

The Influence Of Good Corporate Governance And Financial Leverage On Financial Performance At PT Waskita Karya (Persero) Tbk For The 2015-2024 Period

Ida Aroda¹, Muhamad Nurhamdi²

^{1,2}Program Studi Manajemen Program Sarjana Universitas Pamulang Tangerang Selatan

Correspondence: 2021idaaroda@gmail.com, dosen02484@unpam.ac.id

Abstract

This research is motivated by the decline in financial performance of PT Waskita Karya (Persero) Tbk followed by increased use of debt and changes in government ownership structure during the 2015–2024 period. This study aims to analyze the effect of Good Corporate Governance proxied by Government Ownership and Financial Leverage proxied by Debt to Equity Ratio on Financial Performance measured using Return on Assets. The study uses a quantitative method with an associative approach. The research population is all annual financial reports of PT Waskita Karya (Persero) Tbk, while the sample is in the form of financial reports for the period 2015–2024 selected using purposive sampling. Data were collected through documentation studies and analyzed using descriptive statistics, classical assumption tests, multiple linear regression, partial tests, simultaneous tests, and coefficients of determination with the help of SPSS version 27. The results show that Government Ownership has no significant effect on Financial Performance, while Financial Leverage has a significant negative effect on Financial Performance. Simultaneously, both independent variables have a significant effect on Financial Performance with an Adjusted R Square value of 0.538. This study concludes that effective debt management is a more determining factor in improving financial performance than the size of government ownership.

Keywords : Debt To Equity Ratio, Financial Leverage, Financial Performance, Good Corporate Governance, Government Ownership

INTRODUCTION

Infrastructure development is one of the main pillars in driving national economic growth because it plays a role in improving inter-regional connectivity, facilitating the

666

IJEBIR, Volume 05 Issue 06, 2026



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

distribution of goods and services, strengthening economic integration, and creating new growth centers. Since 2015, the government has consistently accelerated development through National Strategic Projects (PSN), which include the construction of toll roads, public transportation, dams, ports, energy facilities, and Special Economic Zones (KEK). The implementation of these various projects is supported by fiscal policy through increased government capital expenditure sourced from the State Budget (APBN), so that infrastructure development is expected to increase national productivity while strengthening Indonesia's economic competitiveness. As infrastructure development increases, the construction subsector has an increasingly strategic role as the main implementer of physical development and is one of the sectors contributing to national economic growth through job creation and increased investment. Based on reports published by the Directorate General of Economic and Fiscal Strategy in 2015, the Directorate General of State Assets on December 3, 2016, and the Indonesian Central Statistics Agency for 2015–2024, the development of the construction sector shows a large contribution to the national economy even though it is influenced by the dynamics of economic conditions.

Data on Gross Domestic Product growth in the construction sector for the 2015–2024 period shows that this sector experiences fluctuations influenced by national and global economic conditions. Growth was relatively stable in the 2015–2019 period, then experienced a sharp decline due to the pandemic in 2020, began to recover gradually in 2021, slowed again in 2022, and increased again in 2024 as the construction of various government projects accelerated. However, this growth rate is still unable to reach pre-pandemic levels. This condition indicates that the construction sector has significant opportunities for growth, but still faces various challenges, including changes in raw material costs, dependence on government projects, and high debt-based funding needs that have the potential to impact the financial stability of construction companies. This pressure is reflected in PT Waskita Karya (Persero) Tbk as a state-owned construction company that plays a vital role in the development of various national strategic projects. The company's expansion through the construction of toll roads and large-scale infrastructure projects increases funding needs, making the company increasingly dependent on debt financing. In recent years, the company has experienced a decline in financial performance, marked by increasing liquidity and solvency risks due to delayed project payments, a high debt burden, and various internal issues that have impacted the company's reputation. These conditions led the Indonesia Stock Exchange to suspend trading in PT Waskita Karya (Persero) Tbk shares since May 2023 as a form of market protection due to the company's failure to meet its bond interest payment obligations and significant financial decline.



The decline in the company's condition is also evident in the development of the Financial Performance of PT Waskita Karya (Persero) Tbk during the 2015–2024 period. Data shows that Net Income, which had previously increased, turned into a loss from 2020 to 2024, while Total Assets, which had increased, began to decline since 2019. This condition indicates that the company has large assets, but faces high debt pressure, thus weakening the stability of its financial performance. In an effort to improve Financial Performance, the implementation of Good Corporate Governance is an important aspect because it is related to transparency, accountability, and the effectiveness of corporate decision-making. In this study, Good Corporate Governance is proxied using Government Ownership, which reflects the dominance of the government as the main shareholder. However, research by Damayanti and Puspitosari (2024) shows that Government Ownership actually has a negative effect on the Financial Performance of SOEs.

