The Relationship Between Leadership and Employee Performance in Indonesia

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Abstract--- **The aim of this study was to examine the relationship between the leadership on employee performance of the Academic Bureau and student affairs at the University of Lampung, Lampung Province, Indonesia. This research was a quantitative study with an associative method. The data collection was carried out by using a questionnaire with 167 student samples at 100% response rates. The hypothesis was tested by using simple linear regression analysis through the t-test to find out the relationship of the independent variable to the dependent variable at the 95% confidence level (α = 0.05). The results showed that there was a significant influence of leadership on employee performance.**

Keywords: **leadership, employee performance, Indonesia**

I. INTRODUCTION

The social, political, cultural and economic development of any country is greatly influenced by the higher education system. It is said that higher education is the heart of the higher education system (Behroozi, 2012). The OECD (2017) explains that the awareness of youth in every country in the world of the importance of high education is increasing, namely the qualification of the current generation of high education (25-34 years) is as much as 16% compared to the previous generation (55-64 years). Measuring customer satisfaction in an educational institution might be considered by educators as one of the biggest challenges of the quality movement. This challenge is one of several that surround the quality improvement efforts in higher education (Quinn, 2009).

According to Mathis and Harold (2002) employee performance is what an employee does that affects how much they contribute to the organization in terms of quality, quantity, output, output period, workplace attendance and cooperative attitude. According to Byrne, Stoner, Thompson, and Hochwarter (2005), performance is a function of motivation, skills, and role perception. Basna (2016) states that performance is the result of individual decisions made continuously by management. Dharma (2007) mentions several general factors that affect performance including individual factors, leadership, work teams, organizational work systems, and situations.

Leadership is an effort to influence behavior and motivate the employees to work cooperatively and productively for organizational goals. Organizational leadership, Mintzberg (2004) states that since 1977, the ability to distinguish the leadership quality with managerial skills (managerial skills) is an absolute thing to have.(Kolzow, 2014) states that some experts have tried to make a definition of leadership in order to give more direction to the meaning of this term "... a forceful and dynamic personality who really leads from the front; an architect and implementer of strategy; a mediator in conflict situations; an integrator who assures the climate of the organization; a person able to motivate subordinates and who, by persuasion, compulsion or example to others; succeeds in getting others to follow the leader's wishes ".

This research supports the opinion that good leadership can drive increased quality performance and organizational performance (Prajogo & Brown 2004). Leadership is needed to support the successful implementation of TQM because it can directly improve employee performance, innovation performance, and business performance of a company or organization (Zehir & Esin, 2009).

This research is in three parts. First, explaining the methods, samples, instruments, data collection procedures. The second, presenting the results and findings. The third, those things explain the conclusions and implications. The purpose of this study is to answer the research question, "What is the relationship between leadership and employee performance?".

II. METHODS

This quantitative study was held in the Academic and Student Affairs Bureau in Lampung University, Lampung province, Indonesia. The total of 167 college students was randomly selected among the Lampung University.

Study Design: Quantitative study

Study Location: Biro Akademik dan Kemahasiswaan in Lampung University, Lampung province, Indonesia.

Study Duration: March 2019 to May 2019

Sample size: 167 collage students.

Sample Size Calculation: The population of undergraduate students at the University of Lampung in the city of Bandar Lampung, Lampung Province is 287. The researcher used 95% confidence level. The sampling technique in this study was the Proportionate Stratified Random Sampling technique which was taken from the population in a scattered and

proportional random manner. The method of selecting samples by dividing populations into homogeneous groups called strata, and then samples taken randomly from each of these strata.

Instrumen

The questionnaire was used as the instrument. The questionnaire consisted of twenty-two statements about employee performance and eighteen statements about leadership. Employee performance factors included; quantity, quality, timeliness, presence, ability to cooperate. Leadership included; awareness of requirements and regulations, communication management, quality policy, review management, HR management. Questionnaires rated on a Likert scale ranging from 1 to 5. The various meanings of each range, 1 = strongly disagree, 2 = disagree, 3 = doubtful, 4 = agree, and 5 = strongly agree. The results of the questionnaire also had high in validity and reliability.

Data Collection Procedure

The questionnaires were given to strara 1 student who performed SIAKAD services at the Academic and Student Affairs Bureau, Lampung University. The questionnaire was distributed through an online system to facilitate students. The students are asked to answer the questionnaire according to their own opinions and the real conditions of the service they get, so the results are appropriate. The questionnaire was completed by 167 students (100% response rate) at the University of Lampung, Lampung Province, Indonesia. Package for the Social Sciences (SPSS) version 22 is used to analyze data.

III. RESULTS AND DISCUSSION

Variable Description

Table 1 reports the minimum, maximum, average, standard deviation and variance scores

Tabel 1. Statistik deskriptif untuk variabel.

