The Leadership Analysis on Employee Performance at PT. Astra International, Tbk – Daihatsu Sales Operation Manado City

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Leadership
Employee Performance;

Abstract

The purpose of this study was to determine the effect of Leadership on Employee Performance at PT. Astra International, Tbk. Manado City. The sample set in this study was 50 people. For each item of the questionnaire statement had been tested for its validity and reliability. Based on the determination coefficient test, it showed that leadership had an effect on employee performance by 81.5%. Based on the hypothesis test, it was found that leadership had a positive and significant effect on employee performance with a significance value of 0.005 which was lower than the significance level of 0.05.

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Introduction
Background of the Problem

Human resource is one of the elements or the biggest investment part of an organization, especially economic organizations such as companies. Therefore, many companies are starting to seriously build and develop their human resources. The value of human resources will be obvious when a company is sold, meaning that the purchase value of the company will be greater than the total physical value and financing assets if the human resources are of high quality. Quality human resources are those having high competence and skills which can advance the company. The efforts to improve employee performance are the most serious management challenges. Therefore a person's performance can be influenced by leadership factors to encourage employees to have good work results and a standard amount of work.

From the description above, it is clear that the progress and setback of an organization depend on the leadership quality of a leader. Seen from any point of view, the leader is always placed at a very important point. The role of a leader in an organization or group is very vital, because in this role a leader will help the organization to realize its vision and mission. Therefore, the effectiveness of a leader in using his influences will determine how he can play his role well. For this reason, leaders must always be honed and developed in order that they can adapt to the situations they face, whether the situations

come from subordinates, superiors or the organization where they are. It can be seen here the importance of a leader when carries out his leadership can empower himself before empowering others. The role of leadership in supervisory control orientation has a positive effect on employee performance.

PT Astra International Tbk.–Daihatsu Sales Operation (DSO) was established in 1973. It is as one of the largest automotive companies engaged in the distribution, sales, and after sales service of Daihatsu whose management is fully handled by PT Astra International. It is the sole distributor and retailer of Daihatsu brand vehicles and has a responsibility for managing the distribution of Daihatsu products to branches and dealers as well as managing after sales service (workshops & spare parts). Currently Daihatsu holds the second rank in the national automotive market share, after Toyota. With its slogan "Innovation for Tomorrow" DSO innovates in various fields and provides the best service to its customers.

In Manado City there are 2 branch offices of PT. Astra International, Tbk - Daihatsu Sales Operation, they are PT. Astra Daihatsu Manado Martadinata and PT. Astra Daihatsu Manado Malalayang. To realize the company's goals, PT. Astra International, Tbk- Daihatsu Sales Operation Manado City must use quality human resources so that it can always survive in its field and can show good service to the automotive trade world. Here a leadership role is required to be able to create a good, solid and harmonious work climate for his employees in order to foster the work spirit thus it can improve performance and can create the expected quality of work.

Formulation of the Problem

Based on the formulation of the problem, the research question could be formulated as follow: Was there a significant influence of the leadership role on employee performance at PT. Astra International, Tbk- Daihatsu Sales Operation Manado City?

Research Purposes

Based on the formulation of the problem above, it could be identified that the purpose of this study was to determine the role of leadership in influencing employee performance at PT. Astra International, Tbk- Daihatsu Sales Operation Manado City.

Research Benefits

The uses in this research were as follows:

1. The results of this study were expected to provide input to the company's management, especially company managers in improving employee performance through the leadership roles.

2. The results of this study were expected to complement further research materials in order to add the academic repertoire so that it could be useful for the development of science.

Literature   Review

Employee Performance

The Big Indonesian Dictionary quoted by Nawawi (2006:63) stated that "Performance is (a) something that is achieved, (b) demonstrated achievement, (c) work ability". Another definition of performance according to Nawawi (2006:63) is "Performance is said to be high if a work target can be completed at the right time or does not exceed the time limit provided". Performance becomes low if completed beyond the allotted time limit or not completed at all. Sedarmayanti (1995:52) quoting the definition from the State Administration Agency (L.A.N) revealed that "Performance means work performance, work implementation, work achievement or work results/performance/work appearance".

In addition, performance is defined as the work of a worker, a management process or an organization as a whole, where the results of the work must be demonstrated in a concrete and measurable manner (compared to the predetermined standards). In addition, Bernardian and Russel as quoted by Sedarmayanti (2004: 176-177) stated that "Performance is defined as the record of outcomes produced or a specific job function or activity during a specific time period". Performance is defined as a record of the outcomes resulted from a particular activity, over a certain period of time. According to Irawan quoted by Sedarmayanti (2004: 176-177) stated that the keywords of the performance definition are: 1. Work results of workers, 2. Process or organization, 3. Concretely proven, 4. Measurable, and 5. Comparable with a predetermined standard.

