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The Influence of Leadership on the Performance of Employees in Karawang Class Iia Correctional Institution

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Abstract

This study examines the relationship between leadership and employee performance in Karawang Class IIA Correctional Institution. The research method involved descriptive analysis to understand leadership and employee performance in the institution, and verifiative analysis to quantify the impact of leadership on employee performance. Primary and secondary data were collected through observation, interviews, questionnaires, and literature review. The hypothesis tested whether leadership influences employee performance in the institution. Statistical methods including Simple Linear Regression, Correlation Coefficient, and Coefficient of Determination were utilized through the IBM SPSS application program. The findings revealed a Coefficient of Determination (KD) value of 0.45, indicating a significant influence of leadership on employee performance at Karawang Class IIA Correctional Institution.

Keywords: Leadership, Employee Performance, Penitentiary.

INTRODUCTION

In an organization, the human factor is the main key that greatly supports the survival and success of the organization in achieving goals. In this case, humans need adequate facilities and infrastructure to achieve organizational goals. Because without the facilities and infrastructure that support, humans cannot carry out the programs set.

Leadership is a central problem in organizational management, the back and forth of the organization, the dynamics or not, the growth and development, the death of the organization, whether or not people are happy to work in the organization, and the achievement or failure of organizational goals, partly determined by the right or not the leadership applied in the organization concerned.

The term leadership is as old as human life since humans are aware of themselves; there is no group of humans in their social life who do not have leaders because leaders are considered to determine efforts to obtain what is the ideal needs of society itself; leaders are people who guide and direct others to act.

Seeing the importance of quality human resources in carrying out organizational activities, leaders who can direct all personnel in the organization are needed. In other words, an

organization needs a leader who has the ability to lead well and work together with all existing organizational components to achieve goals.

To achieve the organizational goals set, the personnel (in this case, employees) who are the backbone of an agency/institution need to improve work results. Employee performance is the level of work productivity that helps employees achieve job requirements. Employee performance can also be interpreted as the results of work that has been achieved by an employee in a certain period. By improving the results of his work, he will be able to see the extent to which the plans that have been set can achieve results. If the results obtained are by what was planned, then the way of work implemented can be said to be good. However, if the results of the work obtained are far from the plan, it is necessary to look for the causative factors.

In an agency that has complex tasks, an organizing system is needed that is able to compare all sections so that a section head will lead each section. This is done to make it easier to organize, nurture, and direct the subordinate employees so that they can work well and optimally.

Employees, as the personnel who carry out the 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 their activities. Therefore, a leader who can direct his employees is always needed to improve their work performance abilities.

A successful leader is one who can adapt the style to fit the situation and can influence the leadership style in a given situation, such as task guidance, expectations, and superior abilities, although admittedly, these factors all have an important influence on the style's effectiveness. The main factors that impact the leadership style applied by the leader depend on the level of maturity shown by followers for a particular task, function, or goal that the leader wants to carry out through individuals or groups.

Effective leadership is successful in carrying out his role as a leader. This success can generally be measured in various aspects, including increasing employee work productivity, service, job satisfaction, and production results or the work of the part he leads. Therefore, the effectiveness of the work of leaders is very decisive for the leadership role.

A common term for people who can influence the behavior of others is leader. The leader largely determines an organization's success or failure. That the leader is responsible for failing to perform a job, is an expression that occupies the most important position.

The ability of leaders to move 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 by the responsibilities and authorities he has.

In this study, the author sees that the knowledge, skills, and work maturity possessed by Karawang Class IIA Correctional Institution Employees are still lacking, so personnel performance is not optimal. Judging from the problems that have not been handled properly, it can be seen that the Leader of Karawang Class IIA Correctional Institution Employees in improving employee performance leadership there are several obstacles, namely the lack of leadership in providing

motivation, support, guidance/direction and supervision to Karawang Class IIA Correctional Institution Employees, lack of adequate facilities and infrastructure so that the performance of Correctional Institution Employees Class IIA Karawang is less than optimal.

