

**The Effect of Leadership on Performance Employee
at PT Cipta Manunggal Sukses Bogor**

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ABSTRACT

An organization can achieve its goals if it is supported by competent human resources and experts in their fields. To get these competent human resources, good performance is needed from all employees. Various factors are needed so that employees can provide maximum results at work, one of which is leadership. This study aims to determine how much leadership influences employee performance at PT Cipta Manunggal Sukses Bogor. The research method used was descriptive quantitative by distributing questionnaires to 40 respondents and analyzing the data using SPSS 25. From the results of this study, leadership has a fairly good influence on employee performance which can be seen from the correlation test of 0.799, which states that the correlation between leadership and employee performance is quite high. The results of the determination test showed the number 0.638, or it can be interpreted that leadership affects 63.8% of employee performance. The results of the regression equation test obtained a significant value of $0.00 < 0.005$ with the equation $Y = 12.904 + 0.602x$, which means that the leadership brought is good in its role so that employee performance increases.

Keywords: Leadership; Employee Performance

INTRODUCTION

Every organization, including companies, must have goals that must be achieved, especially for financially profit-oriented companies. To achieve these goals, it is necessary to form good cooperation from each employee so that these goals can be achieved. Good performance comes from good cooperation, but a person's performance is only sometimes as smooth as the company expects. There are always obstacles and challenges that must be faced by every employee, both internal and external factors.

Employees as Human Resources (HR) are the main factor in an organization. In achieving its goals, an organization requires human resources as system managers. For this system to work, its management must consider several important aspects, such as leadership, motivation, work environment, performance, and other elements. It will make human resource management an essential indicator of achieving organizational goals effectively and efficiently. Of the many hands that affect employee performance, leadership is the main factor. Because as discussed earlier, company goals can be achieved if there is good cooperation between one employee and another, and the collaboration will also be well established from good leadership. In leadership, we know the term leader. With the existence of a leader, it is hoped that he can act as a figure who moves his subordinates rationally, is full of initiative, and is intelligent in making decisions. Leaders must also be able to solve problems, improving performance.

Performance as the result of all these efforts is the answer to the success or failure of the organizational goals that have been set. This performance can be improved by providing an excellent example of a leader, providing clear directions to his subordinates, being fair in leading, and so on. Seeing the many problems companies face related to employee performance, the author finally intends to research this problem. The research objects of this study are employees at PT Cipta Manunggal Sukses, a company engaged in the property sector located in Bogor, West Java. This company is one of the property companies with the most sales in West Java, with an average annual sales of 1000 units. Even though it is a company with the most property sales, this company still has internal company constraints. It can be seen from the unclear division of labor and organizational structure. Departing from this obstacle, the authors are interested in researching "The Influence of Leadership on Employee Performance at PT Cipta Manunggal Sukses Bogor."

Based on this background, it can be arranged that the problem formulation from this research is: "How does leadership affect employee performance at PT Cipta Manunggal Sukses Bogor?". While the purpose of this research is to determine how much influence leadership has on employee performance at PT Cipta Manunggal Sukses Bogor.

LITERATURE REVIEWS

Leadership

According to Hasibuan, leadership is "a way of influencing the behavior of subordinates, so they want to work together and work productively to achieve organizational goals" (Rumondor et al., 2016). Robbins & Judge (2015) state that leadership is an ability that can influence a group toward achieving a predetermined vision or goal. Leadership is "the process of influencing others to understand and agree on what needs to be done and how it is done effectively, as

well as the process of facilitating individual and collective efforts to achieve common goals” (Yukl, 2005).

According to Fahmi (2018), "leadership is a science that examines comprehensively how to direct, influence, and supervise other people to carry out tasks according to planned orders." From the definitions above, leadership is a person's ability to influence, command, direct, and move other people to carry out a job to achieve the goals set. According to Yukl (2005), in general, a good leader must have the following characteristics: Characteristics (motivation, personality, values), Confidence and Optimism, Behavior, Skills and Expertise, Integrity and Ethics, Influence Tactics, and Follower Traits. According to Hasibuan in Ahmad and Thamrin (2021), there are four leadership styles, namely:

