

# The Effect Of Leadership Style And Career Development On Employee Performance At Cv Setia Kawan Medan

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## Abstract.

*The purpose of the study was to determine the effect of leadership style and career development on employee performance at CV Setia Kawan Medan. The data analysis method used in this study is a statistical analysis method using multiple linear regression equations. The research population is 45 employees who work in CV Setia Kawan. So the number of samples is the same as the population of 45 employees. Researchers tested the classical assumptions first before doing regression testing. The results showed that the calculated F value (8.907) was greater than the F table value (3.214), and sig.α (0.000a) was smaller than 5% alpha (0.05), so that leadership style and career development had a simultaneous effect. on employee performance at CV Setia Kawan Medan. Leadership style has an effect on employee performance at CV Setia Kawan Medan. Career development affects employee performance at CV Setia Kawan Medan. The influence of leadership style and career development on employee performance at CV Setia Kawan Medan is 80.2% while 19.8% is explained by other variables not included in this research model such as training, job stress and motivation.*

**Keywords:** Leadership Style, Career Development and Employee Performance

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## I. INTRODUCTION

The company has the resources to carry out its operations. These goals and interests, if they are in line with the goals of the organization, are of course not a problem, but often individual interests are contrary to the interests of the organization. In order for the achievement of organizational goals to run effectively and efficiently, human resources in the organization must be managed properly and correctly so that performance is high. Employee performance is a focal point for an organization. Employee performance becomes very important to achieve organizational goals. In achieving organizational goals, effective and efficient human resource performance is needed because organizational performance is the result of individual performance and group performance (Haryono, 2018). When the organization has human resources with good performance, it means that the existing human resources have high job satisfaction. Job satisfaction is important in the development of human resources in an organization. Job satisfaction between each individual with other individuals has differences. This is due to differences in the level of need between individuals. Job satisfaction possessed by an employee has a different impact. On the other hand, high job satisfaction will create an organization that has high performance. Conversely, if job satisfaction is low, it can be a threat to the organization because it will create setbacks or even bankruptcy. Job satisfaction is the result of an employee's liking or disliking of his job. Factors that can create job satisfaction among employees are of course different. In addition to employees who have an important role is the leader of the company.

Without a leader, the company's operations cannot run as they should. Leadership is a person who leads, directs and gives instructions or orders to someone or his subordinates to carry out. Company organizations really need reliable leadership in carrying out their activities so that company goals are achieved. Leadership in relation to employee performance is a leadership style, namely the way the leader influences his subordinates. Leadership in an organization has a great influence in shaping the performance of employees who are conducive to the company. Employee performance formed within the company encourages the achievement of company goals, such as the planned strategy. The leadership style of a company leader in influencing employee performance is the most important thing to be studied and analyzed. The style of a leader becomes an example for employees, so it can be a guide for employees. A leader if not disciplined can cause the employees to be undisciplined and follow the leader. So that leadership style is very influential on employee performance. The company provides opportunities for employees to have a career in their organization. Employee career development starts from employees being given positions that

are in accordance with their abilities and expertise. Employees who are able to have a good career in the company's organization are able to show good performance. So it is clear that humans or employees play an important role in the company. Therefore, companies must provide opportunities for employees to have careers in their organizations.

**Table 1.1.** List of Employees who resigned

Year	Employee	Percentage
2013	10	45 %
2014	12	
2015	15	

Source: CV Setia Kawan Medan, 2021

Based on Table 1.1 above, the decline in employee performance is due to leadership and career development that does not exist in this company. It aims to improve the knowledge, expertise and skills and attitudes of employees towards the tasks assigned by the company, which plays a major role in creating work effectiveness and efficiency. With the increase in knowledge, skills and attitudes of employees on their duties, it is expected to change behavior, so that they are able to produce good employee performance. However, the reality in the company is that the company's employees do not experience development so that employee careers are still low. Employees do not even develop the careers they had before. Given the importance of a good relationship between leaders and subordinates, a lot of effort is made by the leadership in leading employees to work with enthusiasm, honesty, sincerity and responsibility. Such as selecting a good workforce (skills), placing human resources according to their expertise, providing decent wages, holding training and training, holding promotions and paying attention to welfare as an effort to increase employee morale in order to achieve goals. Performance appraisal can be done by analyzing the work, duties and responsibilities of employees. Implementation standard is a measure used to assess the performance of the employee. For appraisal to be effective, appraisal standards should relate to the desired outcomes of each job. Factors that affect employee performance is a good employee career development. From the description above, the authors conducted a study with the title of research: "The Influence of Leadership Style and Career Development on Employee Performance through job satisfaction at CV Setia Kawan Medan".

## II. METHODS

### *Multiple Linear Regression Analysis*

Multiple regression analysis was used to determine the magnitude of the relationship and the effect of two independent variables (X1, X2) on the dependent variable (Y). To measure the effect of independent variables on the dependent variable, multiple regression analysis was used using SPSS software version 17.0. The formula is as follows;

$$Y = a + b_1X_1 + b_2X_2 + \varepsilon$$

Information ;

Y = Performance

a = Constant

b<sub>1,2</sub> = Regression Coefficient

X<sub>1</sub> = Leadership Style

X<sub>2</sub> = Career Development

$\varepsilon$  = Epsilon

## III. RESULTS AND DISCUSSION

### RESULTS

Multiple Regression Analysis Results

**Table 1.1.** Multiple Regression Coefficient Analysis Results

Coefficients <sup>a</sup>				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
1 (Constant)	10.433	1.968		5.301	.000
Leadership_Style	.308	.069	.367	4.439	.000
Development_Career	.392		.487	5.901	.000
Job Satisfaction	.413		.495	6.021	.000

a. Dependent Variable: Performance

Source: SPSS processed data results, 2021

Based on Table 1.1 above, the simple regression equation in this study is:

$$Y = 10,433 + 0,308 X_1 + 0,392 X_2$$

The explanation of the values of a and b, in the Unstandardized Coefficients, can be explained that this is.