The problem of leadership is an attempt to move people to work together towards ideal, convincing subordinates to follow and obey it. The leadership's efforts in moving its employees are so that all instructions and orders can be carried out properly, so that they can achieve organizational goals effectively and efficiently. Leadership efforts to influence employees can be done individually or in groups. The leader of Karawang Class IIA Penitentiary Employees must be able to exercise his leadership by influencing every personnel and group of people in his work unit to achieve their goals jointly.

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

METHODS

The method used in this study is the Descriptive Method of Analysis, which is meant by the Descriptive Method of Analysis is research aimed at explaining certain social phenomena.

Operational Variables

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

Dependent Variables

According to Sugiyono (2013: 59), dependent variables are often called output variables, criteria, and consequences. In Indonesian, it is often referred to as a dependent variable. A dependent variable is a variable that is affected or that becomes a result due to the presence of an independent variable.

This study's dependent variable is Personnel Performance at Karawang Class IIA Penitentiary. The knowledge, skills, and work maturity possessed by Karawang Class IIA Correctional Institution Employees are still lacking so employee performance is not optimal, judging from the problems in handling supplies needed by both cooperative members and the surrounding community that have not been handled properly, it can be seen that the Head of Karawang Class IIA Correctional Institution in improving employee performance leadership there are several obstacles, namely lack leadership in providing motivation, support, guidance/direction and supervision to Karawang Class IIA Correctional Institution Employees, lack of adequate facilities and infrastructure so that the work of Karawang Class IIA Correctional Institution Employees is less than optimal.

Independent Variables

According to Sugiyono (2013: 59), independent variables are often called stimulus variables, predictors, and antecedents. In Indonesian, it is often referred to as an independent variable. An

independent variable is a variable that affects or causes its change or the emergence of a dependent variable (bound).

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

Table 1. Variable Operationalization

Variable	Conceptual	Dimension	Indicators	Size	Scale
Leadership (X1)	Norms of behavior used by a person at the time when that person tries to influence the behavior of others (Fiedler, 1967: 17)	1) Provide support 2) Provide hints 3) Gives encouragement 4) The existence of work instructions and procedures 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)	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

Data Sources and Methods of Collection

Population and Research Sample

According to Sugiyono (2013: 115), population is a generalized area of objects or subjects with certain qualities and characteristics determined by researchers to be studied and then draw conclusions.

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

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

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

where n   = sample/respondent
       N   = employee population
       e   = 15% tolerable error
       where : 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 Techniques

The data collection techniques used by the authors in this study are:

Field study is a data collection technique carried out by the author directly into the field to collect data using questionnaires (by providing a list of written questions to respondents).

In collecting data through this questionnaire, several things need to be explained, namely:

1. The form of the questionnaire is closed; that is, the author has determined the choice of answers to the questions asked.

2. The author chooses alternative answers in choices with gradation form: Always, Sometimes, Never.

The answer to each item is measured according to the Likert scale, which is a scale that has a very positive to negative gradation, also to analyze quantitatively. According to Sugiyono (2013: 73):

Likert scales measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. The researcher has explicitly determined this social phenomenon and hereinafter referred to as a research variable.

By determining the score for the questions made, it is further classified as follows:

(1) For answer A with criteria always given a score of 3.

(2) For answer B with criteria, sometimes given a score of 2.

(3) For answer C with criteria, it was never scored 1.

Analysis Design and Hypothesis Test

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

1. Primary data is obtained directly through questionnaires or questionnaires distributed to respondents or Karawang Class IIA Correctional Institution Employees.
2. Secondary data is data obtained from archives at Karawang Class IIA Penitentiary Employees.

   Data analysis is carried out with the following steps:

1. Coding data is done by placing the letters provided and included in your alternative answers. Respondents put a cross on the letter.
2. Data processing is processed based on questionnaires collected from the questionnaire given, then tabulated from the answers.
3. Data analysis is processed to examine the tabulation results qualitatively by comparing the results of observations.

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

• Answer A means active, value 3.

• Answer B Sometimes, value 2.

• Answer C Never, value 1.

