

THE INFLUENCE OF LEADERSHIP STYLE, WORKLOAD AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE (Case Study on PT. PLN ULP Semarang)

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ABSTRACT

The purpose of this study was to determine the effect of Leadership Style, Workload and Career Development on Employee Performance at PT. PLN ULP Semarang. The population in this study were employees of PT. PLN ULP Semarang totaling 232 populasi and only 100 samples from respondents that can be analyzed further. The sampling technique used is probability sampling. The analytical tool used is multiple linear regression then processed using SPSS version 26. The results of this study can be concluded that: (1) Leadership style has no effect on employee performance. (2) Workload has an effect on Employee Performance. (3) Career Development has no effect on Employee Performance.

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I. INTRODUCTION

Human Resources (HR) are Resources that significantly influence success in achieving organizational and corporate goals. Whether human resources are good or not can affect the effectiveness of an organization's performance (Assary & Darmayanti, 2021)

Good company performance, reflected on employees can complete all the workloads that are their responsibility so that problems that occur in the organization can be resolved properly. As stated by Rivai, (2005) employee performance is the willingness of a person / group to carry out an activity and perfect it according to the expected results.

Calculating the factors that affect the performance of karaywan according to Hasibuan, (2011) broadly speaking the factors that affect performance are external factors. External factors are supporting factors for employees in work that come from the work environment for example: leadership style, career development, training. Meanwhile, according to Hartini (2018) is the workload, the work environment.

Mangkunegara (2005) defines performance as the result of work in terms of quality and quantity that can be achieved by an employee in carrying out his duties in accordance with the responsibilities given.

Putri (2014) argues that employee performance is the degree to which the employee achieves the requirements of the job. Performance refers to the degree of achievement of the tasks that make up the work of the employee.

Leadership style is a trait, habit, disposition and personality that distinguishes a leader in interacting with others. (Kartono, 2018)

Leadership is basically the ability to influence, move and direct an action in a person or group for a specific purpose. (Fuad Mas'ud, 2002). A good leader is a leader who is able to approach his subordinates directly and is able to move subordinates and direct subordinates in accordance with the goals of the agency. The leader does not hesitate to go down directly to teach the subordinates and direct his subordinates according to what is expected, in addition to that the leader can encourage his subordinates to immediately complete the assigned tasks and report on the work.

The results of research conducted by (Ahmad Nurdin, 2017) that the influence of leadership style does not affect employee performance. In contrast to the research conducted by (Rindyantama & Astuti, 2017) said that the influence of leadership style has a positive effect on employee performance.

According to (Menpan 1997 in Rindyantama & Astuti, 2017). A workload is a group or a number of activities that must be completed by an organizational unit or job holder within a certain period of time.

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Companies must know the workload of each of its workers in order to guarantee results in accordance with the targets that have been set if the workload given to employees exceeds the limit of their employees' abilities, it can cause fatigue but must also not be too light because it can cause boredom to the work they do. By providing a workload that is in accordance with the abilities of employees, the expected targets will definitely be achieved.

The results of research conducted by Wahyu, Lie & Ajeng (2020) workload have a significant negative effect on employee performance. Meanwhile, the results of Himawati's research, (2016) show that workload has a significant influence on employee performance.

The company's performance can also be supported by the existence of career development career development is important for each organization because with the company's career development and employees will benefit from each other, employees who succeed in developing their potential in a better position will certainly contribute to thinking to the company how to cultivate passion in the workplace is with competition in the form of obtaining career development, which will make employees compete with each other for career development. (Ahmad Nurdin, 2017) Career development is career planning carried out through education, training, acquisition and work experience. For employees, career development is an opportunity where employees can get higher skills and strengths.

The results of research conducted by Ihsan (2021) career development does not have a direct effect on employee performance. Meanwhile, the results of research conducted by Syahputra Tanjung (2020) career development have a partial significant effect on employee performance.

Performance at PT. PLN ULP Semarang in 2021 that some of its targets that have been set are still less than 50%. this can happen, of course, caused by several factors that can affect employee performance. Realization that has not been achieved in several fields is a problem that exists within the company. This condition is characterized by several parts that have not run well, such as in the service section of achieving its targets still at 43.26%, distribution maintenance of 40.22%, supervision of receivables of 38.19% and human resources of 49.98% and several other units have not reached the targets set by the company. Based on the background description above, the author conducted a research entitled "The Influence of Leadership Style, Workload and Career Development on Employee Performance at PLN ULP East Semarang".

