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THE INFLUENCE OF LEADERSHIP STYLE, CAREER DEVELOPMENT AND INDIVIDUAL COMMITMENT ON EMPLOYEE PERFORMANCE AT ALFAMART IN BATAM CITY

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Abstract

The purpose of this study was to investigate the limited problems faced by Alfamart in Sekupang District, Batam City. The study focused on analyzing the impact of leadership style, career development and individual commitment on employee performance at Alfamart. A total of 120 employees participated in the study and were given questionnaires to complete. To ensure the validity and reliability of the data, various tests including respondent's test, validity test, reliability test, normality test, t test, r test and f test were conducted. The validity test confirmed that all the data used in the study were suitable for further testing. The results of the test showed that leadership style had a positive and significant effect on employee performance. Career development and personal commitment variables also have a significant impact on employee performance. Furthermore, the R-Square test showed that these variables can affect employee performance up to 85%. Finally, the test showed that all variables had a significant effect on employee performance at Alfamart in Batam City.

Keywords : Leadership Style, Career Development, Individual Commitment, Employee Performance.

INTRODUCTION

The rapid development of Batam City as an industrial and tourism center has led to an influx of people from rural areas into the cities, creating a greater demand for trade and essential goods. In response to this growth, Alfamart has expanded its business operations by opening approximately 175 outlets throughout Batam City, including 30 outlets in Sekupang, strategically located throughout the region.

However, the proliferation of Alfamart outlets in the Sekupang area has led to inconsistent management styles, causing anxiety among some employees and resulting in reduced employment. Personal preferences also caused delays in employees' career development, leading to a decrease in personal commitment to the company.

According to Alimuddin and Sukoko (2017), Leadership style is a set of characteristics and strategies used by leaders to influence their subordinates to achieve organizational goals.

There are six key indicators of leadership style, including decision-making ability, motivational ability, effective communication, ability to supervise subordinates, sense of responsibility, and emotional control.

Sutrisno (2017 165) Career development is the process of personal improvements to achieve a career plan. It involves an organization, company or management making a plan on how to develop the careers of their employees while they are working. Career development indicators include education, training, transfers or mutations, and promotion. According to Hasibuan (2016 31) indicators of career development include four main components 1) education, 2) training, 3) transfers or mutations, and 4) promotions. These metrics help organizations provide opportunities for their employees to grow and develop their skills, ultimately benefiting both the individual and the company.

Zurnali (2010), Personal commitment refers to the strong emotional attachment that an individual has to the organization's goals and values in relation to their role in achieving those goals and values. Indicators of personal commitment include affective commitment, normative commitment, and continuance commitment. Indicators of individual commitment, as suggested by Mayer and Allen in Marianti (2014), include 2) normative commitment, which is a sense of obligation to be loyal to the organization and its values; and 3) Continuance commitment, which is the belief in the organization's ability to fulfill its promises and meet the individual's needs.

Kasmir (2016 82) Performance refers to the result of work and work behavior achieved in completing tasks and responsibilities within a specified period of time. Performance indicators include quality, quantity, time, employee cooperation, cost reduction, and control. These metrics help organizations evaluate employee performance and identify areas for improvement, ultimately leading to increased productivity and profitability.

According to Kasmir (2016 208) Performance indicators can be used by organizations to evaluate employee performance and identify areas requiring improvement. These indicators include 1) quality, which refers to the product standard; 2) the quantity, which refers to the volume of work performed; 3) time, which refers to the efficiency and speed of task performance; 4) Collaboration, which refers to how employees work together to achieve common goals; 5) cost reduction, which refers to the ability to minimize costs and maximize profits; 6) Leadership, which refers to the level of direction and guidance given to employees.

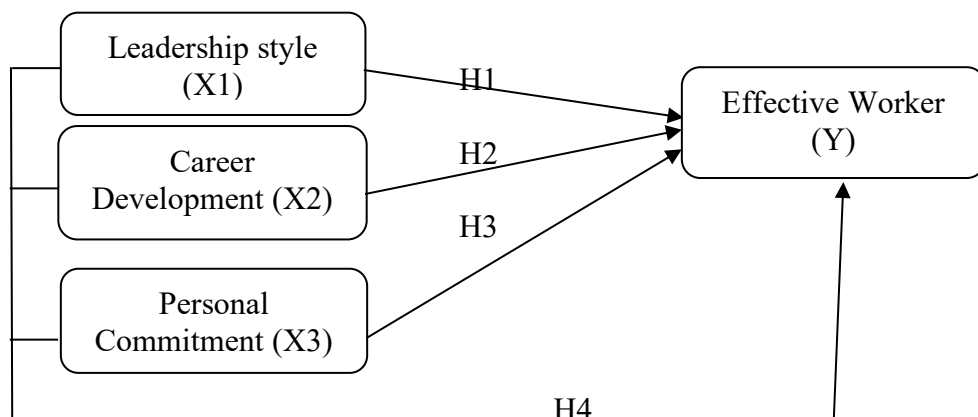


Figure 1 A frame of mind

Hypothesis

The research hypothesis is as follows.

