

THE INFLUENCE OF LEADERSHIP ON EMPLOYEE PERFORMANCE AT PT. MARUMO INDONESIA FORGING KARAWANG WEST JAVA

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ABSTRACT

This research aims to determine the influence of leadership on employee performance at PT. Marumo Indonesia Forging Karawang, West Java, with a research focus on examining the determining factors of leadership in an organization or business. The type of research used is quantitative research, which is designed as a way of researching to obtain relevant data and information as a basis. The data sources used in this research are primary and secondary data sources with a total of 60 respondents. Data collection techniques using observation and distributing questionnaires. Data were analyzed using simple partial linear regression analysis. The results of this research show that there is a positive influence and there is significance between leadership variables and employee performance at PT. Marumo Indonesia Forging Karawang West Java obtained the results of a simple partial linear regression test which had the greatest influence on variable Y, especially variable so it can be concluded that there is a significant and positive influence of the Leadership variable (X) on employee performance (Y).

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1. Introduction

One factor that needs to be remembered when doing work is achieving good performance according to the work standards set in an organization. However, several factors influence achieving the desired performance such as leadership style, job satisfaction, skills, organizational culture, compensation, motivation, work environment, organizational commitment, and others. Organizations that succeed in achieving their goals and can manage everything within the organization depend on its leadership (Muizu, Kaltum, & Sule, 2019). If the leader can perform well it will help the organization achieve its goals. An organization needs a leader who can be responsible and able to influence the behavior of its members or subordinates. Leadership quality is one of the factors that influence the success or failure of an organization. Every leader is required to pay good attention to motivating, mobilizing, and directing all the skills of employees in their environment to achieve effective performance. Leaders must engage in meaningful coaching to encourage employees to improve their performance (Arianty, 2018).

Leadership is an abstract concept, but the results are real. Sometimes leadership leads to art, but is interconnected with science sometimes. Leadership is both an art and a science. There are many definitions of leadership, depending on the point of view used. Robbins defines leadership as the ability to influence a group of members to work towards predetermined goals and objectives (Tjiptono & Diana, 2013). Leadership is a very important factor that can influence the success of an organization because leadership is the main activity through which organizational goals can be achieved. Leadership consists of three elements which include leaders, followers, and situational elements. The interaction of these three factors leads to success and satisfaction (Gitosudarmo & Sudita, 2020). Heidjrachman and Husnan explained that the relationship between employee performance and a leader's leadership style influences the achievement of an organization's goals. Regarding leadership style in an organization, each leader has a different leadership style in each organization. The leadership style applied can influence employee performance (Mangkunegara, 2021).

A leader's choice of leadership style must take into account situational factors, such as the preferred style of a particular organization or workgroup, the nature of the task or team, time constraints, and the like. Time and even environmental factors can influence organizational members' attitudes toward leadership strength. Most leaders or managers will choose the preferred leadership style in the organization. If senior management emphasizes people skills, managers will favor a leadership style that values employees. If an assertive and authoritative style seems preferable, the manager will switch to a task-oriented style (Sopiah, 2018).

Leadership style is related to job satisfaction. Poor employee performance causes the implementation of tasks that are not optimal to achieve business goals. It causes employees to neglect many tasks, causing controversy in the performance of the company and organization. To encourage increased performance, employees must have a high work ethic and motivation in carrying out the tasks assigned by the company to create a sense of job satisfaction. At the same time, leadership style plays a very important role in influencing employee performance. Development in an organization depends on the performance of the employees themselves. Lack of leaders in providing motivation is one of the problems that often arises in the world of work because to create motivation and direction, leaders must understand and comprehend the situation of each employee, in other words, leaders must have closeness to workers (Rivaldo & Ratnasari, 2020).