2. LITERATUR RIVIEW

1. Performance

Performance is an achievement displayed by an employee in aligning his work with a certain level of motivation and ability in accordance with his role in the company (Rivai, 2014).

According to Hasibuan (2000) performance is the result of work that a person achieves in carrying out the tasks assigned to him based on experience, skills, classiness and time. Meanwhile, according to Mangkunegara (2016) employee performance is the result of work in terms of quantity and quality obtained by Karaywan in carrying out his duties in accordance with the responsibilities that have been given to him.

According to Bagun (2012) explained that performance (*performace*) is the result of work that a person achieves based on job requirements. A job has certain requirements to be able to be carried out in achieving its goals which can be said to be the standard of work.

Based on the opinions of the experts above, it can be concluded that the performance of the karaywan is all the result of the ability shown by the employee in carrying out his duties in accordance with his responsibilities and predetermined standards.

2. Leadership Style

Leadership style is behavior and strategy, as a result of a combination of attitudes, skills and traits that a leader often applies when he tries to influence the performance of his subordinates. According to Hasibuan (2016) leadership style is how a leader influences the behavior of his subordinates to encourage morale, job satisfaction and high employee productivity in order to achieve maximum organizational goals. Whereas according to Thoha (2005) leadership is the process of influencing others so that they will be directed to achieve certain goals. According to Rivai (2014) states that leadership style is a set of traits that leaders use to influence subordinates in order for organizational goals to be achieved, or it can also be said that leadership is a pattern of behavior and strategy that is liked and implemented by a leader. So it can be

said that leadership style is the ability to influence other people or groups, the ability to direct the behavior of subordinates or groups to achieve goals or objectives.

3. Workload

Workload is one aspect that must be considered by every company, because workload is one that can increase employee work productivity. According to Munandar (2010) workload is a task - a task that is assigned to an employee to be completed at a certain time using the skills and potential of the workforce. Meanwhile, according to Sunarso and Kusdi (2010) workload is a group or a number of activities that must be completed by an organizational unit or position holder for a certain period of time. So it can be said that workload is the demand of tasks given to employees that must be completed within a certain period of time in a company.

4. Career Development

According to In an effort to develop a career employee should always focus all strengths and abilities on the goals to be achieved. According to Handoko (2000) career development is a personal improvement that a person makes to achieve a career plan. Better career development is highly expected by every employee because with this development will get better rights than what was obtained before either in material or non-material terms. For example, an increase in income, an increase in facilities. While non-material rights such as, social status and so on.

Meanwhile, according to Siagian (2012) career development means that an employee wants to continue working in the company where he works for a longer period of time. So it can be said that career development as a human resource management activity basically aims to improve and increase the effectiveness of work implementation by employees in order to be able to make a good contribution in the company.

3. METHOD

The object of this study was conducted at PT. PLN ULP Semarang, The population in this study are employees who work at PT. PLN ULP Semarang as many as 232 employees. The technique for determining the number of samples taken as respondents in this study was to use the Solvin formula with the number of samples in this study being 100 respondents. The data obtained from these respondents were then analyzed on a Liker scale of 1-5. The analytical techniques used are instrument tests, model tests, multiple linear regression analysis, and hypothesis tests.

4. RESEARCH RESULTS

Respondent Description

The questionnaires were distributed as many as 100 to the research sample, namely employees of PT. PLN ULP Semarang. The returning questionnaire was 80 copies. Meanwhile, there were 20 questionnaires that did not return. so that the questionnaire to be processed is as many as 80 copies. The descriptive respondents were reflected in, the most age at the age of 20 to 30 years, the gender was more women, which was 53.8%, the last education was still dominated by S1 graduates as much as 47.5%, while the dominant working period was between 11-15 years with a value of 27.5%.

