

THE INFLUENCE OF LEADERSHIP ON EMPLOYEE PERFORMANCE (STUDY ON PERUMDA BPR GARUT)

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Abstract. This research is based on the tendency for employee performance at Perumda BPR Garut to decline. This phenomenon can be caused by various factors, one of which is a low level of leadership. The purpose of this research is to find out how leadership is at Perumda BPR Garut, how employees are performing at Perumda BPR Garut, how leadership influences employee performance at Perumda BPR Garut. This research uses a quantitative research approach with survey research methods and descriptive and associative types of explanation. The population of this study was some of the employees of Perumda BPR Garut, totaling 63 people. The sampling technique uses probability sampling technique with non-saturated sampling type. The data analysis technique used in formulating research problems is rating scale analysis, correlation coefficient analysis, coefficient of determination test and hypothesis testing. From the results of descriptive statistical analysis, a rating scale value was obtained of 1,854 for the leadership variable and 4,125 for the performance variable. These results show that all research variables are in the very good category but not yet optimal. Based on the results of the correlation test, it is clear that leadership has a moderate influence on employee performance with an r value of 0.725, with a coefficient of determination of 52% and the remaining 48% is influenced by other factors not studied such as job satisfaction, work motivation, stress levels and others. and so on... Hypothesis test results show that leadership has a positive and significant effect on employee performance with a calculated t value of (8,209) > t table (1,670) and a significance value of 0.000 < 0.05.

Keywords: leadership; employee performance.

I. INTRODUCTION

In the era of revolution 4.0, the development of the banking world in Indonesia is currently experiencing rapid development. Current developments require more effective, efficient and much more competitive action for companies, especially the banking world in Indonesia. In responding to changing developments, the world of banking in Indonesia is still teetering. This is caused by the lack of human resource expertise, and the contract system is often applied to other parties in managing its various vital units. This condition also has an impact on employee performance and company performance not being optimal. In other words, in an effort to improve company performance, the role of human resource management in the company is very much needed, including through the support of appropriate leadership patterns and high employee work motivation, which is expected to influence increased employee performance (French in Muizu, et al, 2019) .

In realizing the goals of an organization that is reliable and has good capabilities. According to Law no. 2 of 2022 article 1 Job Creation is an effort to create jobs through facilitating, protecting and empowering cooperatives and micro, small and medium enterprises, improving the investment ecosystem and ease of doing business, and Central Government investment and accelerating national strategic projects. Employee performance is closely related to employees' attitudes towards their work, work situations,

cooperation between leaders and employees, and between fellow employees. According to As'ad in Asnawi (2019:11) employee performance must be determined by achieving targets over the time period achieved by the company. Good employee performance aims to improve company performance.

Good leadership will produce a good group or country. Meanwhile, bad leadership will produce a bad group or country. The progress of a company will depend on its leadership in managing the organization, because employee loyalty and discipline will provide support for leaders who are responsible and highly dedicated (Sintani, 2022: 54).

According to Fahmi (2017: 141), leadership has an influence in encouraging increased employee performance. This is in line with research conducted by Gede and Piartini entitled The Influence of Leadership on Employee Performance Moderated by Work Motivation in BPRs in Sukawatin Gianyar District, which states that leadership has a positive and significant effect on employee performance. Apart from that, there was also research conducted by Tawas and Poluan entitled The Influence of Leadership, Organizational Culture, and Competency on Employee Performance at PT. Bank Syariah Mandiri Bitung Branch shows that leadership has a significant effect on employee performance at Bank Syariah Mandiri Bitung Branch.

Perumda BPR Garut is a banking industry company with a government-owned business entity which was formed on March 31 2008 as a result of the consolidation of 9 districts.

Garut. Perumda BPR Garut has the aim of improving business performance based on HR competency and increasing contribution to PAD and realizing Perumda BPR Garut as the largest, toughest, healthiest and most efficient bank. Based on research observations, Perumda BPR Garut's financial ratios are in a healthy category based on BI banking criteria. The reason the researcher chose this locus was that it was already in the form of a legal entity, namely BUMD (Regional Owned Enterprise) changing the name of PD (Regional Company) to Perumda, apart from that, Perumda BPR Garut was supervised by the Financial Services Authority which was in the banking industry in Garut Regency, so the researcher was interested to conduct research there.