In addition to Sedarmayanti, Mangkunegara (2006:67) provided a definition that the term of performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by someone). The definition of employee performance according to Mangkunegara (2006:67) stated that "Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

Furthermore, Rivai (2004:309) suggested that "performance is a real behavior which is displayed by everyone as work performance produced by employees according to their role in the company". Likewise, according to Hasibuan (2000:94) which stated that "performance as work performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time".

From some of the definitions above, it can be concluded that performance is the result of work achieved by a person (employee performance) in accordance with the duties and responsibilities carried out by him in an effort to achieve goals based on the established rules and in accordance with the morals and ethics.

Performance Assessment

Talking about performance, it is closely related to carrying out performance assessment. From the results of the performance assessment having been carried out, it will be known the value of the company and its overall performance, either the performance is good or not in the eyes of consumers, employees and the environment. In this regard, the effort to conduct a performance assessment in an organization is important. For this reason, it is also necessary to understand this thing so that it can be seen how the results of individual and company performance.

Siagian (2008:168) revealed that "Performance assessment is a process in which an organization seeks to obtain as accurate information as possible about the performance of its members". This expression is in accordance with what was stated by Hariandja and Hardiwati (2002: 195) that "Performance assessment is an organizational process in assessing the performance of its employees." Rivai (2004:312) more succinctly defined "performance assessment as a good mechanism to control employees". From some of these definitions, the writer concluded that employee performance assessment is a measuring tool used to find out how good or bad the performance of employees in an organization or company is, in which the results of this thing can reflect the organizational performance.

The Purpose of Performance Assessment

The purpose of performance assessment according to Rivai (2004: 312) basically included:

1. To find out the level of employee achievement so far.

2. Providing appropriate compensation, such as for providing periodic salary increases, basic salary, special salary increases and monetary incentives.
3. Encouraging the accountability of the employees.
4. Differentiating one employee from another.
5. Human resource development which can still be further divided into:
a. Reassignment, such as holding a transfer or job rotation.
b. Promotion.
c. Training.
6. Increasing work motivation.
7. Improving work ethic.
8. Strengthening the relationship between employees and supervisors through discussions about their work progress.
9. As a tool to obtain feedback from employees to improve job design, work environment and future career plans.
10. Selecting research as a criterion of success/effectiveness.
11. As a source of information for human resources planning, career and succession planning decisions.
12. Helping in placing the employees with suitable jobs to achieve good overall results.
13. As a source of information for decision making related to salary-wages-incentives-compensation and various other benefits.
14. As a channel for complaints related to personal and work problems.
15. As a tool to maintain the performance levels.
16. As a tool to assist and encourage employees to take initiatives in order to improve performance.
17. Knowing the effectiveness of human resources policies, such as selection, recruitment, training and job analysis as interdependent components among their functions.
18. Identifying and removing the obstacles to improve performance.
19. Developing and establishing job compensation.
20. Termination of employment, giving sanctions or gifts.

The Use of Performance Assessment

The importance of performance assessment according to Hariandja and Hardiwati (2002: 195) in more detail was stated as follows:

1. Performance assessment provides an opportunity for employees to take corrective actions to improve the performance through feedback provided by the organization.
2. Salary adjustments can be used as information to properly compensate employees to motivate them.
3. Decisions for placement, which is the placement of employees according to their expertise.
4. Training and development through an assessment, in which the weaknesses of employees will be identified so that more effective training and development programs can be carried out.
5. Career planning, which is the organization can provide career planning assistance for employees and align it with the interests of the organization.
6. Identifying the weaknesses in the placement process such as poor performance indicates a weakness in the placement thus the improvements can be made.
7. Can identify deficiencies in job design, which is a lack of performance will indicate the deficiencies in job design.

8. Increasing the treatment of equal opportunities for employees by conducting an objective assessment to increase a fair treatment for employees.

9. Can help employees in overcoming the external problems by assessing the performance of superiors, it will be found out what causes poor performance, thus they can help to solve them.

10. Feedback on the implementation of the human resource management function, in which by knowing the overall employee performance, this will become information on the extent to which the human resource function is running well or not.