1. Authoritarian Leadership Style Is if the power or authority is mainly in the hands of the leader or if the leader adheres to a centralized system of authority. Decisions and policies are only determined by the leader himself; subordinates are not included in providing suggestions, ideas, and considerations in the decision-making process.
2. Participative Leadership Style Is when the leadership is carried out persuasively, creating harmonious cooperation, fostering loyalty, and participation of subordinates. Leaders motivate subordinates to share ownership of the company.
3. Delegative leadership style If a leader delegates authority to subordinates completely. Thus, subordinates can make decisions and policies freely or freely in carrying out their work. Leaders do not care how subordinates make decisions; entirely left to subordinates. In principle, the leader surrenders and tells subordinates, "Please do it as long as the results are good."
4. Situational leadership style. There is no one best way to influence others. Which leadership style should be used against individuals or groups depends on the level of readiness of the people affected. So every leader must have his leadership style; it all depends on the leader himself or whether or not the way they use their style towards their subordinates has various attitudes and characteristics.

Employee performance

The term performance comes from the word Job performance, meaningful performance, work performance, or actual achievement achieved by someone (Mangkunegara, 2008). According to Martoyo (2007), employee performance is the result of work during a specific period compared to various possibilities, such as standards, targets/goals, or criteria mutually agreed upon. According to Soedarmayanti (2011), performance is the result of work that can be achieved by a person or group within the organization following the authority and responsibility

of each in an effort to achieve the goals of the organization concerned legally, not breaking the law, in accordance with morals and ethics.

Mathis and Jackson (2006) argue that performance is what employees do or do not do, which includes elements of the number of results, quality of results, timeliness of results, attendance, and ability to work together. Employee performance is "the work of employees seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization" (Sutrisno, 2011). From the experts' explanation above, it can be understood that performance results from employees following the authority and responsibility of each with predetermined standards and measures. According to Hasibuan (Patrick & Goenawan, 2017), several kinds of aspects are measured in employee performance, including:

1. Work Performance

Work performance is an employee's performance in carrying out the tasks assigned to him. In this case, employees try to be better every day in order to be able to get better results from their colleagues. Employees who have good work performance can improve company performance.

2. Discipline

Discipline is complying with all existing regulations and carrying out work according to established procedures by obeying the existing regulations.

3. Creativity

Creativity refers to the ability of employees to form new ideas or ideas from existing ideas or facts. Creativity can also be shown by finding new solutions to a problem that is different from before.

4. Cooperation

Cooperation refers to the ability of employees to coordinate with colleagues to achieve maximum results in their work. With a sound communication system, cooperation within a group of employees can be improved

5. Proficiency

Proficiency refers to the ability of employees to carry out the duties and obligations assigned to them to the fullest. Capable employees can be able to make decisions on a problem quickly.

6. Responsibilities

Responsibility refers to the employee's ability to complete tasks within the allotted time and willingness to accept all risks for all actions taken.

METHODS

Design and Sample

The author uses the research method in this study, associative research, which aims to determine the influence or relationship between two or more variables (Sugiyono, 2019) using a quantitative approach. Quantitative research methods are used to obtain data from certain natural places (not assistance), but researchers carry out treatments in collecting data, for example, by distributing questionnaires. The population in this study were employees at PT Cipta Manunggal Sukses Bogor. The population of all employees at PT Cipta Manunggal Sukses is 40 employees. The sampling technique in this study uses saturated sampling (Sugiyono, 2019) when taking samples with a relatively small population. All population members are used as a sample of as many as 40 respondents.

Instrument and Procedure

This research was used by distributing questionnaires to all samples with a Likert scale questionnaire type. Data collection techniques that will be used by researchers in this study are:

1. Library Studies, namely the method of reading literature, reference materials, and other research results, have something to do with the object under study.
2. Questionnaire is a data collection technique by asking a number of written questions given to respondents.
3. Observation (Observation) Researchers make observations and measure the variables of the object under study using research instruments, namely by observing and measuring the variables of the object under study
4. Interview (Interview) Techniques for obtaining information from the company or the respondent by conducting a question and answer, where the researcher conducts a question and answer regarding the information the company or the respondent wants.