In addition to corporate governance, financial leverage is also a factor suspected of influencing financial performance because it reflects the level of debt used in a company's capital structure. Data from PT Waskita Karya (Persero) Tbk shows that the company's total debt has increased significantly, while total equity has continued to decline since 2019, reaching its lowest point in 2024. This condition indicates significant pressure on the company's capital structure. Research by Arjuniadi and Nisa (2022) shows that leverage affects financial performance, while good corporate governance, proxied by the Board of Commissioners, Board of Directors, and Audit Committee, has no partial effect. The differences in previous research results and the current trading suspension of PT Waskita Karya (Persero) Tbk indicate that the relationship between good corporate governance, financial leverage, and financial performance still requires further testing.

Based on these phenomena and problems, this study aims to analyze the influence of Good Corporate Governance as proxied by Government Ownership and Financial Leverage as proxied by Debt to Equity Ratio on the Financial Performance of PT Waskita Karya (Persero) Tbk for the period 2015–2024, both partially and simultaneously. This research is important to conduct because the decline in the company's financial performance accompanied by the suspension of stock trading has the potential to affect the company's sustainability and investor confidence in state-owned construction sector enterprises. The novelty of the study lies in the focus of the analysis on PT Waskita Karya (Persero) Tbk for the period 2015–2024 which includes conditions before and during the company's stock trading suspension, using Government Ownership as a proxy for Good Corporate Governance and Debt to Equity Ratio as a proxy for Financial Leverage to explain its influence on Financial Performance.



RESEARCH METHODS

According to Priadana and Sunarsi (2021), research consists of qualitative, quantitative, and descriptive research. Sugiyono (2022:23) explains that quantitative research is a research method based on the philosophy of positivism to examine a specific population or sample using research instruments, while data analysis is carried out quantitatively or statistically to test predetermined hypotheses. Qualitative research is based on the philosophy of postpositivity to examine objects in their natural conditions, while descriptive research aims to provide an overview of the phenomena being studied (Priadana & Sunarsi, 2021). Based on these characteristics, this study uses a quantitative method with an associative approach to analyze the relationship between the independent and dependent variables. The independent variable consists of Good Corporate Governance, which is proxied by Government Ownership (X_1) and Financial Leverage (X_2), while the dependent variable is Financial Performance (Y). The study utilizes secondary data in the form of annual financial reports of PT Waskita Karya (Persero) Tbk for the period 2015–2024 obtained through the company's official website. Sugiyono (2022) states that population is a generalization area consisting of objects or subjects that have certain characteristics to be studied and conclusions drawn. Handayani (2020) in Yustisia and Setyarini (2022) also explains that population is all elements that have the same characteristics and are the target of research. Based on this understanding, the population in this study is all annual financial reports of PT Waskita Karya (Persero) Tbk. The sample is part of the population selected to represent the characteristics of the population (Sugiyono, 2022). This study uses a non-probability purposive sampling technique, namely sample selection based on certain criteria that are in accordance with the research objectives. The research sample includes the financial position report, profit and loss report, and notes to the financial statements regarding the composition of share ownership of PT Waskita Karya (Persero) Tbk for the period 2015–2024 because these documents provide the necessary information to measure Government Ownership, Debt to Equity Ratio, and Return on Assets as indicators of research variables. The research data uses secondary data sourced from the annual financial report of PT Waskita Karya (Persero) Tbk for the period 2015–2024. Data collection was carried out through literature studies, documentation studies, and research via the internet. Literature studies were conducted by studying various books, references, and literature related to the research topic. Documentation studies were conducted by collecting and analyzing financial reports, financial ratio analysis, and other supporting documents. Meanwhile, research via the internet was conducted by searching, accessing, and downloading various relevant information through online sources. The operationalization of the research variables consists of Government Ownership as a proxy for Good Corporate Governance which is measured using the percentage of the

number of government shares to the total outstanding shares, Financial Leverage which is measured using the Debt to Equity Ratio according to Hery (2021), and Financial Performance which is measured using Return on Assets according to Hery (2021), with the definition of financial performance referring to Fahmi (2018:2).

Data analysis was conducted quantitatively using SPSS software version 27. The analysis stage began with descriptive statistics to describe the characteristics of the research data (Sugiyono, 2019). Next, classical assumption tests were conducted, including normality tests using histograms, PP Plots, and One Sample Kolmogorov-Smirnov Tests (Ghozali, 2018), multicollinearity tests using Variance Inflation Factor and tolerance values (Ghozali, 2018), heteroscedasticity tests using Scatterplots and Glejser tests (Ghozali, 2018), and autocorrelation tests using Durbin Watson and Runs Tests (Ghozali, 2016; Sarah & Dasman, 2023). Hypothesis testing was conducted using multiple linear regression analysis to determine the effect of Government Ownership and Financial Leverage on Financial Performance. Next, a partial test (t-test), a simultaneous test (F-test), and an analysis of the coefficient of determination (R^2) were carried out according to the procedures described by Sugiyono (2022) and Ghozali (2018).

