

ANALYSIS OF FACTORS AFFECTING COMPANY PERFORMANCE (CASE STUDY OF HONDA MOTORCYCLE COMPANIES IN MEDAN CITY)

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Abstract

In this era of globalization, every business activity develops for the better which results in increasingly fierce competition in the business world for the company itself. A good company at least has good performance and can also provide solutions to problems that may be encountered in the future. Managers must be able to translate the vision and mission into concrete steps so that they can be implemented. In business, it is very important for this company to continue to maintain maximum company performance. The importance of company performance because company performance can be seen from the company's ability to achieve its goals by utilizing resources efficiently and effectively. By measuring the performance of the company, then of course you can find out how far the level of achievement of the company's goals goes. To improve company performance it is very important to know how internal control is running, who is involved in the budgeting process and whether there is transparency to improve company performance and achieve its vision and mission. The population in this study were all employees who worked at 41 Honda motorcycle companies in Medan City. Sampling using purposive sampling method and the test tool used is multiple linear regression analysis. The results of this study prove that internal control, the budgeting process has a positive and significant effect on company performance. Transparency negative and significant effect on company performance. Organizational characteristics are able to moderate the effect of internal control on company performance. Organizational characteristics are unable to moderate the effect of the budgeting process and transparency on company performance.

Keywords: Performance, Honda, Motorcycles.

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Introduction

In this era of globalization, every business activity develops for the better which results in increasingly fierce competition in the business world (AP Putri & Lestari, 2014). The emergence of corporate governance during the crisis recovery period in Indonesia reminded the importance of good management in companies (Sutrisno, 2017). Companies are required to have advantages that can make them compete in the market. On the other hand, companies must also be able to improve their performance in order to survive (AP Putri & Lestari, 2014).

Attention to how to create superior corporate performance has become an interesting issue for researchers and practitioners from year to year. Measuring company performance is a very important factor for the company itself. Companies that are able to enter the competitive environment must also have a clear performance measurement system. The performance measurement system places more emphasis on the financial aspect, because this financial measure is easy to implement so that the measured personal performance is only related to the financial aspect. Non-financial aspects receive serious attention because basically non-financial aspects are sources for improving financial performance.

Measurement of company performance basically aims to motivate employees to work optimally to achieve organizational goals. Second, as a means of employee learning. Assessment and measurement of company performance will be a means of learning for employees. Third benefit, to improve performance in the past. Sales growth is one of the factors that can reflect the company's achievements in the past and is used to predict the company's achievements in the future (Pantow et al., 2015) . PT Astra Honda Motor (AHM) said the sales trend for two-wheeled vehicles in Indonesia throughout 2022 was positive. In fact, compared to the previous year's period, there was an increase of 2.55 percent. In fact, as is known, since the first quarter of 2022 there have been various industry challenges,

It is important to evaluate the current performance of the Honda motorcycle company in the city of Medan, considering that the company is already large, has many sales, and has many employees. Without adequate workforce support, a company cannot carry out its activities effectively and efficiently in order to achieve its goals, therefore the leadership of a company must always try to improve the quality and quantity of its human resources so that the company can achieve its goals. goals that have been set. What's more, what needs to be seen is how the internal control is running, whether the current control has shown good internal control.

In addition to internal control, what needs to be considered is the implementation of the company's operational activities, this is related to financial activities, therefore financial budget data is needed. The use of the budget is a concept that is often used to see organizational performance in companies. The preparation of financial reports is a manifestation of the need for transparency which is a requirement for supporting accountability in the form of openness (Openes) of resource management activities. The implementation of transparency in every company can improve company performance properly, namely by disclosing relevant and accurate information. Disclosure of information, especially financial information, must be done in a form that is relevant and easy to understand.