PT. Marumo Indonesia Forging was founded in 1995 to respond to the growth of the automotive industry in Indonesia over several decades. The company is committed to providing specific, reliable, and economical solutions for various sectors of the automotive industry using high-strength components such as engine parts and others. Located in the strategic industrial area of KIIC, Karawang, West Java, allowing PT Marumo Indonesia Forging to respond quickly to any changes in a dynamic industrial framework, the company combined consistent product process control to ensure high-quality products. Currently, PT. Marumo Indonesia Forging offers complete product manufacturing solutions for all automotive-based industries (Yusro & Kiswanto, 2014). This strong foundation allows it to achieve extraordinary business development and consolidate its position as the leader of the automotive component manufacturing market in Indonesia. In terms of business coverage for almost 20 years, PT Marumo Indonesia Forging has been leading as a manufacturer and supplier to automotive factories. PT. Marumo Indonesia Forging produces various kinds of forged steel-based automotive components such as engine parts and others, including supporting parts for building construction components (Marpaung et al., 2022).

Seeing that PT. Marumo Indonesia Forging is a foreign company, of course, acquiring performance results is required based on the main objectives of the company itself. According to the results of previous observations, it was felt that the work ethic in the company was still lacking, it could be seen from the lack of communication between leadership and employees. The motivation

that is really needed at work cannot be channeled properly to employees. Lack of communication and employee work ethic, indicated by not achieving monthly production targets.

2. Materials and Methods

This research is quantitative, research based on the philosophy of positivism used to research certain populations or samples. The sampling techniques are generally carried out randomly. The data collection uses research instruments and data analysis is quantitative statistics with the aim of testing predetermined hypotheses (Sugiyono, 2013). Apart from quantitative research, this research includes correlation research. Correlation research is research carried out by researchers to determine the level of relationship between two or more variables, without making changes, additions, or manipulations to data that already exists (Arikunto, 2020). This research was conducted within the company environment of PT. Marumo Indonesia Forging, Karawang West Java. The sampling technique uses a purposive sample. This technique is a way of taking subjects not based on strata, random, or area but based on a specific goal. The data collection technique used in this research was by using a questionnaire. Data testing uses validity tests and reliability tests. The data analysis technique uses multiple regression analysis. Multiple regression analysis is used to predict what the condition will be (increase and decrease) in the dependent variable if two or more independent variables as predictors are manipulated (increase and decrease in value). Test the hypothesis using the T-test and F-test

3. Result and Discussion

Leadership is an activity that aims to influence the behavior of other people or the art of influencing people's behavior, both individually and in groups. Leadership does not need to be limited by rules or bureaucratic style. The leadership indicators used in this research include a climate of mutual trust, respect for subordinates, taking into account the feelings of subordinates, attention to work comfort for subordinates, taking into account the job satisfaction factor of subordinates to complete the tasks entrusted to them, recognition of the status of subordinates in general, appropriate professional and attentive to the welfare of subordinates.

Performance is a description of the degree of achievement in implementing an activity program or policy to achieve the organization's goals, objectives, vision, and mission defined through the organization's strategic planning. Performance can be known and measured if an individual or group of employees has the criteria or standards of success criteria set by the organization. So, if there are no defined goals or objectives, individual performance or organizational performance cannot be experienced without success criteria (Mangkunegara, 2021). Employee performance indicators that will be used in this research include work quality, punctuality, initiative, ability, and communication.

The samples used were employees from PT. Marumo Indonesia Forging Karawang West Java. The gender of the respondent is used as a guide to find out how many men and women are in this study.

Table 1. Respondent Gender

Gender	Number	Percentage (%)
Male	48	80
Female	12	20
Total	60	100

Based on table 1, it can be seen that the gender of the respondents was 48 men with a percentage of 80% and 12 women with a percentage of 20%. This shows that the majority of employees at PT. Marumo Indonesia Forging Karawang West Java is male.