The research was conducted at PT Waskita Karya (Persero) Tbk, located at the Waskita Building, Jalan MT Haryono Kav. 10, Cawang, Jakarta, utilizing secondary data in the form of annual financial reports obtained through the company's official website. The research lasted for one year and was carried out systematically, starting from the preparation stage, compiling a research proposal, collecting data, processing and analyzing data, compiling research results, and completing a thesis. These stages were arranged in a planned manner so that the entire research process ran according to its objectives and produced valid and scientifically accountable findings.

RESULTS AND DISCUSSION

Determination of Financial Ratio Analysis

Table 1. Results of Calculation of Government Ownership and Financial Leverage on the Financial Performance of PT Waskita Karya (Persero) Tbk for the 2015-2024 Period

Year	Government Ownership (%)	Financial Leverage (%)	Financial Performance (%)
2015	66.04311885	212.32960705	3.45635564
2016	66.03720126	266,20986910	2.95166993
2017	66.03626202	330.21979584	4.29188399
2018	66.03602656	330.61262944	3.71373018
2019	66.03602729	321.00173108	0.83930548

670

2020	66.03602729	536.93929265	(8.99310509)
2021	82.48110275	570.06473623	(1,77481162)
2022	75.34897342	589,60681707	(1.70283453)
2023	75.34897342	723.99519266	(4,20338646)
2024	75.34897342	878.66516932	(5.07207646)

Source: Data Processed by the Author, 2026

1. Government Ownership

Table 2. Results of the Calculation of Government Ownership of PT Waskita Karya (Persero) Tbk for the 2015-2024 Period

Year	Government Share Amount	Total Shares Outstanding	Share Ownership Variable (%)
2015	8,963,697,887	13,572,493,310	66.04
2016	8,963,697,887	13,573,709,540	66.04
2017	8,963,697,887	13,573,902,600	66.04
2018	8,963,697,887	13,573,951,000	66.04
2019	8,963,697,987	13,573,951,000	66.04
2020	8,963,697,987	13,573,951,000	66.04
2021	21,705,633,362	26,315,886,475	82.48
2022	21,705,633,362	28,806,807,016	75.35
2023	21,705,633,362	28,806,807,016	75.35
2024	21,705,633,362	28,806,807,016	75.35

Source: Data Processed by the Author, 2026

Based on Table 2, the results of the calculation of government ownership of PT Waskita Karya (Persero) Tbk for the 2015-2024 period show that the number of shares owned by the government has met the minimum amount of government ownership in accordance with the regulations of Law No. 19 of 2003 concerning State-Owned Enterprises (BUMN), which states that BUMN companies must have at least 51% government ownership. At PT Waskita Karya (Persero) Tbk for the 2015-2024 period, it tended to be stable at the beginning of the period and then experienced a significant increase. From 2015 to 2020, the number of government shares was stable at 8,963,697,887 and the percentage of government ownership was around 66.04%. The highest increase occurred in 2021 where the number of shares increased to 21,705,633,362 with a percentage of 82.48%. However, a decrease occurred in 2022, where the percentage of government ownership fell to 75.35%. After that, from 2022 to 2024, government ownership stabilized again at around 75.35%.



2. Financial Leverage**Table 3. Results of Financial Leverage Calculation of PT Waskita Karya (Persero) Tbk for the 2015-2024 Period**

Year	Total Debt (Rp)	Total Equity (Rp)	Financial Leverage Variable (%)
2015	20,604,904,309,805	9,704,206,867,664	212.33
2016	44,651,963,165,082	16,773,218,556,948	266.21
2017	75,140,936,029,129	22,754,824,809,495	330.22
2018	95,504,462,872,769	28,887,118,750,867	330.61
2019	93,470,790,161,572	29,118,469,188,999	321.00
2020	89,011,405,294,715	16,577,554,765,290	536.94
2021	88.140.178.639.510	15,461,433,243,830	570.06
2022	83,987,631,948,080	14,244,684,680,766	589.61
2023	83,994,385,906,808	11,601,511,551,159	724.00
2024	69,275,555,503,364	7,884,181,360,813	878.67

Source: Data Processed by the Author, 2026

Based on Table 3, the Financial Leverage Calculation Results of PT Waskita Karya (Persero) Tbk for the 2015-2024 period show that financial leverage tends to increase. The highest increase occurred in 2024, when total debt reached IDR 69,275,555,503,364, with a financial leverage percentage of 878.67%. Although total debt in 2024 was lower than the previous year, the financial leverage percentage reached its highest level. This was due to a significant decrease in total equity in 2024. Meanwhile, the lowest value occurred in 2015, with total debt of IDR 20,604,904,309,804 and a financial leverage percentage of 212.33%. This condition indicates that over time the company is increasingly using funding from debt sources compared to equity.