Based on the recapitulation of the performance assessment, the author also conducted an interview with the head of the human resources management division that during this 3 year period employee performance could perhaps be said to be good, but if we look at what it should be, the performance achieved by all employees in each branch has not been optimal. as explained below.

1. In meeting work targets, employees complete their work at the end of the time. The work target was not achieved within the time target determined by the company leadership.
2. Some employees in carrying out their duties are not in accordance with the planning directions from their leaders.
3. When some employees are evaluated by the leadership, sometimes they don't accept it.
4. Due to pressure from their leaders, it is sometimes difficult for employees to get new ideas in carrying out their duties.

II. RESEARCH METHODS

The research method used in this research is a quantitative research method. According to Sugiyono (2018:14), research is based on the philosophy of positivism which is used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses objective research instruments, and data analysis is quantitative or statistical in nature, with the aim of testing the established hypothesis. In this research the author used a quantitative method with a descriptive and associative approach.

III. RESULTS AND DISCUSSION

Leadership of Perumda BPR Garut

Leadership is the behavior of an individual who leads to direct the activities of a group towards a goal that they want to achieve together (Obiwuru in Busro, 2018:216). Leadership is a very important role in achieving organizational goals, every organization needs a leader who provides an example who will be a role model for his subordinates so that leaders can influence and mobilize employees to have the will to achieve organizational goals. Therefore, every leader must be able to influence and always be a role model in achieving organizational goals. After

proving the theories used as references by carrying out calculations and analysis according to the answers given by respondents in the questionnaire regarding leadership, the respondents' responses regarding leadership at Perumda BPR Garut were in the very good category. This is based on the results of distributing questionnaires to 63 employees, the majority of respondents answered agreeing to the statement submitted to respondents. This is based on the results of the rating scale calculation, resulting in a score of 1,854 or 73.57% of the total index, so this is in accordance with the statement of the respondent who got the highest score in the leadership function dimension as a controller with the supervisory ability indicator item number 8 in table (4.16) namely in the statement "The leadership of Perumda BPR Garut always tries to optimize the resources owned by the company" with a score of 259. This means that the leadership of Perumda BPR Garut already has the ability to optimize the resources owned by the company well. This is in line with Stoner's opinion in Wijaya and Rifa'I (2016:61) who say that leadership is a process of directing and influencing activities related to group tasks. This means that the leadership of Perumda BPR Garut has good controllers.

However, there are still indicators that get low scores. This is based on the statement of the respondent who got the lowest score, namely in the dimension of the leader's function as a motivator with an indicator of the ability to give awards with item number 6 in table (4.14), namely in the statement "The leadership of BPR Garut always gives awards to subordinates who are able to demonstrate achievement "good" with a score of 217. This statement received a low score because employees felt that leaders still did not have the ability to give awards to subordinates who showed good performance. This means that the giving of awards to subordinates carried out by leaders at Perumda BPR Garut still needs to be improved because it received a poor response from employees. Leaders who are able to give appreciation to their subordinates will have a positive impact on their subordinates. This is in line with Stoner's opinion in Ghofur (2019: 17) that leadership can be defined as a process of directing and influencing the activities of a group of interconnected members. Leaders view each employee as a subject who has various aspects, such as different desires, abilities and opinions that can be conveyed as aspirations. The respondent's response is included in the very good category because it is located between points 1,512 and 2,016 which is close to strongly agree, which means that the leadership of Perumda BPR Garut has leadership in the very good category.

Performance of Perumda BPR Garut Employees

Employee performance is how much the employee contributes to the organization, which includes, among other things, output quantity, output quality, output period, presence at work and cooperative attitude (Adamy, 2016: 91). An employee's performance reflects the achievements obtained from predetermined targets. When employee performance declines it will have an impact on organizational goals. Without good performance from employees, it will be difficult for the organization to achieve its desired goals. So employee performance is one of the keys for an organization