The ages of the respondents were intervals from young to old. It can be seen in the table as follows:

Table 2. Respondent Age

Age	Total	Percentage (%)
22-30 years	37	61,6
34-40 years	18	30
42-51 years	5	8,4
Total	60	100

Based on Table 2, it is stated that the most dominant age is 22-30 years old with 37 of 60 respondents with a percentage of 61.6%. Then followed by those aged 34-40 years totaling 18 respondents with a percentage of 30%, for those aged 42-51 years there were 5 respondents with a percentage of 8.4%.

The initial stage of the data analysis process is to carry out a validity test using the SPSS version 22 application. In this research, validity testing was carried out on 60 respondents at PT. Marumo Indonesia Forging Karawang West Java. This test decision is made based on the calculated r-value (corrected item-total correlation). r table is 0.279 for $df (60-2) = 60-2 = 58$; $\alpha = 0.05$. The criteria for making validity test decisions is if the calculated r-value $>$ r table then the questionnaire is declared valid but if the calculated $r <$ r table then the questionnaire is declared invalid. The results of the validity test carried out by researchers show that for variable x, namely leadership, and variable y, namely employee performance, the calculated r-value (0.000) for each question item is smaller than the table r value (0.279), so it can be concluded that each question item is valid. So, this questionnaire can be used as a measure tool of the influence of leadership on employee performance.

Reliability testing is used to maintain the reliability of an instrument or measuring tool, so researchers carry out this reliability test, where the instrument that is tested for reliability is valid, while an instrument that is not valid cannot be tested for reliability. In measuring this reliability test, the researcher used Cronbach's Alpha with the help of SPSS for 22. The results of the reliability test that has been carried out show that all variables have quite large Alpha coefficients, namely 0.787 and 0.740, while the conditional value is 0.60, so it can be said that all measuring concepts respectively each variable from the questionnaire is reliable so that henceforth the items in each variable concept are suitable to be used as measuring tools.

The hypothesis that will be used is that leadership influences employee performance at PT. Marumo Indonesia Forging Karawang West Java. So, hypothesis testing was carried out with variable X for leadership and variable Y for employee performance. The following are the recapitulation results of the partial linear regression test results of the influence of indicator X on Y:

Table 3. Recapitulation Results of The Partial Linear Regression Test

No	Variable Indicator X	Influence on Variable Y (%)
1	A climate of mutual trust (X^1)	19,8
2	Respect for subordinates (X^2)	4,7
3	Consideration of subordinates' feelings (X^3)	6,3
4	Attention to work comfort for subordinates (X^4)	10,2
5	Taking into account the satisfaction factor of subordinates to complete the tasks entrusted to them (X^5)	13,1
6	Recognition of the status of subordinates appropriately and professionally (X^6)	12,2
7	Attention to the welfare of subordinates (X^7)	22,7

Based on the results of observations, it can also be seen that the leader can carry out good interactions when activities are running quite well. A climate of mutual trust can increase self-confidence in employee performance and can increase interaction between employees at PT. Marumo

Indonesia Forging Karawang West Java. However, the research results show that the influence of leadership (X1) on employee performance (Y) tends to be quite good.

Leaders in giving appreciation to subordinates are still lacking, this influence can be seen from on-site observations and from the results of questionnaires given to employees regarding appreciation to subordinates, where the results of research show that the influence of appreciation to subordinates (X2) on employee performance (Y) tends to be very low.

If leaders take into account the feelings of subordinates, employee performance will definitely be better and more advanced, but judging from the answers to employee questionnaires regarding taking into account subordinates' feelings, it can improve employee performance. The research results show that the influence of taking into account the feelings of subordinates (X3) on employee performance (Y) tends to be quite low, it could be said to be very low because on average employees are more likely to want leaders to take their feelings into account.

If leaders pay attention to work comfort for subordinates, employee performance can run well. Meanwhile, the results of interviews with several employees regarding attention to work comfort for subordinates can increase discipline and be active in carrying out their duties. However, the results of this research show that the influence of attention to work comfort for subordinates (X4) on employee performance (Y) is quite good, it can be said to be quite good because the figure from X4 is almost towards the average research figure.