3. Financial Performance**Table 4. Results of Financial Performance Calculation of PT Waskita Karya (Persero) Tbk for the 2015-2024 Period**

Year	Net Income(Rp)	Total Assets(Rp)	Financial Performance Variable (%)
2015	1,047,590,672,774	30,309,111,177,468	3.46
2016	1,813,068,616,784	61,425,181,722,030	2.95
2017	4,201,572,490,754	97,895,760,838,624	4.29
2018	4,619,567,705,553	124,391,581,623,636	3.71
2019	1,028,898,367,891	122,589,259,350,571	0.84



2020	(9,495,726,146,546)	105,588,960,060,005	-8.99
2021	(1,838,733,441,975)	103,601,611,883,340	-1.77
2022	(1,672,733,807,060)	98,232,316,628,848	-1.70
2023	(4,018,265,010,703)	95,595,897,457,967	-4.20
2024	(3,913,600,848,372)	77,159,736,864,177	-5.07

Source: Data Processed by the Author, 2026

Based on Table 4, the results of the Financial Performance Calculation of PT Waskita Karya (Persero) Tbk for the 2015-2024 period show that financial performance has experienced a continuous decline. The highest increase occurred in 2017, where net income increased to Rp4,201,572,490,754 with a percentage of 4.29%. On the other hand, the largest decline occurred in 2020 where the company experienced a sharp decline to a loss where net income became -Rp9,495,726,146,546 with a percentage of -8.99%. From 2020 to 2024, the company continued to experience losses, as evidenced by the net income remaining negative. This indicates that the company's financial performance is facing quite severe operational and financial pressures.

Descriptive Statistical Test

Table 5.Descriptive Statistical Test Results

Descriptive Statistics							
	N	Minimum	Maximum	Sum	Mean	Standard Deviation	Variance
Government Ownership	10	66.03602656	82.48110275	704.75268628	70.4752686280	6.08791899219	37,063
Financial Leverage	10	212.32960705	878.66516932	4768.43418519	476.8434185190	217.70633714131	47396.049
Financial Performance	10	-8.99310509	4.29188399	-6.49326894	-.6493268940	4.46814586808	19,964
Valid N (listwise)	10						

Source: Data Processed by the Author, 2026

Based on Table 5 Results of Descriptive Statistical Tests, the characteristics of each variable can be explained as follows:

1. Government Ownership

Government Ownership has a mean of 70.4752686280, indicating high government share ownership. The maximum value is 82.48110275, the minimum value is 66.03602656, and the sum value is 704.75268628. The standard deviation is

6.08791899219, indicating relatively low data differences. With a variance value of 37.063.

2. Financial Leverage

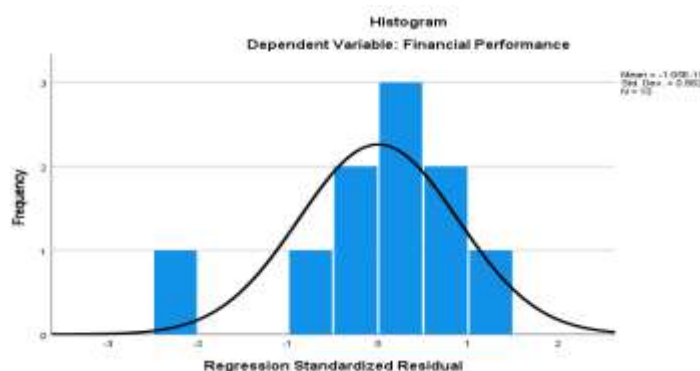
Financial Leverage has a mean of 476.843418519, indicating a high level of debt usage. The maximum value is 878.66516932, the minimum value is 212.32960705, and the sum value is 4,768.43418519. The standard deviation is 217.70633714131, indicating a significant difference in the data. With a variance value of 47,396.049.

3. Financial Performance

Financial Performance has a mean of -0.6493268940, indicating that the company's financial condition tends to be negative. The maximum value is 4.29188399, the minimum value is -8.99310509, and the sum value is -6.49326894. The standard deviation is 4.46814586808, indicating that the data difference is quite high. With a variance value of 19.964.