The Factors Affecting Performance

The factors that influence the performance achievement according to Mangkunegara (2008:67) are the ability factor and the motivation factor. This is in accordance with the opinion of Davis who formulated that:

Human Performance = Ability + Motivation

Motivation = Attitude + Situation

Ability = Knowledge + Skill

Explanation:

a. Ability Factor

Psychologically, ability consists of potential ability (IQ) and reality ability (knowledge + skill). That is, leaders and employees who have an IQ above the average (IQ 110-120) a superior, very superior, gifted and genius IQ with adequate education for their position and skilled in doing daily work, it will be easier to achieve the maximum performance.

b. Motivation Factors

Motivation is defined as an attitude of leaders and employees to the work situation in the organizational environment. Those who are positive (pro) towards their work situation will show high work motivation, and the opposite if they are negative (con) towards their work situation will show low work motivation. The working situation includes "work relations, work facilities, work climate, leadership policies, work leadership patterns and working conditions". Sedarmayanti (2004:176-177) agreed with Davis' opinion that several factors influencing the performance achievement or work performance are the ability factor and the motivational factor.

Meanwhile, according to Simamora quoted by Mangkunegara (2008:14), performance is influenced by three factors, they are:

1. Individual factors consisting of:
a. Ability and expertise
b. Background
c. Demographics
2. Psychological factors consisting of:
a. Perception
b. Attitude
c. Learning
d. Motivation
3. Organizational factors consisting of:
a. Resource
b. Leadership
c. Award
d. Structure
e. Job design

Furthermore, Mangkunegara (2008:15) cited the opinion of A. Dale Timple which stated that performance factors consist of internal factors and external factors. Internal factors (dispositional) are factors associated with a person's traits. While external factors are factors that affect a person's performance such as the behavior, attitudes and actions of co-workers, subordinates or leaders, work facilities and organizational climate. An employee who considers his performance is good can be categorized to the internal factors such as ability or effort. It is suspected that the person will experience more positive feelings about his performance than if he attributes his good performance to external factors. Like good fortune, an easy task or good economics. From this explanation, Mangkunegara (2008:15) concluded that the determinants of individual work performance in organizations are individual factors and organizational work environment factors.

1. Individual Factors

Psychologically, normal individuals are those who have high integrity between their spiritual and physical functions. With high integrity between spiritual and physical functions, the individual has good self-concentration. This good concentration is the main capital for individual human beings to be able to manage and utilize their potential optimally in carrying out daily work activities in achieving the organizational goals.

2. Organizational Work Environment Factors

Organizational work environment factors are very supportive for individuals in achieving the work performance. The organizational environmental factors include clear job descriptions, adequate authority, challenging work targets, effective work communication patterns, harmonious working relationships, respectful and dynamic work climate, career opportunities and relatively adequate work facilities.

The Aspects of Performance Assessment

Hasibuan (2006:95) suggested that the aspects which are assessed for the performance include the following:

1. Loyalty

The assessor measures the employee's loyalty to his job, position and organization. This loyalty is reflected by the willingness of employees to protect and defend the organization, both inside and outside of his work from the irresponsible people.

2. Work Achievement

The assessor assesses the work results both in quality and quantity which can be produced by the employee from his job description.

3. Honesty

The assessor assesses honesty in carrying out his duties to fulfill the agreement both for himself and for others such as his subordinates.

4. Discipline

The assessor assesses the employee's discipline in complying with existing regulations and carrying out his work in accordance with the instructions assigned to him.

5. Creativity.

The assessor assesses the employee's ability to develop his creativity to complete his work.

6. Willingness

The assessor assesses the willingness of employees to participate and cooperate with other employees vertically and horizontally, both inside and outside of work, thus the results of their work will be better.

7. Leadership

The assessor assesses the ability to lead, to influence, have a strong personality, are respected, authoritative and can motivate other people or their subordinates to work effectively.

8. Personality

The assessor assesses the employee's behavior, politeness, cheerfulness, likes, pleasant impression, good attitude and sympathetic as well as reasonable look.

9. Initiative

The assessor assesses the ability to think originally and based on their own initiative to analyze, assess, create, give reasons, draw conclusions, and make decisions to solve problems they face.

10. Skills

The assessor assesses the employee's ability to integrate and harmonize the various elements that are all involved in policy making and in management situations.

11. Responsibility

The assessor assesses the willingness of employees to take responsibility for their policies, work and work results, suggestions and infrastructure used as well as their work behavior.