Component	Employee Performance	Leadership
N	167	167
Minimum	28	18
Maximum	105	90
Mean	75,65	63,61
Standard deviation	14,303	12,894
Varians	204,565	166,251

The lowest score of employee performance is 28 for and 18 for leadership. The highest score of employee performance is 105 and 90 for leadership. The mean of employee performance is 75.65 and 63.61 for leadership. Standard deviations of employee performance are 14,303 and 12,894 for leadership. The variance of employee performance is 204,565 and 166,251 for leadership. These findings

indicate: first, according to students' perceptions, the performance of employees in the Academic and Student Affairs Bureau, Lampung University in Lampung Province is higher than leadership. Second, the perception of leadership in the Academic and Student Affairs Bureau, University of Lampung, Lampung Province is also quite high. Finally, the students, in general, agreed that there is a significant relationship between employee performance and leadership in the Academic and Student Affairs Bureau, Lampung University, Lampung Province. Pre-test analysis is needed and can be divided into several types, namely normality test, heteroscedasticity test, multicollinearity test and linearity test (Sugiyono, 2010).

Table 2 reports data normality using the Package 22 for Package for the Social Sciences (SPSS) version.

Table 2. Normal Distribution Result

		Employee Performance	Leadership
N		167	167
Normal Parameters[a,b]	Mean	75,65	63,61
	Std. Deviation	14,303	12,894
Most Extreme Differences	Absolute	.074	.070
	Positive	.040	.043
	Negative	-.074	-.070
Kolmogorov-Smirnov Z		.958	.907
Asymp. Sig. (2-tailed)		.0317	.0384

Table 2 shows that the data are normally distributed because the employee and leadership performance values are higher than 0.05.

The aim of this table is to find out whetherthe data is normally distributed or not. Table 2 obtained the significance value of employee performance (0.317); Leadership (0,384). The significance values of the two variables are normally distributed.

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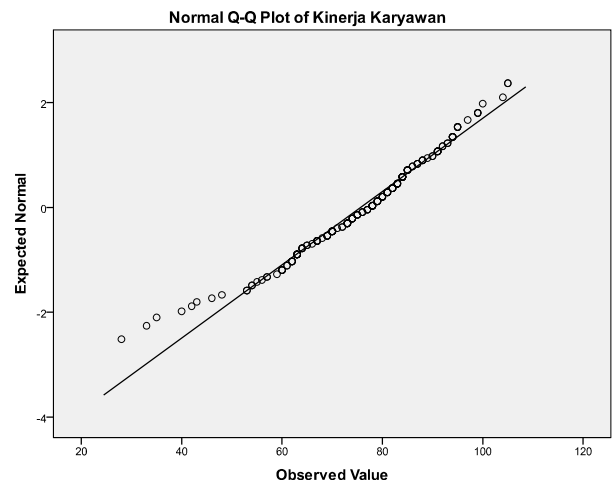
In the Linearity test, the hypothesis formulation is: Ho: Non linear regression model, Hi: linear regression model, with the test criteria: Ho is rejected if the value of the deviation from linearity in the ANOVA table is <0.05, in other casesHo is accepted. Table 3 shows the results of the linearity test.

Tabel 3. Uji linieritas

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * *Leadership*	Between Groups	(Combined)	29160,102	47	620,428	15,389	,000
		Linearity	27517,208	1	27517,208	682,517	,000
		Deviation from Linearity	1642,893	46	35,715	,886	,674
	Within Groups		4797,755	119	40,317		
	Total		33957,856	166			

Table 3 showed that the Fcount = 0.886 <Ftable = 1.35 at the significant level α = 0.05 which indicates that Ho is rejected and the Leadership regression model on employee performance is linear. It can be concluded that the form of the influence of Leadership (X1) on employee performance (Y) is significant and linear.

Table 4. Leadership summary models for employee performance

Model Summary					
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
	1	,900	,810	,809	6,248

It can be concluded that leadership influences employee performance with a determination value of 0.900. The leadership contributes to employee performance by 8.10% as stated in R square. In the Anova table as shown in the appendix shows the significance value of 0.01 <α (0.05), it means that leadership has a positive effect on employee performance.

IV. Conclusion

This paper examines the relationship between the employee performance and the leadership, using survey data from a sample of 167 students at Lampung University. This research was a quantitative study with an associative method. The data collection was carried out using a questionnaire with 167 student samples at 100% response rates. The hypothesis was tested using simple linear regression analysis through the t test to find out the relationship of the independent variable to the dependent variable at the 95% confidence level (α = 0.05). The results show that there is a significant relationship between the leadership and the employee performance, which implies that the higher the leadership, the better quality of employee performance will be generated. The lower the leadership, the quality of employee performance also decreases. These variables really have a positive and significant relationship.

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