Classical Assumption Test

1. Normality Test

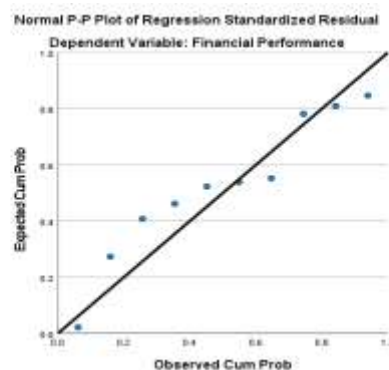


Source: Data Processed by the Author, 2026

Figure 1. Normality Test Results (Histogram)

Based on Figure 1, the results of the normality test using a histogram show that the data distribution follows a curve pattern resembling a normal distribution. Therefore, it can be concluded that the data is normally distributed.

To strengthen the results of the normality test, the following is a normal P P-Plot graph which describes the distribution of research data:



Source: Data Processed by the Author, 2026

Figure 2. Normality Test Results (P P-Plot)

Based on Figure 2, the results of the normality test using the P-Plot, it can be seen that the data points are spread around the diagonal line and follow the direction of the line. Therefore, it can be concluded that the research data is normally distributed.

Furthermore, a normality test was also carried out using the One-Sample Kolmogorov-Smirnov Test to test the suitability of the data distribution and the normal distribution, the results of which are presented as follows:

Table 6. Normality Test Results (One-Sample Kolmogorov-Smirnov Test)

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			10
Normal Parameters ^{a,b}	Mean		.0000000
	Standard Deviation		2.67876580
Most Extreme Differences	Absolute		.196
	Positive		.141
	Negative		-.196
Test Statistics			.196
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.334
	99% Confidence Interval	Lower Bound	.322
		Upper Bound	.346
a. Test distribution is Normal.			
b. Calculated from data.			

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1314643744.

Source: Data Processed by the Author, 2026

Based on Table 6. Results of the Normality Test using the One-Sample Kolmogorov-Smirnov Test, it can be seen that the significance value (Asymp.Sig.) is greater than 0.05, namely 0.200. Thus, it can be concluded that the research data is normally distributed.

2. Multicollinearity Test

Table 7. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-6,236	14,844		-.420	.687		
	Government Ownership	.216	.241	.295	.899	.399	.477	2,096
	Financial Leverage	-.020	.007	-.987	-3,009	.020	.477	2,096
a. Dependent Variable: Financial Performance								

Source: Data Processed by the Author, 2026

Based on Table 7, the results of the multicollinearity test show that all independent variables have a Centered VIF (Variance Inflation Factor) value less than 10 and a tolerance value greater than 0.10. This indicates that the regression model does not experience multicollinearity issues. Therefore, the regression model is suitable for further regression analysis.

3. Heteroscedasticity Test

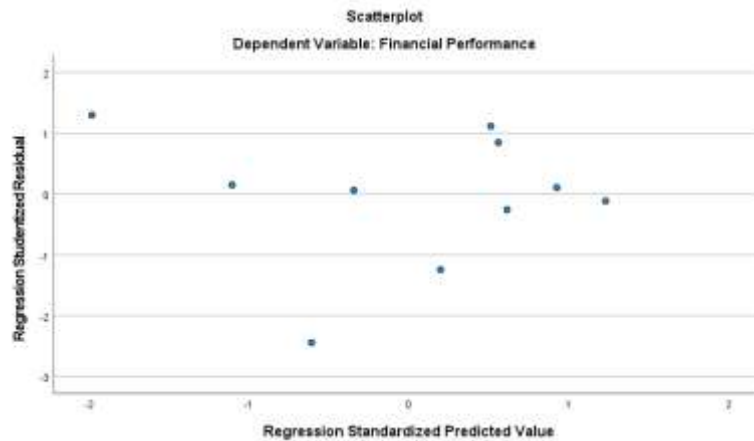


Figure 3. Heteroscedasticity Test Results (Scatterplot)

Source: Data Processed by the Author, 2026

Based on Figure 3, the results of the heteroscedasticity test using a scatterplot, it can be seen that the points are randomly distributed and do not form a specific pattern. This indicates that there are no symptoms of heteroscedasticity.

To further confirm whether or not there are symptoms of heteroscedasticity, a statistical test was carried out using the Glejser Test method, the results of which are presented as follows:

Table 8. Heteroscedasticity Test Results (Glejser Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,959	9,007		1,550	.165
	Government Ownership	-.213	.146	-.685	-1,457	.188
	Financial Leverage	.006	.004	.686	1,459	.188

a. Dependent Variable: Abs_RES

Source: Data Processed by the Author, 2026

Based on Table 8, the results of the heteroscedasticity test using the Glejser test, it is known that the significance value of each independent variable is greater than 0.05. Thus, the regression model does not experience heteroscedasticity and meets the

677

assumption of homoscedasticity, making the model suitable for further regression analysis.