Meanwhile, Gomes (2001:142) argued that: "the type of performance criteria that assesses and or evaluates the work performance of workers based on specific behavioral descriptions, including: quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability, initiative, and personal qualities. The explanation of each dimension is as follows:

1. Quantity of work, the amount of work done in a specified time period.
2. Quality of work, the quality of work achieved based on the requirements of suitability and readiness.
3. Job knowledge, the breadth of knowledge about the job and skills.
4. Creativeness, the authenticity of the ideas that arise and actions to resolve the problems faced.
5. Cooperation, willingness to cooperate with other people (fellow members of the organization).
6. Dependability, awareness of being trustworthy in terms of attendance and completion of work.
7. Initiative, enthusiasm to carry out new tasks and to enlarge their responsibilities.
8. Personal qualities, concerning personality, leadership, hospitality and personal integrity.

Furthermore, Rivai (2004:324) stated that from the results of a study by Lazer and Wikstrom (1977) on the performance assessment form of 125 companies in the USA, it was known that the most common factors that appeared in 61 companies were knowledge of their work, leadership, initiative, quality of work, cooperation, decision making, creativity, reliability, planning, communication, intelligence, problem solving, delegation, business attitude, motivation, and organization.

Leadership Role

Leadership is seen as very important for two reasons: first, the fact that replacement of leaders often changes the performance of a unit, agency or organization; second, the results of the study indicate that one of the internal factors which influence the success of the organization is leadership, including the leadership process at every level of the organization, the competencies and actions of the leaders concerned. The facts and/or

ideas, as well as the results of the research cannot be denied. All parties are aware of this, thus the jargon of "change the leader, change the policy", even goes to technical matters such as changing office layouts, changing chairs, or changing wall colors. Therefore, leadership is a complex phenomenon which is always interesting to study.

The Definition of Leadership

In various literatures, leadership can be studied from three points of view, they are: (1) trait approach, (2) style approach or action in leading and (3) contingency approach (Wibowo, 2011:2). In subsequent developments, the focus of the study is more on ways to become an effective leader, including by developing awareness of the spiritual capacity to become professional and moral leaders.

According to Katz and Kahn in Watkin, (1992) quoted by Wibowo (2011: 2) various definitions of leadership can basically be classified into three major groups, they are "as an attribute or completeness of a position, as a person's characteristics, and as behavioral categories".

Furthermore, examples of understanding leadership as a person's characteristics, especially associated with the title of leader, as stated by Gibson, Ivancevich, and Donnelly (2000) in Wibowo (20011:3) that "Leaders are agents of change, people whose act affect other people more than other people's acts affect them", or leaders are agents of change, people who act to influence others more than others influence themselves.

The example of understanding leadership as behavior was put forward by Sweeney and McFarlin (2002) which is: "Leadership involves a set of interpersonal influence processes. The processes are at motivating sub-ordinates, creating a vision for the future and developing strategies for achieving goals", which means that leadership involves a set of processes of influence between people. The process aims to motivate subordinates, create a vision of the future and develop strategies to achieve the goals.

This understanding seems to try to integrate the three categories of thinking comprehensively because the definition of leadership includes personal characteristics, behavior and one's position in a group. Based on this understanding, leadership theory is basically a study of individuals who have physical, mental and positional characteristics that are considered more than other individuals in a group so that the individual concerned can influence other individuals in the group to act towards achieving a goal.

Approach to Leadership

There are four kinds of historical approaches to leadership analysis proposed by Wahjosumidjo (2002: 19), they are:

   a. The Traits Approach

The trait approach seeks to understand leadership based on the belief that good leaders have "innate characteristics" from birth, both in terms of physical and personality traits. This approach emphasizes the qualities of leaders who are characterized by: (1) Untiring, (2) Sharp intuition, (3) Foresight that is not narrow, (4) Very attractive convincing skills. Based on the results of the study, there are three kinds of personal traits of a leader, they are: (1) physical characteristics, (2) personality and (3) abilities/skills.

   b. The Behaviour Approach

Yukl (2010:14) in his book "Leadership in Organization" which had been translated by Budi Supriyanto suggested that the behavioral approach began in 1950 after researchers were dissatisfied with the trait approach and began to pay more in-depth attention to what leaders actually do in their job. Theories using behavior view that leadership can be learned from behavior patterns, and not from leader traits. In this case, proponents of

behavioral theory reveal that the way a person acts will determine the effectiveness of the person's leadership.

c. The Contingency Approach

This approach emphasizes the leader's personal traits and situations, measures or predicts these personal traits and assists the leader with useful behavioral guidelines based on a combination of personality and situational probabilities. One of the contingency leadership models is situational leadership which contains the following main ideas:

