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THE INFLUENCE OF LEADERSHIP ON EMPLOYEE PERFORMANCE IN CLASS IIA CENTRAL INSTITUTION, KARAWANG

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PAPER INFO	ABSTRACT
	In this study, there are two variables, namely Variable X (Leadership) and Variable Y (Performance). This research was conducted to determine the Leadership at the Class IIA Karawang Penitentiary, Employee Performance at the Class IIA Penitentiary Karawang. The method used in this research is descriptive analysis method to discuss the problem formulation of how Leadership in Correctional Class IIA Karawang and employee performance at Correctional Class IIA Karawang, and verification analysis to discuss the formulation of the problem of how much influence Leadership has on Employee Performance in Class Penitentiary. IIA Karawang. The data used are primary and secondary data collected through observation, interviews, questionnaires (questionnaires), and literature. The hypothesis of this research is that there is an influence of leadership on employee performance in Correctional Institution class IIA Karawang. To measure the magnitude of the effect of these variables, Simple Linear Regression and Correlation Coefficients and Coefficients of Determination were used with the help of the IBM SPSS application program. Based on the results of data analysis using statistical methods, namely Simple Linear Regression, the Coefficient of Determination (KD) value is 0.45. Based on these results, it can be concluded that Leadership has an effect on Employee Performance at the Class IIA Karawang Penitentiary. **Keywords:** Leadership; Employee Performance; Class IIA central institution

INTRODUCTION

In an organization, the human factor is the main key that really supports the survival and success of the organization in achieving its goals. In this case, humans need adequate facilities and infrastructure as support to achieve organizational goals. Because without the facilities and infrastructure that support humans, they cannot carry out the programs that have been set (Triaa et al., 2016).

Leadership is a central issue in organizational management, the success, and failure of the organization, whether or not it is dynamic, the growth and development, the death of the organization, whether or not people are happy working in the organization, and whether or not organizational goals are achieved, partly determined by whether the leadership is appropriate or not applied in the organization concerned (Barrett, 2013).

The term leadership is as old as human life since humans are aware of themselves, there is not even a group of people in their social life who do not have leaders, because leaders are considered to be involved in determining efforts to obtain what is needed for the aspirations of society itself, leaders are people who guide and direct others to action (Sutrisman, 2019).

Seeing the importance of quality human resources in carrying out organizational activities, a leader is needed who is able to direct all personnel in the organization. In other words, an organization needs a leader who has the ability to lead well in order to be able to work together with all existing organizational components to achieve goals (Utaminingsih, 2014). To achieve organizational goals that have been set, personnel (in this case employees) who are the backbone of an agency/institution need to improve work results (Sudrajat, 2021). Employee performance is the level of work productivity toward employees achieving job requirements. Employee performance can also be interpreted as the work results that have been achieved by an employee in a certain period of time. Because by improving the results of his work will be able to see the extent to which the plans that have been set results can be achieved. If the results obtained are in

accordance with what was planned, then the way the work is carried out can be said to be good. However, if the work results obtained are far from the plan, it is necessary to look for the causal factors.

In an agency/institution that has complex tasks, an organizational system is needed that is able to compare all sections so that each section will be led by a section head. This is done to make it easier to organize, foster and direct the employees who are under them so that they are able to work well and optimally.

Employees as the personnel who carry out operational activities of the institution are required to have knowledge and skills that can support the implementation of their duties because employees are the spearhead of the organization in carrying out its activities. Therefore, we need a leader who has the ability and directs his employees to always improve their performance abilities (Bendriyanti, 2015).

A successful leader is a leader who is able to adapt his style to suit the situation and can influence his leadership style in a particular situation, such as task demands, expectations, and superiors' abilities, although it is acknowledged that these factors all have an important influence on the effectiveness of that style. The main factor that has an impact on the leadership style adopted by the leader depends on the level of maturity shown by the followers for a particular task, function, or goal that the leader wants to carry out through individuals or groups (Thaib, 2018).

Effective leadership is leadership that is successful in carrying out its role as a leader. In general, this success can be measured from various aspects including increasing employee work productivity, service, job satisfaction, and production results or the results of the work of the department they lead. Therefore, the effectiveness of the work of leaders is crucial to the role of leadership itself (Evisastra et al., 2018).

The general term for people who have the ability to influence the behavior of others is a leader. An organization will succeed or even fail largely determined by the leader. That the leader is responsible for the failure of the implementation of a job, is an expression that occupies the most important position (Mattayang, 2019).

The ability of leaders to mobilize their subordinates is very important to support the success of an organizational goal. For this reason, rational leadership is needed, meaning that the leader must be able to manage his subordinates according to the responsibilities and authority they have.