Data Analysis

The data processed in this study are primarily in the form of a questionnaire instrument obtained from respondents. The data obtained were analyzed quantitatively using a parametric statistical model using the computerized program SPSS (statistical package for social sciences) version 25 for Windows. Data analysis techniques used in this study include:

1. Research Instrument Test
 - a. Validity test
Sugiyono (2017) states that "valid means that the instrument can be used to measure what should be measured in each table, the total score has been addressed, which is the sum of each item score."

b. Reliability Test

Sugiyono (2017) suggests that "Instrument reliability is a requirement for testing instrument validity. Therefore, even though the elements of a valid instrument are definitely reliable, testing the reliability of the instrument needs to be done.

2. Correlation Coefficient Test

(Sugiyono, 2017) states that " *Product Moment Correlation* is solving something related to the independent variable (X) and the dependent variable (Y) as well as data in the form of intervals and ratios."

3. Determination Coefficient Test

According to (Sugiyono, 2017), statistical techniques can be used to find the effect of variable variances by calculating the magnitude of the coefficient of determination.

4. Regression Equation Test

According to (Sugiyono, 2017), the regression equation can be used to predict how high the value of the dependent variable is when the independent variable values are manipulated (changed), and in general, the simple regression equation (with one predictor) is as follows:

$$Y = a + b X$$

Information:

Y: Subjects in the predicted dependent variable

a : price Y if X = 0 (constant price)

b: direction number or decrease in the regression coefficient, which shows the number of increase or decrease in the dependent variable based on changes in the independent variables. If (+), the line direction is up, and if (-), then the line direction is down

X: Independent variable value

RESULT AND DISCUSSION

Research Instrument Test

Validity test

This test is done by comparing the r count with the r table. The calculated r value results from the correlation of respondents' answers to each statement in each variable analyzed using the SPSS application. The results of calculating the r count were then consulted with r tables with a significant level of 0.05. If r count > r table, then the instrument items can be said to be valid, but if r count < r table, then it is said that the instrument is invalid. The magnitude of the r table with a

significant level of 5% is 0.312. The results of the validity of the leadership variables and performance variables calculated through the SPSS program follow.

Table 1
Leadership Validity Test Table (X)

Variable	Indicator	r count	r table	Information
Leadership (X)	X1	0,896	0,312	Valid
	X2	0,382	0,312	Valid
	X3	0,573	0,312	Valid
	X4	0,496	0,312	Valid
	X5	0,661	0,312	Valid
	X6	0,663	0,312	Valid
	X7	0,834	0,312	Valid
	X8	0,51	0,312	Valid
	X9	0,65	0,312	Valid
	X10	0,662	0,312	Valid

Source: SPSS data processing results, 2022

Based on the validity test data in the table above, it is known that there are 10 questions from the Leadership variable (X) which have r count > r table, namely 0.312. Then all statements on the Leadership variable (X) are declared valid.

Table 2
Employee Performance Validity Test Table (Y)

Variable	Indicator	r count	r table	Information
Employee Perf. (Y)	Y1	0.694	0.312	Valid
	Y2	0,502	0,312	valid
	Y3	0,327	0,312	valid
	Y4	0,37	0,312	valid
	Y5	0,576	0,312	valid
	Y6	0,49	0,312	valid
	Y7	0,337	0,312	valid
	Y8	-0,13	0,312	Invalid
	Y9	0.656	0.312	Valid
	Y10	0.647	0.312	Valid

Source: SPSS data processing results, 2022

Based on the validity test data in the table above, it is known that there is one invalid statement item, namely -0.130. This can be seen through the value of r count <0.312. In order to obtain nine valid statement items. Then the one invalid statement item will be removed.

Reliability Test

The reliability test used is Cronbach's Alpha to determine whether the instrument is reliable using a limit of 0.6.

Table 3
Leadership Variable Reliability Test Table (X)

Reliability Statistics	
Cronbach's Alpha	N of Items
,835	10

Source: Results of SPSS data processing, 2022

Based on the reliability test results using Alpha Cronbach's, it can be seen that the result is 0.835. This shows that the leadership variable is reliable because it results in more than 0.6. With this, research can be continued.

Table 4
Table of Y Variable Reliability Test (Employee Performance)

Reliability Statistics	
Cronbach's Alpha	N of Items
,634	9

Source: Results of SPSS data processing, 2022

Based on the reliability test table above, it can be seen that the employee performance variable is reliable because it has a result of 0.634, which is greater than the reliable limit of 0.6. With this, the research can be continued with nine indicators.