1) In carrying out the duties, a leader is influenced by situational factors such as type of work, organizational environment and characteristics of individuals involved in the organization;
2) The most effective leadership behavior is leadership behavior that is adjusted to the maturity level of the subordinates;
3) Effective leadership behavior is a leader who always helps the subordinates in their development from the immaturity to maturity.
4) Leadership behavior tends to vary from one situation to another. Therefore, in situational leadership it is important for every leader to make a good diagnosis of the situation. A good leader according to this theory is a leader who is able to change his behavior according to the situation and treat his subordinates according to different levels of maturity.
5) The pattern of leadership behavior varies according to the situation. There are leadership behaviors that tend to direct (directives) always give instructions to the subordinates, and there are also leaders who tend to provide support (supportive).

Effective Leadership Behavior

This perspective on effective leadership behavior begins by examining some of the early research on leader behavior conducted by psychologists in the 1950s and 1960s. Some of the research on leadership behavior over the past five decades followed the pattern set by pioneering research programs at Ohio State University and the University of Michigan. The results of the study on leadership behavior have contributed a lot to the literature on leadership theory. One important contribution that has been made is the use of the concepts of relationship orientation and task orientation to distinguish the different types of leadership behavior. Another contribution is the use of the concept of relationship-oriented leadership behavior and task-oriented leadership behavior to measure individual and organizational effectiveness.

a. Ohio State Leadership Studies

According to Yukl (2010:62) research questionnaires on effective leadership behavior have been dominated by the influence of leadership from Ohio State University. It is a main objective to identify the effective leadership behaviors. Factor analysis of the questionnaire answers indicates that subordinates view their superiors' behavior first in terms of two dimensions or categories of behavior meaning, which are then referred to as "consideration" and "initiating structure". Both are broadly defined categories that comprise a wide variety of specific types of behavior. Consideration is a degree to which a leader acts in a friendly and supportive manner, shows concern for subordinates and cares for their well-being. For examples, doing good to the subordinates, having time to listen to them' problems, supporting or fighting them, consulting with them about important matters before being implemented, being willing to accept their suggestions and treating them well. Initiating structure is a degree to which a leader determines and structures his role and the roles of subordinates toward the achievement of the group's formal goals. For examples, criticizing poor work, emphasizing the importance of meeting deadlines, assigning

subordinates, maintaining certain performance standards, asking them to follow standard procedures, offering new approaches to problems, coordinating their activities and ensuring that sthey work according to the limits of their ability.

b. Study the University of Michigan

The University of Michigan has similar research to the research conducted in Ohio in which it locates the behavioral characteristics of leaders associated with the measures of performance effectiveness. They divide leader behavior into two dimensions, in which they are relationship-oriented leaders and task-oriented leaders. Relationship-oriented leaders emphasize interpersonal relationships, pay personal attention to employee needs and accept individual differences among members. In contrast, task-oriented leaders tend to emphasize the technical or task aspects of a particular job, their primary concern is the completion of their group task, and group members are a means to that end.

Furthermore, Bass and Avolio (1995) in Sahertian (2010) suggested indicators of relationship-oriented leadership behavior and task-oriented leadership as follows: task-oriented leadership has three indicators; they are (1) contingent reward is behavior that always recognizes employee achievements and explains expectations; (2) management by-exception-active is the behavior of leaders who will take immediate action to correct problems and point out errors occurred; and (3) management by-exception-passive is the behavior of leaders who will wait until problems become chronic or serious before making corrections.

Meanwhile relationship-oriented leadership includes indicators: (1) idealized influence/attributed is a leader who instills pride and builds confidence in subordinates; (2) idealized influence/behaviors is a leader who emphasizes the collective meaning of the mission and talk about values and beliefs; (3) inspirational motivation is a leader who is able to express a sense of enthusiasm, optimism and self-confidence; (4) intellectual stimulation is a leader who wants to develop, train and teach subordinates, and (5) individualized consideration is a leader who want to acknowledge the achievements of subordinates and explain their expectations.

It is further stated that every human being is essentially a leader and will be asked for his accountability of his leadership, humans as leaders are at least able to lead themselves and have advantages over others. Likewise, every organization must have a leader, without a leader it will be chaotic because there must be someone who commands and directs in achieving goals effectively and efficiently.

Leaders who emphasize subordinate orientation are very concerned about their subordinates, where they feel that every employee is important, and accept them as individuals. Meanwhile, production-oriented leaders are very concerned about the results and aspects of work for the benefit of the organization, regardless of whether their subordinates are happy or not. These two are almost the same as the authoritarian and democratic type.