Research Methods

The research was conducted at Honda motorcycle companies in Medan, namely 41 Honda motorcycle companies. The population in this study were all employees who worked at 41 Honda motorcycle companies in Medan City. The sampling criteria in this study were employees who had worked for more than 3 years with the position of head of a company with the position of head of a branch who became a leader in the company, accounting staff in charge of preparing the company's financial reports. , and staff in the finance department in charge of the company's operational activities related to finance. Based on the survey conducted, researchers obtained 66 samples. data collection method, namely questionnaires distributed to company leaders, namely branch heads, accounting staff, and financial staff. While the calculation of the weight of the questionnaire assessment in this study used a Likert scale, which is a scale that can be used to measure attitudes, opinions, and one's perception of an object or phenomenon, the Likert scale answers consist of "strongly agree" to "strongly disagree". The order of the scale is as follows: Strongly Disagree (STS) is given a score of 1, Disagree (TS) is given a score of 2, Less Agree (KS) is given a score of 3, Agree (S) is given a score of 4 and Strongly Agree (SS) is given a score of 5 The form of a Likert scale answer consists of "strongly agree" to "strongly disagree". The order of the scale is as follows: Strongly Disagree (STS) is given a score of 1, Disagree (TS) is given a score of 2, Less Agree (KS) is given a score of 3, Agree (S) is given a score of 4 and Strongly Agree (SS) is given a score of 5 The form of a Likert scale answer consists of "strongly agree" to "strongly disagree". The order of the scale is as follows: Strongly Disagree (STS) is given a score of 1, Disagree (TS) is given a score of 2, Less Agree (KS) is given a score of 3, Agree (S) is given a score of 4 and Strongly Agree (SS) is given a score of 5

Data analysis in this study used several testing techniques, First Instrument Test consisting of 1) Validity Test which is used to measure whether or not a questionnaire is valid (Ghozali, 2016) . 2) Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answers to statements are consistent or stable from time to time (Ghozali, 2016) . In this test, researchers measure the reliability of a variable by looking at Cronbach Alpha with a significance greater than 0.60. Second, in this study used multiple linear analysis. This analysis is used because researchers want to know how the dependent variable can be predicted through the independent variables individually in other words to see the effect of the independent variables on the dependent variable (Sugiyono, 2014) . Third, the classic assumption test of the regression model used in this study is the normality test, multicollinearity test, and heteroscedasticity test. This normality test aims to distribute data in variables that will be used in research. Data that is good and suitable for use in research is data that is normally distributed. In this study the normality test was carried out using a statistical test, namely the Kolmogorov-Smirnov test. The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. In a good regression model there should be no correlation between the independent variables (Ghozali, 2016) . To detect multicollinearity in a model, it can be seen if the Variance Inflation Factor (VIF) value is ≥ 10 or the Tolerance value is ≤ 0.10 . The heteroscedasticity test aims to test whether in the regression model there is an unequal variance from one residual observation to another. If the variance from the residual of one observation to another observation remains, then it is called (Ghozali, 2016) vv . To detect whether there is heteroscedasticity, the Rank Spearman model can be used. Spearman's test is a correlation method proposed by Carl Spearman in 1904. Symptoms of heteroscedasticity are shown by Spearman's Rank coefficient of each independent variable with its absolute residual value , l e l . If the significant value is greater than the alpha value (Sig. $> \alpha$), then it can be ascertained that the model does not contain symptoms of heteroscedasticity.

Hypothesis testing was carried out to find out whether the independent variables in the regression model had an effect on the dependent variable, namely 1) Simultaneous Test (F Test) basically showed whether all the independent variables included in the model had a joint effect on the dependent variable (Ghozali, 2016) . The decision-making criterion used is if profitability ≥ 0.05 then the independent variables simultaneously or as a whole affect the dependent variable. 2) Statistical test t basically shows how far the influence of one explanatory variable individually explains the variation of the dependent variable. 3) Moderated Regression Analysis (MRA) or interaction test is a special application of multiple linear regression where the regression equation contains an element of interaction (multiplication of two or more independent variables). This test was conducted to see the significance of the independent variable's individual influence in the model on the dependent variable. By doing this test the statistical value of each independent variable. 4) The adjusted coefficient of determination (R^2) is used to determine how far the model's ability to explain variations in the dependent variable (Y).

Results and Discussion

Validity test

Study This state that all statement in questionnaire this is valid, because r counts all statement items in questionnaire with using the Pearson test (a test that compares r counts with r table) more big from r table (0.2423), with correlation Lowest value 0.447.

Trust test

Reliability test results instrument show that all variable own cronbach's alpha coefficient more big from 0.60. With thereby can concluded that questionnaire research used _ reliable or reliable .