4. Autocorrelation Test

Table 9. Autocorrelation Test Results (Durbin-Watson)

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.800a	.641	.538	3.03743490690	1,177
a. Predictors: (Constant), Financial Leverage, Government Ownership					
b. Dependent Variable: Financial Performance					

Source: Data Processed by the Author, 2026

Based on Table 9, the results of the autocorrelation test using the Durbin-Watson test show that the Durbin-Watson value (d) is 1.177. Meanwhile, based on the Durbin-Watson table with a significance of 5% with the number of data $n = 10$, and the number of independent variables $k = 2$, dL is obtained at 0.6972 while dU is 1.6413. Thus, it can be concluded that $dL < d < dU$, namely $0.6972 < 1.177 < 1.6413$. Therefore, the results of the autocorrelation test based on the Durbin-Watson test are inconclusive or inconclusive.

So, based on the results of the Durbin-Watson Test, a Runs Test was carried out using SPSS version 27 to ensure whether or not there is autocorrelation, the results of which are presented as follows:

Table 10. Autocorrelation Test Results (Runs Test)

Runs Test	
	Unstandardized Residual
Test Value ^a	.23517
Cases < Test Value	5
Cases >= Test Value	5
Total Cases	10
Number of Runs	4
Z	-1.006
Asymp. Sig. (2-tailed)	.314
a. Median	

Source: Data Processed by the Author, 2026



Based on Table 10, the autocorrelation test results using the Runs Test show a significance value of 0.314, which is greater than the 0.05 level of significance. Therefore, the residuals in the regression model are independent, meaning they are not correlated with each other between periods. Therefore, there are no autocorrelation issues in the regression model and it is suitable for use in further analysis.

Multiple Linear Regression Test

Table 11. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6,236	14,844		-.420	.687
	Government Ownership	.216	.241	.295	.899	.399
	Financial Leverage	-.020	.007	-.987	-3,009	.020
a. Dependent Variable: Financial Performance						

Source: Data Processed by the Author, 2026

Based on Table 11, the results of the Multiple Linear Regression Test show that the constant value (α) in the regression model is -6.236. Meanwhile, the value of β_1 is 0.216 and β_2 is -0.020. Thus, the form of the multiple linear regression equation that shows the relationship between the independent and dependent variables in this study is as follows:

$$Y = -6.236 + 0.216X_1 - 0.020X_2$$

From the multiple linear regression equation above, the following conclusions can be drawn:

- The constant (α) of -6.236 indicates that if all independent variables, namely Government Ownership (X_1) and Financial Leverage (X_4), are zero or constant, the value of the dependent variable Financial Performance (Y) will decrease by 6.432. This constant value represents the baseline value of the dependent variable when it is not influenced by the independent variables in the model.
- The coefficient of X_1 or Government Ownership is 0.216. This value indicates that Government Ownership has a direct relationship with Financial Performance. If Government Ownership increases, Financial Performance will increase. Conversely, if Government Ownership decreases, Financial Performance will also decrease. Thus, every one unit increase in Government Ownership will increase Financial

679



Performance by 0.216. This positive coefficient value indicates that Government Ownership has a positive effect on Financial Performance.

- c. The coefficient of X2, or Financial Leverage, is -0.020. This negative coefficient value indicates that Financial Leverage has an inverse or non-unidirectional relationship with Financial Performance. An increase in Financial Leverage will cause Financial Performance to decrease. Conversely, a decrease in Financial Leverage will cause Financial Performance to increase. Therefore, every one-unit increase in Financial Leverage will cause a decrease in Financial Performance by 0.020. This negative coefficient indicates that Financial Leverage has a negative effect on Financial Performance.

Hypothesis Testing

1. Partial Test (T-Test)

Table 12. Partial Test Results (T-Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-6,236	14,844		.687
	Government Ownership	.216	.241	.295	.399
	Financial Leverage	-.020	.007	-.987	.020

a. Dependent Variable: Financial Performance

Source: Data Processed by the Author, 2026

Based on Table 12, the results of the Partial Test (T-Test) above can be concluded as follows:

- a. The results of the Government Ownership T-test $T_{hitung} 0.899 < T_{tabel} 2.365$ with a significance value of $0.399 > 0.05$. Thus, it can be concluded that H_{o1} is accepted and H_{a1} is rejected, meaning that the Government Ownership variable partially has no significant effect on Financial Performance.
- b. Financial Leverage T-Test Results $T_{hitung} -3.009 > T_{tabel} 2.365$ with a significance value of $0.020 < 0.05$. Thus, it can be concluded that H_{o2} is rejected and H_{a2} is accepted, meaning that the Financial Leverage variable partially has a significant negative effect on Financial Performance.