Based on the Michigan University research, there are two types of leadership behavior as what have mentioned above. Rensis Likert provided a description of the characteristics of each leadership type. In the task-oriented leadership type is characterized by some things as the following:

1. A leader gives instructions to subordinates.
2. A leader always carries out strict supervision of their subordinates.
3. A leader assures their subordinates that the tasks must be carried out in accordance with his wishes.
4. A leader emphasizes the implementation of tasks rather than coaching and developing subordinates.

While the type of leadership that is oriented to the employees or subordinates is characterized by several things as follows:

1. A leader provides more motivation than provides supervision to their subordinates.
2. A leader involves subordinates in decision making.
3. A leader is more kinship, mutual trust, cooperation and mutual respect among fellow group members. As a development, experts try to determine which of the two leadership styles is the most effective for the benefit of the organization or company.

Previous Research Results

The followings are the results of previous studies used as references in this study:

**Research by Taurisa and Ratnawati (2012)**

The purpose of this study was to analyze the influence of organizational culture and work environment on employee performance. The research object selected in this study was PT. Sido Muncul in Kaligawe Semarang. The data were collected through a questionnaire method filled out independently of 127 respondents using the census method. The measurements of exogenous and endogenous constructs were tested using confirmatory factor analysis, and the results showed that the full model feasibility test was within the expected range values. The results of this study proved and concluded that: (1) organizational culture had a positive and significant effect on employee performance, (2) work environment had a positive and significant effect on employee performance.

Employee Leadership and Performance

Leadership can be said as a way of a leader in directing, encouraging and regulating all elements in his group or organization to achieve a desired organizational goal so as to produce maximum employee performance. With the increase in employee performance means that the work of a person or employee in realizing organizational goals has been achieved. In every organization there must be someone who leads and is led. A leader must have good relations with those they lead, he must know and recognize the people who he leads in an organization and he is also responsible for all matters relating to the organization.

The organization will run well, when the leadership role in an organization is carried out as well as possible and full of responsibility, but on the contrary, if the leadership role is not carried out in accordance with the existing rules, then various problems that can hinder or affect people's performance will arise.

Based on research conducted by M. Fajar Purnomo, Leadership had a positive and significant effect on employee performance.
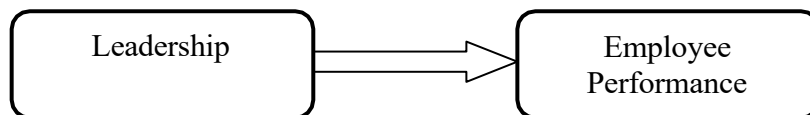
Hypothesis

Based on the relationship between variables, frame of mind and hypothetical model, then the formulation of this research hypothesis was as follows:

H1. There was an influence of leadership role on employee performance at PT. Astra International Manado City

RESEARCH METHODS

Types of Research

This research was a research using a quantitative approach. Based on the level of explanation, this type of research was an associative research or research which examined the influence between variables.

Research Location

This research was located at PT. Astra International, Tbk- Daihatsu Sales Operation Manado City

Population and Sample

The population in this study was PT. Astra International, Tbk- Daihatsu Sales Operation Manado City, totaling 80 people.

Types and Sources of Data

Primary Data

The primary data in this study were data related to the identity of the respondents in the form of age, gender, last education and their answers to the questionnaire questions.

Secondary Data

Secondary data were data consisting of a profile of the research object in the form of number of employees, organizational structure, vision and mission, main tasks and functions as well as other data related to this research.

Data Collection Method

In this study, the data collection method was carried out by:

1. Primary data using a questionnaire
2. Secondary data using documentation techniques.

Scale of Research Instruments

To measure respondents' perceptions, the Likert Scale developed by Rensis Likert which was 5, 4, 3, 2, 1 was used. With the assumption that the highest score would lead to a statement of agreement and the lowest score to a statement of disagreement. The score given included the measurement of intensity as expressed in each answer to the question assessed with the following numbers: The score given included the measurement of intensity as expressed in each answer to the question which is assessed with the following numbers:

a. Score 1: Strongly Disagree
b. Score 2: Disagree
c. Score 3: Neutral
d. Score 4: Agree
e. Score 5: Strongly Agree

Data analysis technique

Data analysis was carried out using path analysis. Path analysis is a statistical technique to test the causal relationship between two or more variables. It is a relationship among independent variables, intermediate variables and dependent variables which are usually presented in the form of diagrams. In the diagram there are arrows showing the influence direction among exogenous, intermediary and dependent variables.