Correlation Coefficient Test

The correlation coefficient test was carried out to determine the closeness level between leadership and employee performance at PT Cipta Manunggal Sukses Bogor. The following is the result of calculating the correlation coefficient using SPSS version 25:

Table 5
Table of Leadership Correlation Test on Employee Performance

		Leadership	Employee performance
Leadership	Pearson Correlation	1	,799**
	Sig. (2-tailed)		,000

	N	40	40
Kinerja Karyawan	Pearson Correlation	,799**	1
	Sig. (2-tailed)	,000	
	N	40	40

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

Source: SPSS, 2022

From the correlation test table above, it can be concluded that there is a correlation between leadership and employee performance. This can be seen from the significance value of 0.00, which is less than 0.05. As for the level of correlation between leadership and employee performance, it can be seen from the value of the correlation coefficient. It can be seen that the Pearson correlation value is 0.799, which is in the range of 0.71 - 0.99, with a high degree of correlation. So there is a high correlation between leadership and employee performance.

Determination Coefficient Test

The coefficient of determination test aims to measure the independent variable (leadership) on the dependent variable (employee performance) at PT Cipta Manunggal Sukses Bogor. The following is the result of calculating the coefficient of determination using SPSS version 25:

Table 6
Table of Leadership Determination Test on Employee Performance
Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,799 ^a	,638	,628	1,440

a. Predictors: (Constant), Leadership

Source: SPSS data processing results, 2022

The results of the work on the coefficient of determination test in SPSS show that the R Square or the coefficient of determination in the influence of leadership on employee performance is 0.638 or 63.8%. This shows that the influence of the Leadership variable (X) has an influence of 63.8% on Employee Performance (Y) at PT Cipta Manunggal Sukses Bogor.

Regression Equation Test

The regression equation test is used to predict how far the total change in the value of the employee performance variable (dependent) if the value of the leadership variable (independent) is changed. The following are the results of the regression equation test using SPSS version 25:

Table 7
Linear Regression Equation Test Table
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	12,904	3,271		3,945	,000
Leadership	,602	,074	,799	8,182	,000

a. Dependent Variable: Employee Performance

Source: SPSS data processing results, 2022

Based on the table of the calculation results of the regression equation test above, the value of a is 12.904, and b is 0.602. Thus the regression equation for the effect of leadership on employee performance is

$Y = 12.904 + 0.602X$, which can be interpreted as:

1. A value of 12.904 means that if leadership is 0 or without leadership, then the employee's performance is 12.904.
2. The value of b is 0.602, meaning that if leadership increases by 1 point or for every increase in leadership by 1, the employee's performance will increase by 0.602.

The hypothesis used in this study is divided into 2 (two) possibilities, namely:

Ho: There is no significant influence between leadership on employee performance at PT Cipta Manunggal Sukses Bogor

Ha: There is a significant influence between leadership on employee performance at PT Cipta Manunggal Sukses Bogor

Based on the signature value from the table of results of the calculation of the regression equation test above, a significance value of 0.00 is obtained where the significance value is smaller than the probability value, namely 0.005 or a value of $0.000 < 0.05$; therefore, Ha is accepted.

CONCLUSION

From the research that the author did, it can be seen that the conclusions from the research on the influence of leadership on employee performance at PT Cipta Manunggal Sukses Bogor are as follows:

1. To determine how much the correlation between leadership variables on employee performance can be proven from the calculation of the correlation coefficient, namely $r = 0.799$. This means a strong relationship exists between leadership and employee performance at PT Cipta Manunggal Sukses Bogor. This indicates that leadership has a good relationship with performance.

2. Based on the calculation of the coefficient of determination, the R square value is 0.638 or 63.8%. It means that employee performance can be explained by 63.8% using the leadership variable table. At the same time, the remaining 36.2% (100%-63.8%) is influenced by other causal factors.

3. Based on the calculation of the regression equation, a significant level of 0.00 is obtained, and the regression equation obtains a value of 12.904 and a b value of 0.602. Then the regression equation is obtained with the formula $Y = a + bx$ to $Y = 12.904 + 0.602x$. It shows that without leadership, the result of employee performance is 12.904. If X increases by 1 point or every increase in employee training by 1, it will increase employee performance by 0.602.

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