious distribution of variables. It is evident that the factor loading that was once small was further reduced and the large loading factor was getting bigger. Then obtained several variables that dominate each factor, namely as follows:
a) The first factor, consists of workability (X1) with a factor loading value of 0.887.
b) b) The second factor, consisting of the work environment (X4) with a loading factor value of 0.876.

Tabel 4.30
Component Transformation Matrix

Component	1	2
1	.850	-.527
2	.527	.850

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

From the Component Transformation Matrix table you can see the numbers on the diagonal, between Component1 and 1 and Component 2 with 2. The two numbers are far above 0.5. This proves that the two factors (Component) formed are correct, because they have a high correlation. Multiple linear regression aims to calculate the effect of two or more independent variables on one dependent variable and predict the dependent variable using two or more independent variables.

The formula for multiple regression analysis is as follows:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + \varepsilon$$

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	22.490	.037		605.841	.000		
Kemampuan Kerja	2.148	.037	.778	57.499	.000	1.000	1.000
Lingkungan Kerja	1.706	.037	.618	45.670	.000	1.000	1.000

a. Dependent Variable: Kinerja Karyawan

Based on table 4.32, multiple linear regression is obtained as follows Y= 22,490 + 2,148 X_1 + 1,706 X_2 +ε
The interpretation of multiple linear regression equations is:
1) If everything in the independent variables is considered zero, the value of employee performance (Y) is 22.490.
2) If there is an increase in work capacity of 1, then employee performance (Y) will increase by 2,148.
3) If there is an increase in the environmental environment of 1, then employee performance (Y) will increase by 1,706.

b. Simultaneous Significant Test (F Test)

F test (simultaneous test) is conducted to see the effect of independent variables on the dependent variable simultaneously. The method used is to see the level of significance (= 0.05). If the significance value is smaller than 0.05 then H0 is rejected and Ha is accepted.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	572.100	2	286.050	2.696E3	.000[a]
	Residual	7.852	74	.106		
	Total	579.952	76			

a. Predictors: (Constant), Lingkungan Kerja , Kemampuan Kerja

b. Dependent Variable: Kinerja Karyawan

Based on table 4.33 above, it can be seen that the significant probability is far less than 0.05, which is 0,000 <0,05, so the regression model can be said that in this study the work ability and work environment simultaneously have a positive and significant effect on employee performance.

c. Partial Significant Test (t Test)

The Partial Test (t) shows how far the independent variables individually explain the variation of this test using the 5% significance level.

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Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	22.490	.037		605.841	.000		
	Kemampuan Kerja	2.148	.037	.778	57.499	.000	1.000	1.000
	Lingkungan Kerja	1.706	.037	.618	45.670	.000	1.000	1.000

a. Dependent Variable: Kinerja Karyawan

Based on table 4.34 above it can be seen that:
1) Effect of work ability on employee performance.
   Significant testing with decision-making criteria:
   Ha is accepted and H0 is rejected, if t count> t table or Sig. t <α
   Ha is rejected and H0 is accepted, if tcount <ttable or Sig. t> α
   thitung is 57.499 while t table is 1.666 and significant is 0.000, so thitung57.499> ttable 1.666 and significant 0.000 <0.05, then Ha is accepted and H0 is rejected, which states that work ability has a partial effect on employee performance.
2) The influence of the work environment on employee performance.
   Significant testing with decision-making criteria:
   Ha is accepted and H0 is rejected, if t count> t table or Sig. t <α
   Ha is rejected and H0 is accepted, if tcount <ttable or Sig. t> α
   thitung is 45,670 while t table is 1,666 and significant is 0,000, so thitung45,670> t table 1.666 and significant 0,000 <0.05, then Ha is accepted and H0 is rejected, which states that the work environment has a partial effect on employee performance.

d. Coefficient of Determination

The coefficient of determination analysis is used to determine the percentage of the variation in the influence of independent variables on the dependent variable.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993[a]	.986	.986	.325738062

a. Predictors: (Constant), Lingkungan Kerja , Kemampuan Kerja

b. Dependent Variable: Kinerja Karyawan

Based on table 4.35 above it can be seen that the adjusted R Square number 0.986 which can be called the coefficient of determination which in this case means 98.6% of employee performance can be obtained and explained by the ability of work and work environment. While the remaining 100% - 98.6% = 1.4% is explained by other factors or variables outside the model that are not examined. Rachmawatiet al, (2006) views ability and performance as always related, as stated by him that the relationship between work ability and employee performance shows a fairly strong relationship. This can be seen from employees with low work ability who tend to have low performance as well. While employees with high work ability mostly have high performance as well. This research is in line with the research conducted by Widiaswari (2010) entitled the relationship between the ability factor and the performance of the Banjarbaru Kota sub-district employees shows that the relationship between the performance variable and work ability shows a positive and significant relationship to employee performance. This means that if the ability of employees is good then the performance of employees will also increase, and vice versa.

V. Conclusion

Based on the analysis and discussion of the data about Confirmatory Factor Analysis on Increasing Employee Performance of Leasing Companies in Medan, then conclusions can be drawn as follows: Through factor test analysis there are 2 (two) factors that influence employee performance improvement, these factors are: Factors The first is the work ability with a loading factor value of 0.887. The second factor is a work environment with a value of loading factor of 0.876. The results of testing multiple linear regression analysis that there is a positive and significant influence between work ability and work environment on improving employee performance at Leasing Companies in Medan Binjai Branch.

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