Path analysis studies whether the relationship that occurs is caused by direct and indirect effects of the independent variable on the dependent variable, studies the dependence of a number of variables in a model (causal model), and analyzes the relationship between variables from the causal model which has been formulated by researchers on the basis of theoretical considerations. Through path analysis we examined a set of causal hypotheses and interpreted the relationships.

The assumptions that must be met in the path analysis are:

1. In the path analysis model, the relationship among variables is linear, adaptive and normal.
2. Only have one direction causal flow system, meaning that there is no reverse causality.
3. The dependent variable (endogenous) is minimal in the interval and ratio measuring scale.
4. Using probability sampling, which is a sampling technique to provide equal opportunities for each member of the population to be selected as a member of the sample.
5. Observed variables are measured without any error. The measurement instrument is valid and reliable, meaning that the variables studied can be observed directly.
6. The analyzed model is correctly specified based on relevant theories and concepts, meaning that the theoretical model being studied or tested is built on certain theories which are able to explain the causal relationship between the variables studied.

Based on the opinion of Riduwan and Kuncoro (2007; 116-118) the steps for testing path analysis are as follows:

Regression   Test
Simple Regression Test

Simple regression analysis was used to predict or test the effect of one independent variable or independent variable on the dependent variable or variable. Simple linear regression analysis consists of one independent variable (predictor) and one dependent variable (response), with the equation:

$Y = a + bX$

Operational Definitions of Variables and Indicators

From the literature review and model development in the form of a theoretical framework, the operational definitions of variables used in this study were as follows:

Employee Performance

The results of employees' work over a certain period of time as measured by the quality and quantity of work produced. Performance assessment indicators used qualitative assessment indicators from As'ad (1995; 47) are:

1. Quality of work.
2. Quantity.
3. Timeliness of Completing Work.

Leadership Role

The employee's perception of an ability-oriented leader is more like that of a coach, one who emphasizes developing the skills and abilities of subordinates. The measurement of this variable used indicators from the University of Michigan (Yukl, 2010:27), which are relationship-oriented leader behavior with the indicators as follows:

1. Increasing the trust of subordinates

2. Having a friendly nature
3. Developing subordinates
4. Always provide information to subordinates
5. Giving an appreciation to subordinates' ideas
6. Giving recognition to subordinates' achievements

Validity Test

Validity test was used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that will be measured by the questionnaire (Imam Ghozali, 2011:52). Validity in research states the degree of accuracy of the research measuring instrument on the content or actual meaning being measured. The validity test used in this study was the Confirmatory Factor Analysis (CFA) technique. It is a factor analysis to test unidimensionality or whether the indicators used can confirm a construct or variable (Ghozali, 2011:55). Its analysis will group each indicator into several factors. An indicator will be a part of a variable if it has a significant value <0.05 (Ghozali, 2011:58).

Leadership (X)

Work Discipline (X)	$_r$Count	$_r$Table	Information
X.1	0.717	0.266	*Valid*
X.2	0.769	0.266	*Valid*
X.3	0.737	0.266	*Valid*
X.4	0.847	0.266	*Valid*
X.5	0.887	0.266	*Valid*
X.6	0.836	0.266	*Valid*

Source: Data processed with SPSS

Based on the table above, it can be seen that all question items have a calculated $_r$value greater than $_r$table (0.266). Thus all question items for the leadership variable are valid.

Employee Performance (Y)

Employee Performance (Y)	$_r$Count	$_r$Table	Information
Y.1	0.894	0.266	*Valid*
Y.2	0.864	0.266	*Valid*
Y.3	0.743	0.266	*Valid*

Source: Data processed with SPSS

Based on the table above, it can be seen that all question items have a calculated r value greater than r table (0.279). Thus all question items for the Employee Performance variable are valid.

Reliability Test

The reliability test is actually a tool to measure the reliability of a questionnaire which is an indicator of a variable or construct. A questionnaire will be reliable if a person's answer to a question is consistent or stable from time to time. (Ghozali, 2006:32). SPSS (Statistical Product and Service Solutions) provides a facility to measure reliability with the statistical test of Cronbach alpha (α). A construct or variable will be reliable if it gives a Cronbach alpha value > 0.06 (Ghozali, (2006:41-42).

The results of the validity and reliability tests on research instruments using SPSS software were as follows:

Variable X Work Discipline:

Reliability Statistics	
Cronbach's Alpha	N of Items
.831	6

Source: Data processed with SPSS

Based on the table data above, the Cronbach's Alpha value of the Work Discipline variable was 0.831 more than 0.60 or 0.831 > 0.60, thus it can be declared reliable.