If a leader pays attention to the welfare of his subordinates, he will be able to have a good effect on the performance of his subordinates. The research results show that the influence of attention to the welfare of subordinates (X5) on employee performance (Y) tends to be quite strong, and can be said to be quite strong because few employees choose leaders who pay more attention to the welfare of their subordinates.

The job satisfaction factor of subordinates in completing the tasks entrusted to them is very important and very helpful for better employee performance. The research results show that the influence of taking into account the job satisfaction factor of subordinates to complete the tasks entrusted to them (X6) on employee performance (Y) tends to be good. It can be said that the average is good because the average employee states that the job satisfaction factor is there to carry out better performance.

Leaders must pay attention to the status of their subordinates because if leaders pay attention to the status of their subordinates, employee performance will be better, and leaders must also be alert in providing tasks that suit the status or skills of each employee. The results of this research show that the influence of recognizing the status of subordinates appropriately and professionally (X7) on employee performance (Y) tends to be very good.

In the table above, it can be explained that the indicator of attention to the welfare of subordinates is the highest compared to other indicators with a result of 22.7%, This variable is in the good scale range, the climate indicator of mutual trust with a result of 19.8%, this variable is also in the scale range Good. Moreover, the indicator takes into account the satisfaction factor of subordinates to complete the tasks entrusted to them with a result of 13.1% which is in the good scale range, the indicator of recognition of the status of subordinates appropriately and professionally with a result of 12.2% is in the good range, an indicator of attention on work comfort for subordinates with a result of 10.2% which is in the quite good range. The next indicator is taking into account the feelings of subordinates with a result of 6.3% with a good scale range, and the last indicator is respect for subordinates with a result of 4.7% and a good scale range. This means that leadership is quite effective or quite influential on employee performance at PT. Marumo Indonesia Forging Karawang West Java.

Leadership is the way a leader influences the behavior of subordinates to cooperate and work effectively and efficiently to achieve organizational goals (Hasibuan, 2018). Apart from that, leadership is a person's ability to influence other people, in this case, the leader can influence his

subordinates in such a way that the subordinates are willing to carry out the leader's wishes even though personally they may not like it (Siagian, 2018).

The function of leadership is to guide, lead, coach, build, provide, or develop work motivation, drive the organization, establish good communication networks, and bring followers to the targets they want to achieve, according to the time requirements (Kartini, 2016).

Based on the results of this research, it shows the influence of leadership on employee performance at PT. Marumo Indonesia Forging Karawang West Java is related to leadership indicators, the influence of a climate of mutual trust (X1), the influence of respect for subordinates (X2), the influence of taking into account the feelings of subordinates (X3), the influence of attention to work comfort for subordinates (X4), the influence of attention to the comfort of subordinates (X5), the influence of taking into account the job satisfaction factor of subordinates to complete the tasks entrusted to them (X6), the influence of recognizing the status of subordinates appropriately and professionally (X7) has a positive and significant influence on employee performance variables (Y).

4. Conclusion

Based on the results of research conducted by the author at PT. Marumo Indonesia Forging Karawang, West Java, regarding the influence of leadership on employee performance, it was concluded that based on simple linear regression analysis, it was partially known that the influence of variable is 7% on indicators of respect for subordinates.

Thus, it can be concluded that the influence of leadership on employee performance at PT. Marumo Indonesia Forging Karawang, West Java is big. The leadership indicators that emerge include a climate of mutual trust, the influence of respect for subordinates, the influence of taking into account the feelings of subordinates, the influence of attention to work comfort for subordinates, the influence of attention to the comfort of subordinates, the influence of taking into account subordinates' job satisfaction factors to complete assigned tasks. entrusted to him, and the influence of recognizing the status of subordinates appropriately and professionally has a positive and significant influence on employee performance variables.

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