H1. Leadership style affects the performance of Alfamart employees in Batam city

- H2. Career development has a significant impact on the performance of Alfamart employees in Batam City
- H3. Individual commitment has a significant impact on the performance of Alfamart employees in Batam City
- H4. Leadership style, career development and personal dedication have a significant impact on the performance of Alfamart employees in Batam.

METHOD

A research design is a structured work plan that comprehensively outlines the relationships between variables, allowing the research findings to answer the research questions. To conduct a survey, the process usually begins with the identification of research objects through surveys or interviews. The name of the study is then decided and questionnaires are distributed for data collection. After the data is collected, it is processed and analyzed, followed by a discussion of the results and the formation of conclusions. A well-designed research plan ensures that the research is conducted in a systematic and organized manner, which ultimately leads to reliable and valid research results.

Location and sample and population

The research site was conducted in Alphasmart, Sekupang area with a total population of 250 and a total of 120 samples were used as the research sample.

RESULTS AND DISCUSSION

Table 1. Respondent characteristics

No	Description	Frequency	percent
1	Male	75	62
2	female	45	38
That's all		120	100.0

Based on the results presented in Table 1, a total of 120 respondents participated in the study, consisting of 75 male respondents (62%) and 45 female respondents (38%). These figures show that there were more male than female respondents in the survey.

Leadership style variable validity test (X1)

The results of the validity data processing can be seen in Table 2 below.

Table 2 Results of the validity test of leadership style (X1)

Discipline			
Announcement	r-hitung	r-table	Description
X1 1	0.770	0.2079	Valid
X1 2	0.715		Valid
X1 3	0.650		Valid
X1 4	0.740		Valid
X1 5	0.680		Valid
X1 6	0.730		Valid

Based on the information provided, it appears that Table 2 presents the results of validity tests for variable X1 (leadership style) using the Pearson correlation coefficient (r). For all statements of variable X1, the count value is greater than the table value (Df = 120), indicating that all statements are valid and can be used in further testing.

Table 3. Career Development Variable Validity Test (X2)

Motivation			
Announcement	r-hitung	r-table	Description
X2 1	0.710	0.2079	Valid
X2 2	0.740		Valid
X2 3	0.680		Valid
X2 4	0.650		Valid

Source Primary data

Based on Table 3, it can be observed that the count value of all statements related to variable X2 is greater than the value of r-table 0.2079 (df = 120). Therefore, all statements related to career building (X2) are considered valid and can be used for further analysis.

Table 4. Validity Test of Individual Commitment Variable (X3)

Motivation			
Announcement	r-hitung	r-table	Description
X3 1	0.730	0.2079	Valid
X3 2	0.710		Valid
X3 3	0.690		Valid

Based on the above table 4, it can be observed that for all variable X3 statements, the value of r-count is greater than the value of r-table 0.2079 (df = 120). Therefore, all statements related to the Individual Commitments variable (X3) are considered valid and can be used for further testing.

Table 5 Effective worker (Y)

Enforcement officer			
Pernyataan	r-hitung	r-table	Description
Y 1	0.725	0.2079	Valid
Y 2	0.730		Valid
Y 3	0.670		Valid
Y 4	0.690		Valid
Y 5	0.740		Valid
Y 6	0.720		Valid

Source Primary data

Table 5 shows that all variable statements of employee performance (Y) have a count value (df=120) greater than the table value of 0.2079. This indicates that all declarations of variable Y are considered valid and suitable for further testing.

Reliability test results

Sugiyono (2017: 130) explains that a reliability test assesses the consistency of measurement results when using the same object or instrument. A variable is considered reliable if its Cronbach's Alpha value is greater than 0.6.

Table 6. Reliability test results

No	Variable	Cronbach's alpha	N of items	Description
1	Leadership style	0.760	600	Reliable
2	Career development	0.730	4	Reliable
3	Personal commitment	0.750	3	Reliable
4	Enforcement officer	0.810	600	Reliable

Table 6 shows Cronbach's Alpha values for each variable leadership style 0.760, career development 0.730, personal commitment 0.750 and employee performance 0.810. These values indicate that the research instrument is reliable as all variables have a Cronbach's Alpha value greater than 0.6.