Variable Description

Based on responses from respondents related to the variables that have been determined by the researchers including the variables influence of leadership style, workload, career development and employee performance. from the results of the answers of 80 respondents Which were processed showed the following statistical measures:

The Leadership Style variable shows a *mean* value (average) of 3.94, the Workload variable shows a *mean* value (average) of 4.30, in the Career Development variable shows a *mean* value (average) of 4.36, in the Employee Performance variable shows a *mean* value (average) of 4.16.

Research Test Results

Instrumental tests include Validity Tests and Reability Tests. All indicators are declared valid because the *loading factor* value > 0.4 . All research variables are said to be reliable because they have cronbach Alpha > 0.70 .

Model Tests include the F Test and the Termination Coefficient (R^2). F calculates between leadership style, workload and career development to employee performance of 36,878 with a significant rate of 0.000

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<0.05. This shows that leadership style, workload, career development have an effect on employee performance. Adjusted R Square in the test of the termination coefficient (R^2) of 0.577. This shows that the variables leadership style, workload and career development are able to explain the variation of 57.7% to Employee Performance while the remaining 42.3% (100%-57.7%) are affected by other variables that are not observed

Table 1. Regression Test Results

Variable	Standardized Coefficients Beta	Sig	Information
Leadership Style	0.079	0.289	Hypothesis rejected
Workload	0.778	0.000	Hypothesis accepted
Career Development	0.006	0.935	Hypothesis rejected

Source: primr data processed in 2022

Based on the table above, it can be explained that the value of Standardized Coefficients Beta with a positive value is: Leadership Style with a value of 0.079, Workload with a value of 0.778 and Career Development with a value of 0.006. from these results can be included in the regression game as follows :

$$Y = 0.079X_1 + 0.778X_2 + 0.006X_3$$

Judging from the results of the multiple regression equation above, it can be explained as follows:

1. The Effect of Leadership Style on Employee Performance

The test results obtained by persial there is a positive and insignificant influence between Leadership Style (X_1) on Employee Performance (Y) at PT. PLN ULP Semarang. It can be known that the leadership style in pln does not significantly affect the performance of employees it is possible due to the lack of motivation and the lack of supervision that the leader carries out on subordinates. In influencing employee performance, there must be high work motivation from within the employee as well as the motivation given by a leader to his subordinates so that it has an impact on employee performance, this causes the rejection of Hypothesis1. The results of this study support research conducted by (Ahmad Nurdin, 2017) which shows that leadership style has no effect on Employee Performance.

2. The Effect of Workload on Employee Performance

The test results obtained by persial there is a positive and significant influence between Workload (X_2) on Employee Performance (Y) at PT. PLN ULP Semarang. Too much workload can cause tension in a person so that it can cause stress, if the workload is given to employees according to their fields and abilities, it will cause motivation to be able to work properly, meaning that the workload in pln has been arranged in such a way that the existing workload does not burden employees so that the workload greatly affects employee performance. Based on the description of variables, although employees in pln feel that the work is heavy, but because of the good division of tasks, it is not a burdensome burden so that the workload does not affect performance, this causes the diteriam of Hypothesis2. The results of this study support research conducted by Himawati (2016) which shows that Workload has a positive and significant influence on Employee Performance.

3. The Effect of Career Development on Employee Performance

The test results obtained by persial there is a positive and insignificant influence between Career Development (X_3) on Employee Performance (Y) at PT. PLN ULP Semarang. This shows that career development has no significant effect in improving employee performance. This means that the career development program carried out by PT. PLN to ensure the continuity of work does not have a significant effect on the performance of the employees produced. The existence of career development provided by PLN is possible because to get a certain career path is required with a certain level of education as obviously based on the description of the respondent explained that as much as approximately 50.7% less than S1 education, but to get good career progress also depends on the results of work provided by the employee himself. This is what makes not all employees able to get career advancement. This is what makes career development have no significant effect on employee performance, this leads to the rejection of Hypothesis3. The results of this study support research conducted by M.Ihsan (2021) which shows career development has no effect on Employee Performance.

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5. CONCLUSION

Leadership Style does not affect the Performance of PLN ULP Semarang Employees. This means that a good leadership style has no effect on employee performance. Workload based on the Performance of PLN ULP Semarang Employees. This means that the better the workload given to employees, the employee's performance will also increase. Career Development does not affect the Performance of PLN ULP Semarang Employees. This means that good career development has no effect on employee performance.

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