In this study, the authors saw that knowledge, skills, and work maturity possessed by Class IIA Karawang Penitentiary Employees were still lacking so personnel performance was not optimal. Judging from the problems of handling needed that have not been handled properly, it can be seen that Class IIA Karawang Penitentiary Employee Leaders in improving employee performance leadership have several obstacles, namely the lack of leadership in providing motivation, support, instructions/direction, and supervision to Class Correctional Institution Employees IIA Karawang, lack of adequate facilities and infrastructure so that the performance of Class IIA Karawang Penitentiary Employees is less than optimal.

The problem of leadership is an attempt to move people to work together towards the ideal, convincing subordinates to follow and obey it.

The leadership's efforts in mobilizing its employees are none other than so that all instructions and orders can be carried out properly so that they can achieve organizational goals effectively and efficiently. Leaders' efforts to influence their employees can be done individually or in groups. The Leaders of Class IIA Penitentiary Officers in Karawang must be able to exercise leadership by influencing every personnel and group of people in their work unit so that they want to jointly achieve goals (Dunie, 2018).

From the background above, the author is interested in further research, and becomes the rationale for the thesis entitled The Influence of Leadership on Employee Performance in the Karawang Class IIA Penitentiary.

Formulation of the problem
1. How is the leadership of Class IIA Penitentiary Employees in Karawang?

2. How is the performance of Class IIA Penitentiary Employees in Karawang?
3. What is the influence of leadership on the performance carried out by employees of the Karawang Class IIA Penitentiary in carrying out their duties?

Research purposes
1. To find out the level of leadership of Class IIA Penitentiary Officers in Karawang.
2. To find out how much the performance of Class IIA Penitentiary Employees in Karawang.
3. 3. To find out how much influence leadership has on the performance of Class IIA Penitentiary Employees in Karawang.

Theory Review

Leadership is the most important factor in an organization. According to Stogdi in Sutikno (Sutikno, 2014, p. 15), there are almost as many definitions of leadership as there are people who have tried to define it. Stogdill stated that Leadership as a management concept can be formulated in various definitions depending on where the starting point of his thinking.

According to Bernardin and Russel in Priansa (Priansa, 2014, p. 207) states that Performance is the result produced by certain job functions or activities in certain jobs during a certain period of time. The results of the work are the result of the abilities, skills, and desires achieved.

RESEARCH METHOD

The method used in this study is the Descriptive Analysis Method, which is meant by the Descriptive Analysis Method is research that aims to explain certain social phenomena.

Operational Variables

According to Sugiyono (Sugiyono, 2013, p. 58), research variables are basically anything in any form determined by the researcher to be studied so that information is obtained about it, then conclusions are drawn. With reference to this understanding, in this study, there are two variables, namely:

1. Dependent Variable

According to Sugiyono (Sugiyono, 2013, p. 59) the dependent variable is often called the output variable, criteria, and consequences. In Indonesian it is often referred to as the dependent variable. The dependent variable is the variable that is affected or is the result, because of the independent variables.

In this study, the dependent variable is Personnel Performance at the Karawang Class IIA Penitentiary. Knowledge, skills, and work maturity possessed by Class IIA Karawang Penitentiary Employees are still lacking so employee performance is not optimal, as seen from the problem of handling supplies needed by both members of the cooperative and the surrounding community which have not been handled properly. It can be seen that the Head of Class IIA Penitentiary in Karawang in improving employee performance leadership has several obstacles, namely the lack of leadership in providing motivation, support, guidance/direction, and supervision to Employees of Class IIA Penitentiary in Karawang, lack of adequate facilities and infrastructure so that the work of Institutional Employees Karawang Class IIA Penitentiary is less than optimal.

Independent Variable.

According to Sugiyono, (Sugiyono, 2013, p. 59) independent variables are often referred to as stimulus variables, predictors, and antecedents. In Indonesian it is often referred to as the independent variable. The independent variable is the variable that influences or causes the change or the emergence of the dependent variable.

In this case, the dependent variable is the Class IIA Karawang Penitentiary Leadership.