2. Simultaneous Test (F Test)**Table 13. Simultaneous Test Results (F Test)**

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	115,097	2	57,548	6,238	.028b
	Residual	64,582	7	9,226		
	Total	179,679	9			
a. Dependent Variable: Financial Performance						
b. Predictors: (Constant), Financial Leverage, Government Ownership						

Source: Data Processed by the Author, 2026

Based on Table 13, the results of the Simultaneous Test (F Test) of the variables of Government Ownership and Financial Leverage simultaneously or together obtained F count $6.238 > F \text{ table } 4.737$ with a significance value of $0.028 < 0.05$. Thus, it can be concluded that H_{o3} is rejected and H_{a3} is accepted, meaning that the variables of Government Ownership and Financial Leverage simultaneously have a significant effect on Financial Performance.

Analysis of the Coefficient of Determination (R²)**Table 14. Results of the Analysis of the Coefficient of Determination (R²)**

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.800a	.641	.538	3.03743490690
a. Predictors: (Constant), Financial Leverage, Government Ownership				
b. Dependent Variable: Financial Performance				

Source: Data Processed by the Author, 2026

Based on Table 14, the results of the Coefficient of Determination analysis show that the Adjusted R-squared value is 0.538. This indicates that the independent variables in the research model can explain 53.8% of the influence on Financial Performance. Meanwhile, the remaining 46.2% is influenced by factors outside the research model.



RESEARCH DISCUSSION

The Influence of Government Ownership on Financial Performance at PT Waskita Karya (Persero) Tbk for the 2015-2024 Period

Based on the results of the hypothesis test using the T test, Government Ownership has a Tcount value of $0.899 < T_{table} 2.365$ with a significance value of 0.399. This indicates that H_0 is accepted and H_a is rejected. Thus, it can be concluded that Government Ownership partially does not have a significant effect on Financial Performance at PT Waskita Karya (Persero) Tbk for the 2015-2024 period. This shows that although the government has large share ownership and plays a role as a company oversight mechanism, the existence of government ownership has not been able to directly increase the company's profitability. This condition indicates that the company's Financial Performance is more influenced by the business conditions faced by the company and management policies in managing operations, finances, and company strategies. In addition, the company continues to face various internal problems that can affect financial performance.

The results of this study are in line with the results of research conducted by Widodo, et al. (2025), which states that Government Ownership does not have a significant effect on Company Performance.

The Effect of Financial Leverage on Financial Performance at PT Waskita Karya (Persero) Tbk for the 2015-2024 Period

Based on the results of the hypothesis test using the T test, Financial Leverage has a Tcount value of $-3.009 > T_{table} 2.365$ with a significance value of $0.020 < 0.05$. This indicates that H_0 is rejected and H_a is accepted. Thus, it can be concluded that Financial Leverage partially has a significant negative effect on Financial Performance at PT Waskita Karya (Persero) Tbk for the 2015-2024 period. This proves that increasing the use of debt can reduce the company's financial performance. The high level of company leverage in funding infrastructure projects causes the company to bear greater interest expenses and debt repayment obligations, thereby reducing the company's ability to generate profits. In addition, increased leverage during the study period also causes the company to face liquidity pressures and decreased profitability. As a result, the company faces financial pressures that can hamper the company's operational effectiveness which can ultimately reduce the company's Financial Performance.

The results of this study are in line with the results of research conducted by Pitaloka & Hartono (2024), which states that leverage has a significant negative effect on financial performance. Furthermore, this research is also supported by the results of research by Ananda et al. (2025), which states that leverage has a significant negative effect on a company's financial performance.



The Effect of Government Ownership and Financial Leverage on Financial Performance at PT Waskita Karya (Persero) Tbk for the 2015-2024 Period

Based on the results of the hypothesis test using the F test, Government Ownership and Financial Leverage have an Fcount value of 6.238 > Ftable 4.737 with a significance value of 0.028 < 0.05. This indicates that Ho3 is rejected and Ha3 is accepted. Thus, it can be concluded that Government Ownership and Financial Leverage simultaneously have a significant effect on Financial Performance at PT Waskita Karya (Persero) Tbk for the 2015-2024 period. This proves that the company's success in generating good Financial Performance does not only depend on the support of government share ownership, but also on the management's ability to manage funding sources derived from debt effectively and efficiently. Government Ownership as a dominant shareholder and Good Corporate Governance mechanisms can encourage companies to implement better corporate governance, increase the effectiveness of supervision, transparency, and maintain the sustainability of company operations. On the other hand, the use of optimally managed Financial Leverage can increase the company's ability to generate funding and profits which have an impact on improving the company's Financial Performance. So that Government Ownership and Financial Leverage are important factors that together can improve the company's Financial Performance.