Results of the classical hypothesis test

Multicollinearity Test Results

Sugiyono (2019:99) suggests that the presence of multicollinearity in a model can be identified using a diagnostic tool known as the Variance Inflation Factor (VIF), which measures the correlation between each independent variable and the dependent variable. A VIF value of less than 10 indicates a lack of multicollinearity in the model.

Table 7 Multicollinearity Test Results
Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	White fish.	Collinearity statistics	
	B	St. Wrong	Beta			Tolerance	VIF
(permanent)	5841	2412		4332	000		
1 Leadership style	,714	088	532	3540	000	523	3620
Career development	624	091	327	3.410	000	0.541	2.840
Personal commitment	426	084	421	3261	000	0.431	1.614

Dependent variable. Employee performance

Based on Table 7 above, we can observe that the Variance Inflation Factor (VIF) value for each variable, including leadership style, career development, and individual commitment, is 3.620, which is less than 10. Therefore, we can conclude that there is no multicollinearity problem.

Heteroskedasticity test results

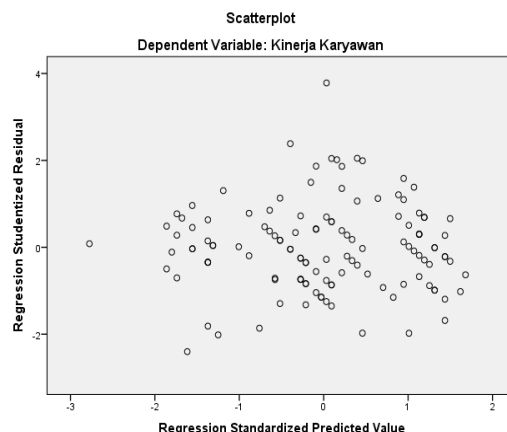


Figure 2 Scatter plot

The scatter plot graph above shows that the points are scattered and do not show a clear pattern. Therefore, it can be concluded that there is no problem of heteroskedasticity in the regression model.

Results of the coefficient of determination test (R²)

The coefficient of determination (R^2) indicates the percentage of variation in the dependent variable that can be explained by the independent variables included in the model. For R^2 , a value of 0 indicates that the independent variable has no effect on the dependent variable, while a value of 1 indicates that the independent variable has a perfect effect on the dependent variable.

Table 8 Coefficient of determination (R^2) test results

Model summary			
Model	R	Square R	St. Evaluation error
1	0.870 a	0.850	2070

a. Predictors. (ongoing), leadership style, career development and commitment to the individual

Based on Table 8, it can be concluded that $R^2 = 0.850$ means that leadership style, career development and personal commitment have 85% influence on employee performance.

Discussion

A. Leadership style affects employee performance

Based on the results of the research, it can be concluded that the leadership style has a significant and positive effect on the work of Alfamart companies in Batam. Statistical test results show that t_{count} (3.540) is greater than t_{table} (1.97944) with a significance value of 0.000 which is less than the threshold of 0.05. This proves that the leadership style used in Alfamart companies in Batam has a significant and positive effect on the performance of their employees.

B. Career development affects employee performance

Based on the results of the statistical test, it can be concluded that career development has a significant impact on the performance of employees in Alfamart companies located in Batam. This conclusion is supported by the calculation results, which gave a t_{count} (3.410) greater than the t_{table} (1.97944) with a significance value of 0.000, which is less than the 0.05 threshold.

G. Individual commitment affects employee performance

Based on the results of the statistical test, it can be concluded that individual commitment significantly affects the work of Alfamart companies located in Batam. This is evident from the fact that the obtained t -value (3.261) is greater than the t -table value (1.97944) with a significance value of 0.000 which is less than 0.05.

D. Leadership style, career development, and individual commitment affect employee performance

Based on the results of the statistical test, it can be concluded that leadership style, career development and personal dedication significantly affect the work of Alfamart company employees in Batam. This conclusion was drawn from the calculation results of the F -test (12.097) with a significant value of 0.000, which is less than 0.05 and exceeds the value of the t -table (1.97944). Furthermore, all the variables X_1 to X_3 have a significant effect on employee performance.

CONCLUSION

Based on the results and discussions, several conclusions can be drawn, namely

- a) Leadership style has a positive and significant effect on employee performance
- b) Career development has a significant impact on employee performance
- c) Individual commitment has a significant impact on employee performance
- d) Leadership style, career development and personal dedication have a significant impact on the performance of Alfamart employees in Batam City

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