Table 1
Variable Operationalization

Variable	Konseptual	Dimensi	Indikator	Ukuran	Skala
Leadership (X1)	Norms of behavior used by a person at the time when that person tries to influence the behavior of others (Fiedler, 1967, p. 17)	1) Provide support 2) Provide hints 3) Gives encouragement 4) The existence of work instructions and procedure 5) The existence of homogeneous policies 6) Open dialog 7) Delegate or representative	The extent to which a leader involves himself in two-way communication	1 - 5	Ordinal
Employee Performance (Y)	The level of work productivity of employees in achieving job requirements. Employee performance is the result that has been achieved by an employee in a certain period of time (Simamora, 2008:68) in (Sunyianto, 2019)	1) Provide ideas or ideas 2) Analytical skills and selecting alternatives 3) Assign tasks 4) Troubleshoot problems	- The ability of personnel to release new ideas towards better development. - The ability of personnel to analyze problems in their work while taking the initiative to choose alternative decisions without direction from their superiors. - Personnel's ability to accept something new. - Ability of personnel in solving all problems with results that are in accordance with the targets and schedules that have been set.	1 - 5	Ordinal

Sources and Methods of Data Collection Population and Research Sample

According to Sugiyono (Sugiyono, 2013, p. 115), a population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions.

Meanwhile, according to Sugiyono (Sugiyono, 2013, p. 57), the sample is Part of the number and characteristics possessed by the population.

The sampling method/respondents used a simple random sampling method (Simple Random Sampling). This method is used based on existing data, namely the population is homogeneous, with a total of 134 Class IIA Karawang Penitentiary Employees according to the Slovin formula Husein Umar, (1997: 49) as follows:

$$n = \frac{N}{1 + N\,(e)2}$$

dimana,　　　　n　　　= sampel/responden
　　　　　　　　N　　　= populasi pegawai
　　　　　　　　e　　　= error yang ditolerir 15%
　　　　　　　　dimana : N = 90
　　　　　　　　　　　　e = 15%

$$n = \frac{N}{1 + N\,(e)2}$$

$$= \frac{90}{1 + 90\,(0{,}15)2}$$

$$= 29{,}75$$
$$= 30$$

So in this study n = 134 respondents

Data collection technique

　　　　Data collection techniques that the authors use in this study are:
 Field Study, which is a data collection technique carried out by the author directly into the field to collect data by means of a questionnaire (by providing a written list of questions to the respondents).
In collecting data through this questionnaire, there are several things that need to be explained, namely:
1. The form of the questionnaire is closed, namely the choice of answers to the questions posed has been determined by the author.
2. The author chooses alternative answers into choices with a gradation form: Always, Sometimes, Never.
　　　　The answers to each item are measured according to the Likert scale, which is a scale that has a very positive gradation to a negative number, also for quantitative analysis. According to Sugiyono (Sugiyono, 2013, p. 73):
　　　　The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. In this social phenomenon research, it has been specifically determined by the researcher and hereinafter referred to as the research variable.
　　　　By determining the score for the questions made, then classified as follows:
(1) For answer A with the criteria always give a score of 3.
(2) For answer B with the criteria sometimes given a score of 2.

Interval Koefisien	Tingkat Hubungan
0,00 – 0,199	Sangat Rendah
0,20 – 0,399	Rendah
0,40 – 0,599	Sedang
0,60 – 0,799	Kuat
0,70 – 1,000	Sangat Kuat

(3) For answer C with criteria never given a score of 1.

Design Analysis and Hypothesis Testing

The data analysis technique used in this study was to collect data that was already available and classified according to its type as follows:

1. Primary data, namely data obtained directly through questionnaires or questionnaires distributed to respondents or Class IIA Karawang Penitentiary Employees.
2. Secondary data, namely data obtained from the archives at Class IIA Penitentiary Employees in Karawang.

While data analysis is carried out with the following steps:

1. Coding data, namely by giving space to the letters that have been provided and included in your alternative answers. Respondents simply put a cross on the letter.
2. Data processing, which is processed based on a questionnaire that has been collected from the questionnaires given, then tabulations are made of the answers.
3. Data analysis is processed to examine the results of tabulations qualitatively by comparing the results of observations.

The purpose of these calculations and combinations is to know the tendency of each answer, besides that, the author also uses calculations according to Sugiyono (Sugiyono, 2013, p. 204), namely the calculation of Weight Mean Score (WMS) with weighting for each answer choice, because alternative answers use the second order stated the difference in level (scale) and frequency of answers from the highest to the lowest number, so as follows:

- Answer A means active, value 3.
- Answer B Sometimes, score 2.
- Answer C Never, value 1.

From the scoring above, the interval between one criterion and the other is obtained as follows:

$$\frac{3-1}{3} = \frac{2}{3} = 0{,}06$$

Obtained for decision making is determined by the following interpretation criteria:

- 1 – 1.66 means less
- 1.67 – 2.33 means medium
- 2.34 – 3 means good

From the provisions above, the level of the next answer category to obtain interpretation numbers or interpretations uses the calculation formula according to Bakri Siregar as follows:

M =   f(x) / n

Information :

M = acquisition score interpretation

f = frequency of answers

x = weighting (scale value)

   = sum

n = total number of answers.