Classic assumption test

Normality test results calculation Kolmogorov-Smirnov values with significance 0.059. Based on results the can stated that data used in study This normally distributed and can next For study next , because mark normality test significance > 0.05. Multicollinearity test results For count VIF value for testing multicollinearity between variable independent seen in the sample study No there are those that exceed 10 and the tolerance value is not not enough from 0.10. It means results the show that No happen problem multicollinearity . As for from heteroscedasticity test results in research This seen that No There is variable whose significance is <0.05, so can concluded that the regression model used in the study This free from heteroscedasticity .

Table 1 Classical Assumption Test

Test variable	Significance (sig)	tolerance	VIF	Information
Normality test	0.059	-	-	Normal
Multicollinearity Test				
Internal controls	-	,953	1,082	There is no multicollinearity problem
Budgeting Process	-	,910	1.178	
Transparency	-	,869	1,226	
Heteroscedasticity Test				
Internal controls	0.501	-	-	There is no homoscedasticity
Budgeting Process	,924	-	-	
Transparency	, 514	-	-	

Data source: data processed in 2023

Hypothesis testing

hypothesis One accepted or can concluded that Internal control is influential positive to performance company on company Honda motorbikes in Medan City. Variable internal control has level significance of 0.000 more small of α (0.05) and the coefficients regression positive of 1.134. It means the more Good internal internal control company so performance company will the more ok . this _ in accordance with theory agency explaining _ that connection agency happen when principal hiring (agent) for give something services and achieve vision and mission company .

Internal control according to the Committee of Sponsoring Organization of The Treadway Commission (COSO) is the number of people involved in ensure achievement objective organization including efficiency operational , truth finance , and compliance to all applicable rules and regulations , incl _ manager organization . commissioners , management , and staff other . When consideration fiscal calculated in the process of taking decision , performance company increase . Like can seen , internal control has an effect on how Good performance company in reach goals , and more emphasis big on its application associated with more results _ Good for performance company in matter this . Research results This in line with (Molina, 2022) in research shows _ results influential internal control to performance company . (Mardiana, 2023) in his research show results that influential internal control to performance organization . (PAY Putri & Endiana, 2020) show that Structure influential internal control positive to performance company . Research results (Wahyono, 2015) show that influential internal control to performance company .

The second hypothesis is accepted or it can be concluded that the budgeting process has a positive effect on company performance at the Honda motorcycle company in Medan City. The test results in this study indicate that the budgeting process partially has a positive and significant effect on the performance of Honda motorcycle companies in Medan City, with a significance level of 0.036 which is less than $\alpha = 0.05$ and a positive regression coefficient of 1.036. This is in accordance with the principles of good corporate governance namely accountability which is the basic principle that companies must comply with laws and regulations and carry out responsibilities towards employees and the environment so that business continuity can be maintained in the long term, in this case In the case of their respective leaders The company is responsible for the budget that has been made and is involved in the process of making the budget. In addition, the principles of good corporate governance according to the results of this study are independence, (Blocher et al., 2011) stated that there is no single characteristic that can determine the success of a budget. The most important factor is the budget supported by key managers. These key managers must feel that the budget created is based on their contribution so they feel they own the budget and strive to achieve it. The importance of the budgeting process, because it has the potential to influence the functional and dysfunctional attitudes and behavior of organizational members involved in the process. The purpose of involving someone in preparing a budget is to encourage that person to achieve budget goals in order to improve their performance. The results of this study are in line with (Saukani et al., 2015) and (Brownell, 1982) where the results of their research show that budgetary participation and performance have a positive and significant relationship. (Nugraha & Dinanti, 2018) and (Mohd Yasin et al., 2007) also show that budgetary participation has a positive effect on manager performance. (Dunk, 1995) in his research gave the result that budgetary participation has a positive effect on company performance.

The third hypothesis is rejected because transparency partially has a negative and significant effect on the company's performance at a Honda motorcycle company in Medan City. The results of this study indicate that transparency is not a factor that is often considered to improve company performance. Transparency does not have an important role in improving company performance. This is because company performance is performance that is assessed not based on the size of the numbers in units of monetary value, while transparency is providing information to stakeholders openly (WB Putri et al., 2021) .