Variable Y Employee Performance:

Reliability Statistics	
Cronbach's Alpha	N of Items
.840	3

Source: Data processed with SPSS

Based on the table data above, the Cronbach's Alpha value of the Employee Performance variable is 0.840 more than 0.60 or 0.840 > 0.60, thus it can be declared reliable.

Determination Coefficient

The purpose of this analysis was to calculate the influence of the independent variable on the dependent variable.

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.903[a]	.815	.804	0.894

a. Predictors: (Constant), Leadership

Source: Data processed with SPSS

Based on the table above, conclusions which can be drawn from the test can be seen from the table R Square 0.815, which means that employee performance is influenced by work discipline by 0.815 or 81.5%, while the remaining 18.5% is influenced by other variables which are not examined in this study.

Simple Regression

Simple linear regression analysis as a preference analysis was used to determine the effect of business partner collaboration on innovation.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.806	1.081		2.958	.018
	Leadership	.408	.046	.903	8.893	.000

a. Dependent Variable: Employee Performance

Source: Data processed with SPSS

Based on the table above, the results of the regression equation were as follows:

Y = 7.909 + .403+ e

From the regression equation above, it could be described as follows:

1. The constant value is 2.806, which means that if Leadership (X) is 0, then Employee Performance (Y) is 2.806.

2. Leadership (X) 0.408, which means if the Work Discipline (X) variable increases by 1% and constant (a) = 0, then Employee Performance will increase by 0.408. The coefficient is positive, meaning that Leadership (X) has an effect on Employee Performance (Y), the higher the Work Discipline, then the higher the Employee Performance.

Partial Test (T Test)

The t test was used to determine whether there was a partial effect of the independent variable on the dependent variable. Thus it could be concluded that the independent variables which were analyzed partially had a significant effect on employee performance, while if the t value was less than the t table value, it could be concluded that the independent variables did not have significant effect on prices. The t value of the regression analysis results could be seen from the table of the regression equation coefficients.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.806	1.081		2.596	.018
	Leadershp	.408	.046	.600	8.893	.000

a. Dependent Variable: Employee Performance

Based on the table above, it can be seen that the sig value of Work Discipline is 0.000 < 0.05, then H_O is rejected and H_a is accepted, which means that Leadership has a significant effect on Employee Performance.

DISCUSSION

Based on the results of statistical tests, it could be seen that leadership partially influenced the employee performance. This was supported by the statistical results stating the level of significance. This significant influence was also caused by the same circumstances related to the SPSS calculation results obtained which showed the visible value of the sig value of Product Quality was 0.000 < 0.05, then H_O was rejected and H_a was accepted, meaning that Work Discipline had a significant effect on Employee Performance. For every change from Leadership which meant Employee Performance was influenced by Leadership, while others were influenced by other variables which were not examined in this study. And seen from the results of the regression equation, if the Leadership variable (X) had increased, then the Employee Performance would have increased. The coefficient was positive, meaning that Leadership (X) had an effect on Employee Performance (Y), the higher the Leadership, then the higher the Employee Performance. This result was the same as what was found in a previous study by Syarkani (2017) regarding the Effect of Leadership on Employee Performance at PT. Panca Construction in Banjar Regency. The research variable data which had been tested for its validity and reliability and had been declared valid showed that there was a positive influence between Leadership and Employee Performance, thus if there was an increase in

this work discipline, then the employee performance (Y) would have increased by 0.681 times assuming other indicators were still remain. Based on the data analysis results, it could be seen that the $_t$count for the work discipline variable found the results of 8,448 which was greater than $_t$table 1,676, meaning that the hypothesis (Ho) was overall rejected and the opposite that the alternative hypothesis (Ha) was overall accepted, where the work discipline variable had a significant effect on employee performance statistics.

CLOSING
Conclusion
From the results of the study, conclusions which could be drawn were as follows: Based on the results of the analysis described above, it could be said that the leadership variable had a positive and significant influence on the employee performance at PT. Daihatsu Manado Branch. From the results of the research above, it could be seen that leadership had a strong influence on the employee performance.

Suggestion
Based on the results of the discussion in this study, the writer provided the following suggestions: To maintain the employee performance at PT. Daihatsu Manado Branch, the company must continue to maintain the best leadership style. The leaders there must also consistently maintain the existing leadership style to make the employees able to continue to perform well. For further researchers who want to examine the similar objects, it is suggested that they can develop this research by adding variables, or researching other variables related to the employee performance which have not been studied.

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