Because the data collected from each variable has an ordinal measurement scale, according to Sugiyono (Sugiyono, 2013, p. 70): "Ordinal scale is a tiered scale in which something is more or less than another".

So to find out whether there is a relationship or not, a statistical test is used, namely a test on Spearman's Rank Order Correlation (ROS) (Sugiyono, 2013, p. 186) as follows:

Information :

Rs = Spearman Rank Order Correlation Coefficient

n = number of samples

di = difference in ranking between variable X and variable Y

While the level of significance or alpha (α) is determined at 5% to test the hypothesis, the criteria for testing the correlation are as follows:

a. If the analysis results are rs count > rs table α then the hypothesis is accepted.

b. If the result of the analysis is rs count < rs table α then the hypothesis is rejected.

rs table is the value obtained from the Rank Spearman table with alpha (α) which has been determined with n many data pairs.

To measure the level of relationship between the independent variable and the dependent variable, the following research criteria are used:

RESULTS AND DISCUSSION
The Influence of Leaders on Employee Performance in the Karawang Class IIA Penitentiary

In an effort to improve employee performance, the Leaders of the Karawang Class IIA Penitentiary apart from giving instructions to their subordinates either regarding instructions for doing a particular job or in carrying out a coordination to do a particular job.

In addition, the Leaders of the Karawang Class IIA Penitentiary also always provide encouragement to their subordinates by providing input or ideas on work so that their subordinates can improve their performance and always encourage their employees to be even more active at work.

To keep his subordinates always feeling motivated, the leader in assessing the results of a job is done as objectively as possible so that there are no misunderstandings among fellow employees.

In carrying out a job, the leadership always provides input to employees so that they are more motivated in doing a job. In addition, even leaders and subordinates often strengthen the sense of unity in doing work and in communicating.

The facilities felt or obtained by employees are sufficient in carrying out an activity for employees. Because facilities are one of the most important in carrying out employee performance activities.

In addition to facilities, the most important thing in work is to create work discipline for employees because, with that discipline, employee performance can be improved. Discipline is the main key to improving employee performance for the better.

Leadership Variable Analysis (Variable X)

Table 2

Recapitulation of Leadership Variable Indicators (X)

No	Indicators	WMS	Information
1	Providing Support	(2,28)	Medium
2	Giving Hints	(2,27)	Medium
3	Giving Encouragement	(2,26)	Medium
6	Existence of Work Instructions and Procedures	(2,07)	Medium
5	The existence of homogeneous policies	(2,37)	Medium
6	Open Dialog	(1,67)	Less
7	Delegate or Representative	(2)	Medium
	Σ = 16,78/7 = 2,11		(Medium)

From the results of the recapitulation of the table on the side, it can be concluded that the interpretation score is 2.11 with a moderate rating. This means that leadership has been running optimally, this is based on indicators of variables obtained from respondents based on questionnaires and the results of field interviews.

Performance Variable Analysis (Y Variable)

Table 3
Employee Performance Variable Indicator Summary (Y)

No	Indicators	WMS	Information
1	Giving Ideas or Ideas	(2,15)	Sedang
2	Providing Analysis and Selecting Alternatives	(1,78)	Sedang
3	Assign Tasks	(2,10)	Sedang
6	Troubleshoot problems	(2,33)	Sedang
	$\sum$ = 8,36/6 = 2,09		(Sedang)

From the table above, the recapitulation of the interpretation number is 2.09. This shows a moderate rating. This means that it can be concluded that the performance of Class IIA Karawang Penitentiary employees is quite good.

CONCLUSION

Based on the results of analysis and hypothesis testing using the Spearman Rank Order Correlation formula (ROS) the value of rs = 0.45 shows that the criteria for the results of hypothesis testing are accepted, meaning that there is a significant relationship between leadership and employee performance in Class Correctional Institutions IIA Karawang and the level of relationship is moderate, but the results of the questionnaire show that the leadership at the Karawang Class IIA Penitentiary has carried out its functions even though it is not optimal. Employee leadership at the Karawang Class IIA Penitentiary is going well, this can be seen from the answers of 134 respondents who answered 7 statements, so that a value of 2.11 is obtained and can be categorized as Fairly Good. Based on the results of data analysis using statistics, namely the correlation coefficient, and determination, it can be concluded that leadership affects employee performance in Class IIA Karawang Penitentiary.

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