Information t is transparent, namely open so that it can be accessed by everyone who needs it, both company leaders, employees, investors and other related parties. Transparency is a principle that guarantees access or freedom for each individual to obtain information about company performance, namely information about policies, the process of making and

implementing them, and the results achieved. However, openness can be a friend or an enemy, because the various information obtained is sometimes different from one another and even contradicts one another about a matter or problem, so the determination of the truth of the information must be carried out properly. In the theory of transparency that increases employee involvement can develop goal achievement and job satisfaction when there is trust. However, one thing that is very important is whether all information must be disclosed transparently, especially information about salaries and wages received by employees. The results of this study are supported by previous studies which state that transparency has no significant effect on the company's non-financial performance (Jayanti & Dahlia, 2019) : (Irwondy & Hubeis, 2016) ; (WB Putri et al., 2021) , (Sumatriani, 2018) , namely the results of the study show that transparency has no effect on company performance. However, it is different from González's research (2019) which shows results that transparency affects the performance of credit companies.

The fourth hypothesis in this study is accepted which states that organizational characteristics are able to moderate the effect of internal control on company performance at a Honda motorcycle company in Medan City. The test results in this study indicate that the interaction between internal control and organizational characteristics has a significant effect on company performance because the significance value is 0.017 which is smaller than 0.05. These results are consistent with attribution theory which states that when individuals observe someone's behavior, they try to determine whether the behavior is caused internally or externally (Purnaditya & Rohman, 2015) . Internally generated behavior is behavior that is under the individual's own personal control in a conscious state, such as personality traits, awareness and abilities. Employee personal characteristics are one of the determinants of the quality of the company's performance that will be carried out because they are internal factors that encourage someone to carry out a certain activity, for example in determining how superiors treat their subordinates, and influence individual attitudes. and job satisfaction that affect the achievement of performance. company . With controlled behavior, company employees are aware of carrying out strong internal controls without having to be monitored for the sake of achieving company performance. Employee personal characteristics are one of the determinants of the quality of the company's performance that will be carried out because they are internal factors that encourage someone to carry out a certain activity, for example in determining how superiors treat their subordinates, and influence individual attitudes. and job satisfaction that affect the achievement of performance. company . With controlled behavior, company employees are aware of carrying out strong internal controls without having to be monitored for the sake of achieving company performance. Personal characteristics of employees are one of the determinants of the quality of company performance that will be carried out because they are internal factors that encourage someone to carry out certain activities, for example in determining how superiors treat their subordinates, and influence attitudes. and individual satisfaction with work that affects the achievement of performance. company . With controlled behavior, company employees are aware of carrying out strong internal controls without having to be monitored for the sake of achieving company performance.

(Indriyo Gitosudarmo, 2001) explains that organizational characteristics are how the relationships that occur in an organization between superiors and subordinates, and fellow co-workers and how the payroll system and habits exist in the organization. Within the characteristics of the organization itself there are various important aspects that must be understood by developing companies as well as companies that are already in the maturity stage. The results of this study are in line with (Arilaha & Seber, 2019) which shows that organizational characteristics moderate the relationship between internal control and company performance. (Child, 1975) in his research shows that the results of company performance are influenced by organizational

characteristics with differences in the context of the company-especially with differences in environment, size and technology. However, in contrast to the results of the study (Al Mamun et al., 2023), the results of internal control research have no effect on company performance, which is moderated by organizational characteristics.

The fifth hypothesis in this study was rejected which stated that organizational characteristics were able to moderate the effect of the budgeting process on company performance at a Honda motorcycle company in Medan City. The test results in this study indicate that the interaction between the budgeting process and organizational characteristics has no significant effect on company performance because the significance value is 0.439 greater than 0.05. This finding is not in line with the attribution theory raised in this study. In this theory it is assumed that a person must see or observe a behavior, must believe that the behavior was done intentionally, must determine whether they believe that other people are forced to do that behavior or not. In other words, this theory states that individual behavior is governed by the ideas/thoughts and intentions they have to achieve the goals/expected levels of performance. This finding can be caused by self-assessment by organizational members who feel that the goals and values of the organization are not in accordance with the goals and personal values they have, being involved in responsibility may make members follow them. because basically it is an obligation as a member. organization, but if its characteristics still contain diversity of will or thoughts so that it is difficult to make individual members fully committed to their organization.