The results of this study are in line with the results of research conducted by Widodo et al. (2025), which stated that government ownership and leverage have a significant effect on company performance.

CONCLUSION

This study shows that Good Corporate Governance proxied by Government Ownership partially has no significant effect on the Financial Performance of PT Waskita Karya (Persero) Tbk for the period 2015–2024. This finding indicates that the magnitude of government share ownership has not been able to directly increase the company's profitability, because financial performance is more influenced by the effectiveness of operational management, business strategy, and the company's financial condition. Conversely, Financial Leverage proxied by Debt to Equity Ratio has a significant negative effect on Financial Performance, which indicates that the higher the company's debt level, the lower the company's ability to generate profits. Simultaneously, Government Ownership and Financial Leverage have a significant effect on Financial Performance, with the model's ability to explain variations in financial performance by 53.8%, while 46.2% is influenced by other factors outside the research model.

This study has limitations because it only used one research object, namely PT Waskita Karya (Persero) Tbk, with a ten-year observation period and two independent



variables, so the results cannot be generalized to all construction sector companies or state-owned enterprises. Future research is recommended to expand the research object by involving several companies, increasing the observation period, and including other variables such as liquidity, company size, operational efficiency, capital structure, and macroeconomic factors to improve the model's ability to explain variations in financial performance. Practically, the results of this study provide implications that company management needs to be more careful in managing debt structures, increasing the efficiency of the use of loan funds, and strengthening the implementation of effective corporate governance to be able to improve financial performance and maintain investor and stakeholder trust.

BIBLIOGRAPHY

- Ananda, L. R., Praditya, A. E., Qolbi, L., & Jamaludin. (2025). Analisis pengaruh kepemilikan asing terhadap kinerja keuangan perusahaan. *Prosiding Seminar Nasional Manajemen*, 4(1), 1243–1246.
- Arjuniadi, & Nisa, R. (2022). Pengaruh good corporate governance dan leverage terhadap kinerja keuangan perusahaan sub sektor makanan dan minuman yang terdaftar di Bursa Efek Indonesia periode 2015–2019. *Jurnal Ekobismen*, 2(1), 86–102. <https://doi.org/10.47647/jeko.v2i1.537>
- Damayanti, A. A., & Puspitosari, I. (2024). Apakah struktur kepemilikan memengaruhi kinerja keuangan pada perusahaan BUMN? *Journal of Applied Managerial Accounting*, 8(1), 116–130. <https://doi.org/10.30871/jama.v8i1.7417>
- Fahmi, I. (2018). Analisis laporan keuangan. Alfabeta.
- Ghozali, I. (2016). Aplikasi analisis multivariate dengan program IBM SPSS. Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2018). Aplikasi analisis multivariate dengan program IBM SPSS 25 (9th ed.). Badan Penerbit Universitas Diponegoro.
- Handayani, T. (2020). [Referensi asli yang dikutip dalam Yustisia & Setyarini (2022)].
- Hery. (2021). Analisis laporan keuangan. PT Grasindo.
- Pitaloka, P. A., & Hartono, U. (2024). Pengaruh good corporate governance, leverage, dan firm size terhadap kinerja keuangan perusahaan yang tercatat di Bursa Efek Indonesia tahun 2019–2022. *Jurnal Ilmu Manajemen*, 12(3), 636–649.
- Priadana, S., & Sunarsi, D. (2021). Metode penelitian kuantitatif. Pascal Books.
- Sarah, S., & Dasman, S. (2023). [Referensi mengenai Runs Test yang digunakan dalam penelitian].
- Sugiyono. (2019). Metode penelitian kuantitatif. Alfabeta.
- Sugiyono. (2022). Metode penelitian kuantitatif. Alfabeta.



- Widodo, R. A., Arza, F. I., & Fawziah, I. N. (2025). Pengaruh kepemilikan pemerintah dan struktur modal terhadap kinerja perusahaan BUMN dengan firm size sebagai variabel moderasi. *Journal Eksplorasi Akuntansi*, 7(3), 1123–1141.
- Yustisia, C., & Setyarini, Y. (2022). Faktor yang mempengaruhi manajemen laba perusahaan transportasi dan logistik BEI 2018–2020. *Jurnal Impresi Indonesia*, 1(5), 512–527. <https://doi.org/10.36418/jii.v1i5.62>