1. Where the value of this constant indicates that if there is no value of the independent variable, namely leadership style and career development, the change in employee performance as seen from Y remains at 10,433.
2. Leadership Style = 0.308. This regression coefficient shows that for every increase in leadership style by one unit, the change in leadership style seen from the Y value will increase by 0.308 assuming other variables are considered constant.
3. Career Development = 0.392. This regression coefficient shows that for every increase in career development by one unit, the change in career development seen from the Y value will increase by 0.392. Assuming other variables are considered constant.
4. Job Satisfaction = 0.413. This regression coefficient shows that for every one unit increase in job satisfaction, the change in career development seen from the Y value will increase by 0.413. Assuming other variables are considered constant.

Thus it can be seen that leadership style and career development through job satisfaction have a positive regression coefficient which proves its contribution to the performance of employees of CV Setia Kawan Medan. Improved leadership style and career development can improve employee performance at CV Setia Kawan Medan.

**Table 1.2.** Determination Test

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Dimension 0	.730 <sup>a</sup>	.533	.522	3.760

a. Predictors: (Constant), Job\_Satisfaction, Career\_Development, Leadership\_Style

Source: SPSS processed data results, 2021

Based on the table above, the Adjusted R Square value of 0.522 means that the independent variables consisting of leadership style and career development can explain the performance of 53.3% and the remaining 46.7% are explained by other variables that are not included in the research model, such as competence, stress, work discipline, and so on.

## DISCUSSION

The results of the partial test statistic test (t test) show that the leadership style variable has a positive and significant influence on employee performance at CV Setia Kawan Medan. The leadership style variable has a t arithmetic value of 4.439 which is greater than t table of 2.018 and a significant value of t of 0.034 is smaller than 0.05, it can be concluded that H1 is accepted, namely "leadership style has a positive and significant influence on employee performance at CV Setia Kawan Medan". The results of this study are consistent with the results of previous studies including Ani and Chaisunah and Diah (2012) who found that leadership style is a variable that has a positive and significant influence on employee performance. This proves that the better the leadership style of a leader, the better the performance improvement in the company. The career development variable has a t-count value of 5.901 which is greater than t-table of 2.018 and a significant value of t of 0.000 is smaller than 0.05, so it can be concluded that H2 is accepted, namely "career development has a positive and significant influence on employee performance". The results of this study are consistent with the results of previous studies including Diah and Winarni (2013) who found that

career development is a variable that has a positive and significant effect on employee performance.

This proves that the better the employee's career development, the better the employee's performance in the company will be. The Job Satisfaction variable has a t-count value of 6.021 which is greater than t-table of 2.018 and a significant value of t of 0.000 is smaller than 0.05, so it can be concluded that the variable "job satisfaction has a positive and significant effect on employee performance". This proves that the more employees have job satisfaction it will be able to affect the performance of employees in the company. Based on the F statistical test carried out above, it can be seen that the calculated F value (49.105) > F table (3.220) with a significance value of 0.001 less than 0.05. Based on these results it can be concluded that H3 is accepted which contains that "leadership style and career development simultaneously have a positive and significant influence on employee performance at CV Setia Kawan Medan". The results of this study are consistent with the results of previous studies including those which found that leadership style and career development have an effect on employee performance simultaneously. The magnitude of the influence of the independent variable simultaneously on the dependent variable is indicated by the Adjusted R Square value of 0.264 or 26.4%. Thus, the contribution of leadership style and career development variables to performance is 53.2%, while the remaining 47.8% is influenced by other variables not included in this study, such as competence, work stress, work discipline, and so on.

#### IV. CONCLUSION

Based on the results of the analysis and discussion, the authors draw the following conclusions: The results of the descriptive compensation, work environment and employee performance are in a fairly good category. The results of the t-test indicate that the leadership style variable has a positive and significant effect on employee performance at CV Setia Kawan Medan. The leadership style variable has a t arithmetic value greater than t table and a significantly smaller value of t, it can be concluded that H1 is accepted, namely "leadership style has a positive and significant influence on employee performance at CV Setia Kawan Medan". The results of the t-test indicate that the career development variable has a positive and significant effect on employee performance at CV Setia Kawan Medan. The career development variable has a t arithmetic value greater than t table and a significant t value of 0.000 less than 0.05, so it can be concluded that the hypothesis is accepted, namely "career development has a positive and significant effect on employee performance at CV Setia Kawan Medan".

Based on the results of the path analysis test, job satisfaction has a direct effect on employee performance at CV Setia Kawan Medan. This is because leaders often give awards to employees and the communication that occurs within the organization runs quite smoothly so that employees are able to understand the tasks at hand. Based on the F statistical test carried out above, it can be seen that the calculated F value > F table with a significance value. Based on these results, it can be concluded that the hypothesis is accepted that "leadership style and career development simultaneously have a positive and significant influence on employee performance at CV Setia Kawan Medan". Based on the calculation analysis of the indirect effect of job satisfaction variables can mediate between the influence of leadership style on employee performance. This shows that employees are satisfied with the application of the leadership style at CV Setia Kawan Medan. Based on the analysis of the calculation of the indirect effect of job satisfaction variables can mediate the influence of work motivation on employee performance. This shows that an employee has a sense of satisfaction with his work and the work motivation of a superior given to employees makes employees have the desire to do better tasks, so as to improve employee performance at CV Setia Kawan Medan.

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