Organizational characteristics are a condition in which each organization or work environment has regulations, policies, reward systems and other missions that affect every employee. Budget participation is individual participation as a budget team in making decisions on a number of future actions in collaboration with the budget committee (Paramitha & Mulyadi, 2017) . (Wardani & Sudaryati, 2015) said that someone who participates in preparing the budget will create effectiveness in the organization. In other words, participation in budgeting has an impact on performance.

From the results of this study, it means that the organizational characteristics of Honda motorcycle companies in Medan City have not been able to involve employees in the budgeting process to maximize company performance, there are still top-level management difficulties in suppressing leadership participation in the company in determining the direction of improvement and achieving the company's vision and mission in a responsible manner. answer. This is because the characteristics and organizational culture that exist in Honda motorcycle companies in Medan tend to seek support for their current position or position, not seeking input in the budget preparation process. The results obtained are in accordance with research (Hidayah & Fauziah, 2010) and (Mongeri, 2013) which state that organizational characteristics are not significant and cannot moderate the effect of budgetary participation on company performance. However, it is different from research (Roegner et al., 2020) which shows that leadership involvement in the budget preparation process affects company performance.

The sixth hypothesis in this study was rejected which stated that organizational characteristics were able to moderate the effect of transparency on company performance at a Honda motorcycle company in Medan City. The test results in this study indicate that the interaction between transparency and organizational characteristics has no significant effect on company performance because the significance value is 0.214 greater than 0.05. With these results it can be concluded that organizational characteristics are not able to moderate the effect of transparency on company performance at Honda motorcycle companies in Medan City, so that Hypothesis 6 is rejected. This finding is not in line with the theory of good corporate governance which explains that in these companies transparency applies to any information,

In this theory, it is assumed that transparency will create a transparent workplace, a thriving corporate culture, and employees who feel free to speak and voice their opinions. Companies should also always strive to share as much information as possible, making use of transparency to build trust within the organization, strengthen relationships between teams, as well as within teams, and individual relationships. In the theory of transparency that increases employee involvement can develop goal achievement and job satisfaction when there is trust. However, one very important issue is whether all information should be disclosed in a transparent manner.

This finding could be due to the fact that not all organizations can be fully transparent, giving rise to non-standard characteristics of the Honda City Medan motorcycle company in achieving performance. But keep in mind that the biggest reason why every company should strive to be more transparent is trust. When a company freely shares information and encourages its people to do the same, employees will perceive management as more trustworthy. When people trust each other, they build stronger relationships. As a result, people enjoy working with one another, and the entire company culture thrives. The results of the study explain that organizational characteristics are not able to moderate the effect of transparency on company performance, meaning that organizational characteristics have not been able to improve company performance at a Honda motorcycle company in Medan. This means that the organizational characteristics of the Honda motorcycle company in Medan have not had a positive impact on improving the performance of each of the company's employees in improving company performance. The results of this study are in line with (Muljaningsih et al., 2011) which shows the results of research on organizational characteristics have no effect on company performance. However, it is different from (DP Putri, 2018) which in her research shows organizational characteristics can moderate the relationship of transparency to company performance.

**Table 2 Hypothesis Test Results
coefficients**

Model	Nonstandard coefficients		Standard Coefficient	Q	Sig.
	B	std. Error	Betas		
1 (Constant)	187,798	138,146		2,275	,027
Internal controls	-2,684	2039	-1,319	-1,422	,160
Budgeting process	, 313	6,888	0.059	045	,964
transparent	-4,176	3,933	-1,592	-1,062	,293

Z	- 14,056	8,179	-2.045	-1,719	,091
X1Z	,238	,118	2.134	2018	048
X2Z	040	,415	,207	096	,924
X3Z	,129	,237	,990	,545	,588

A. Dependent Variable: Y

Conclusion

Based on the research that has been done by researchers, the researchers determine the conclusion of this study is that internal control has a positive and significant effect on company performance at the Honda motorcycle company in Medan City. The budgeting process has a positive and significant effect on the Company's performance at a Honda motorcycle company in Medan City. Transparency has a negative and significant effect on company performance at Honda motorcycle companies in Medan City. Organizational characteristics are able to moderate the effect of internal control on company performance at a Honda motorcycle company in Medan City. Organizational characteristics are not able to moderate the effect of the budgeting process on company performance at a Honda motorcycle company in Medan City. Organizational characteristics are not able to moderate the effect of transparency on company performance at a Honda motorcycle company in Medan City.

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