to achieve its goals. After proving the theories used as references by carrying out calculations and analysis according to the answers given by respondents in the questionnaire regarding employee performance, the respondents' responses regarding employee performance at Perumda BPR Garut were in the very good category. This is based on the results of distributing questionnaires to 63 employees, the majority of respondents answered agreeing to the statement submitted to respondents. This is based on the results of the rating scale calculation, resulting in a score of 4,125 or 77% of the total index, so that the respondent's response is included in the very good category because it is located between points 3,213 and 4,284 which is close to strongly agree, which means the leadership of Perumda BPR Garut has employee performance in the very good category. This is in accordance with the statement of the respondent who got the highest score in the cooperation dimension with the indicator of caring for co-workers with item number 12 in table (4.29), namely in the statement "Perumda BPR Garut employees always have sympathetic and empathetic concern for fellow co-workers" with a score 258. This is because employees at Perumda BPR Garut have a high level of sympathy and empathy for their fellow workers. This means that Perumda BPR Garut employees already have good performance. This is in line with the opinion of Sutrisno (2018: 123) who says that employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization. This means that the performance of Perumda BPR Garut employees has good performance.

However, there are still indicators that are still considered inadequate and need to be improved. This is based on the respondent's statement which has the lowest score, namely in the personality dimension with the indicator of work discipline with item number 17 in table (4.34), namely in the statement "To maintain a good work ethic, Perumda BPR Garut employees are always disciplined towards the guidelines and work rules" with a score of 216. This statement received a low score, which means that the employee's abilities in terms of personality and reasons for working are still lacking.

This is in line with the opinion of Hersey and Blanchard in Sinambela (2016:481), performance is a function of motivation and ability to complete tasks and work, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. According to Mondy and Premeaux in Sinambela (2016:481) performance is influenced by goals.

The Influence of Leadership on the Performance of Perumda BPR Garut Employees

Leadership is a very important role in an organization to achieve predetermined goals. According to Thoha in Badu and Djafri (2017:32) leadership is an activity to influence the behavior of other people, or the art of influencing human behavior, both individuals and groups. Based on the data results from hypothesis testing by comparing t count with t

table with the criteria for accepting and rejecting H_0 , namely if $t \text{ count} > t \text{ table}$ then H_a is rejected and vice versa if $t \text{ count} < t \text{ table}$ then H_a is accepted. Judging from the test results, it can be seen that the leadership variable has a calculated t value of 8,209 $>$ 1.671 where ($t \text{ calculated} > t \text{ table}$) and a significance value of 0.000 is smaller than a significance value of 0.05. Based on the criteria values, H_0 is rejected and H_a is accepted, meaning that leadership has a positive effect on employee performance so that the first alternative (H_0) is rejected. These results are in line with the results of previous research conducted by I Komang Gede and Putu Saroyeni Piartini (2018) The Influence of Leadership on Employee Performance Moderated by Work Motivation in BPRs in Sukawati Gianyar District, the results of the research show that leadership has a positive and significant effect on performance employee. This is shown by the t value of 4.216 $>$ 1.671, it can be concluded that H_0 is rejected and there is a positive and significant influence of leadership on performance. Then another research conducted by Ni Luh Sri Astuti et al, (2017), entitled "The Influence of Leadership, Work Ethic and Individual Characteristics on Employee Performance at PT. BPR Naga Batubulan Gianyar (2022), the results of the research state that there is a significant influence between Leadership has a positive and significant effect on employee performance at PT BPR Naga Batubulan Gianyar.

IV. CONCLUSIONS

Leadership at Perumda BPR Garut is in the very good category, but has not yet reached the optimal level. This is based on the results of the questionnaire which showed that the majority of respondents answered in the affirmative. From the results of the respondents' responses, it shows a total score of 1,854, this value is between the points 1,512 and 2,016. This means that the leaders at Perumda BPR Garut already have a very good level of leadership. Employee performance at Perumda BPR Garut is in the very good category but has not yet reached the optimal level. This is based on the results of the questionnaire which showed that the majority of respondents answered in the affirmative. From the results of the analysis of respondents' responses which showed a total score of 4,125, this value is between points 3,213 and 4,284. This means that employees at Perumda BPR Garut already have a very good level of performance. Based on the results of the data analysis that has been carried out, leadership has a positive effect on employee performance, which is indicated by the calculated t value $>$ table (8,209 $>$ 1.671) and a significance value of 0.000 which is smaller than the significance value of 0.05 and has a coefficient of determination value of 0, 52 or 52%. Thus H_0 is rejected and H_a is accepted.

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