From the scoring above, the interval between one criterion and another 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 next level of answer categories to obtain the number of interpretations or interpretations is used the calculation formula according to Bakri Siregar as follows:

M =   f(x) / n

Information:

M = acquisition of interpretation number

f = frequency of answers

x = weighting (scale of values)

   = Addition

n = total number of answers.

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

So to find out whether there is a relationship a statistical test is used, namely a test of the Spearman Rank Order Correlation (ROS) (Sugiyono, 2013: 186) as follows:

Information:

Rs = Spearman Rank Order Correlation Coefficient

n = number of samples

di = Ranking difference between variable X and variable Y

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

a.   If the results of the analysis are calculated using the rs calculate > rs table   , then the hypothesis is accepted.

b.   If the results of the analysis rs calculate < rs table   then the hypothesis is rejected.

rs table is the value obtained from the Spearman Rank table with alpha ( ) predefined 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:

Table 2. Judging Criteria

Interval	Level
Coefficient	Relationship
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Medium
0,60 – 0,799	Strong
0,70 – 1,000	Very Powerful

(Sugiyono, 2013: 149)

RESULTS AND DISCUSSION
Influence of Leaders with Employee Performance in Karawang Class IIA Penitentiary

In an effort to improve employee performance, the Head of Karawang Class IIA Penitentiary, in addition to providing instructions to his subordinates either regarding instructions to do a specific or in coordinating to do a certain job.

In addition, the Head of Karawang Class IIA Penitentiary also always encourages his subordinates by providing input or ideas in work so that his subordinates can improve their performance and always encourages their employees to be more active in working.

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 doing a job, leaders always provide input to employees to be more motivated in doing a job. In addition, between leaders and subordinates often strengthen a 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 means, also the most crucial thing in work is to create a work discipline for employees because with that discipline, employee performance can be improved. Discipline is the main key in enhancing employee performance for the better.

Leadership Variable Analysis (Variable X)

Table 3. Recapitulation of Leadership Variable Indicators (X)

No.	INDICATORS	WMS	INFORMATION
1	Providing Support	(2,28)	Keep
2	Giving Hints	(2,27)	Keep
3	Giving Encouragement	(2,26)	Keep

6	Existence of Work Instructions and Procedures	(2,07)	Keep
5	The existence of homogeneous policies	(2,37)	Keep
6	Open Dialog	(1,67)	Less
7	Delegate or Representative	(2)	Keep

$$\sum = 16.78/7 = 2.11 \text{ (Medium)}$$

From the results of the recapitulation of the table in addition, it was concluded that the interpretation figure was 2.11 with a moderate assessment. This means that leadership has run quite optimally, this is based on indicators of variables obtained from respondents based on questionnaires and field interview results.

Performance Variable Analysis (Variable Y)

Table 4. Recapitulation of Employee Performance Variable Indicators (Y)

No	INDICATORS	WMS	INFORMATION
1	Giving Ideas or Ideas	(2,15)	Keep
2	Providing Analysis and Selecting Alternatives	(1,78)	Keep
3	Assign Tasks	(2,10)	Keep
6	Troubleshoot problems	(2,33)	Keep

$$\sum = 8.36/6 = 2.09 \text{ (Medium)}$$

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

CONCLUSION

Based on the analysis and hypothesis testing utilizing the Spearman Rank Order (ROS) Correlation formula, the obtained correlation coefficient of $r\_s = 0.45$ signifies a significant relationship between leadership and employee performance at Karawang Class IIA Correctional Institution. This result confirms the acceptance of the research hypotheses. Furthermore, it indicates a moderate level of association between the two variables. However, the questionnaire responses also revealed that leadership at Karawang Class IIA Correctional Institution may not be operating optimally despite fulfilling its function to some extent. With 134 respondents providing answers to seven statements, resulting in a score of 2.11 categorized as "Good Enough," the leadership performance is deemed satisfactory. Hence, the data analysis using statistical methods,

including correlation coefficients and determination, supports the conclusion that leadership significantly influences employee performance at Karawang Class IIA Correctional Institution.

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