

## THE EFFECT OF LEADERSHIP STYLE, TURNOVER, PUNISHMENT AND CAREER DEVELOPMENT ON THE PERFORMANCE EMPLOYEES OF PT. SHIMANO BATAM

Rona Tanjung<sup>1</sup>, Olga Sandra Wulandari<sup>2</sup>, Lidya Marta Siregar<sup>3</sup>

*1, 2, 3 University Riau Kepulauan, Batam, Indonesia*

*Corresponding author: [ronatanjung07@gmail.com](mailto:ronatanjung07@gmail.com)*

### Abstract

Research on performance is still an interesting topic in the field of human resource management. This study aims to determine and analyze the effect of leadership style, turnover, punishment, and career development on employee performance at PT Shimano Batam, both partially and simultaneously. This research is a quantitative study using a descriptive design with the research site being PT. Shimano Batam. The sampling technique of this study uses a census technique with an error rate of 10%. The population of this study was 1,643 employees. The sample of this study was 94 employees. Data analysis techniques used multiple linear regression. The results showed that Leadership Style has a significant effect on the performance of employees of PT. Shimano Batam, Turnover has a significant effect on the performance of employees of PT. Shimano Batam, Punishment has a significant effect on the performance of employees of PT. Shimano Batam, Career Development has a significant effect on the performance of employees of PT. Shimano Batam. Simultaneously, Leadership Style, Turnover, Punishment, and Career Development together have a significant effect on the performance of employees at PT. Shimano Batam.

**Keywords:** Leadership Style; Turnover; Punishment; Career Development; and Employee Performance.

### INTRODUCTION

Employee performance is an action taken by employees in carrying out the work assigned by the company. Every company always expects its employees to perform well, because having high-performing employees can improve the company's performance. Companies often face human resource issues, and human resource issues pose a challenge for management. This is because the success of a company depends on the quality of its human resources.

PT. Shimano Batam is a Singaporean subsidiary. PT. Shimano Batam has two companies engaged in the assembly of bicycle components and the manufacture of fishing equipment. Over time, problems have arisen that have caused a decline in employee performance at PT. Shimano Batam.

Several factors that employee performance are, first, a leadership style that does not pay attention to the welfare of its members, where leaders make decisions without considering the circumstances, which results in a lack of synergy between superiors and subordinates. High turnover causes employee turnover to increase, where employees leave the company even before their employment contract has been completed, causing the team to lose its good work productivity. Then, the punishment given is not on target, in other words, *should* be given after careful and objective consideration of all aspects relevant to the situation. Finally, career

development is also a series of activities to improve the work capabilities of individual employees in order to plan their careers for the present and the future. However, at PT. Shimano Batam, there has been no career development carried out by the company to improve the skills of its employees in order to advance to higher levels within the company. As a result, employees who have been with the company for a long time only to hold position. This causes employees to become bored with their limited abilities, preventing them from advancing in their careers. . . ., the lack of career development causes employees to lack confidence in their . . . If employees feel bored, discouraged, and lack confidence in their abilities, this can cause a decline in . . . performance which in turn can affect the company's productivity.

## METHODOLOGY

### Type of Research

The type and design of research used in this study is quantitative research using primary data sources, which are data sources obtained from research objects, by distributing questionnaires (forms) to respondents.

### Research Method

The researcher states that the design used in this study is descriptive research. Descriptive research is used to describe the results of processing and analyzing each indicator of the research variables, Ulmar (2019). To obtain the data needed for this research, the researcher distributed questionnaires to selected respondents who were considered to meet the criteria deemed suitable by the researcher to become respondents.

### Population and Sample

The population of this study consists of 1,643 employees of PT. Shimano Batam. The sample was taken based on *random sampling*, which is a technique used when the population has members elements that are not homogeneous and are stratified proportionally. The sampling technique used in this study was the *Slovin* formula. The population size was 1,643 people, and the result of the calculation using the *Slovin* formula was 94.26, so the sample size for this study was rounded to 94 people.

## DISCUSSION

### 1. T-test (Partial)

To determine the  $\alpha$  level  $n-k-1$  is used at a  $\alpha$  level of 10% (error rate of 10% . 0.10) a confidence level of 90% . 0.90. So if the error rate the variable is more than 10%, it means that the variable is not significant.

#### Hasil Uji T

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	,862	,657		1,313	,193		
	GAYAKEPEMIMPINAN_X1	,840	,091	,978	9,261	,001	,017	58,819
	TURNOVER_X2	,854	,216	,490	3,960	,009	,012	80,771
	PUNISHMENT_X3	1,253	,207	,735	6,038	,003	,013	78,054
	PENGM_KARIR_X4	,883	,069	1,243	12,841	,000	,020	49,372

Sumber: Data primer yang diolah, 2024

Based on the table, the T-test can be explained as follows:

- The results of the Leadership Style variable (X1) show a t-value of 9.261 > t-table 1.291 and a significance value of 0.001 < 0.10. This means that Leadership Style (X1) has a significant effect on Employee Performance (Y).
- The results of the *Turnover* (X2) variable, with a t-value of 3.960 > t-table 1.291 and a significance value of 0.009 < 0.10. This means that *Turnover* (X2) has a significant effect on Employee Performance (Y).
- The result of the variable *Punishment* (X3) has a t-value of 6.038 > t-table 1.291 and a significance value of 0.003 < 0.10. This means that *Punishment* (X3) has a significant effect on Employee Performance (Y).
- The result of the Career Development variable (X4) is 12.841 > t-table 1.291 and a significance value of 0.000 < 0.05. This means that Career Development (X4) has a significant effect on Employee Performance (Y).

## 2. F Test (Simultaneous)

#### Hasil Uji F ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3636,917	4	909,229	1295,006	,000 <sup>b</sup>
	Residual	62,487	89	,702		
	Total	3699,404	93			

a. Dependent Variable: KINERJAKARYAWAN\_Y

Sumber: Data primer yang diolah, 2024

Based on the table, the calculated value of F is 1295.006 > Ftable 2.01 and the significance value is 0.000 < 0.10. This means that H0 is rejected and Ha is accepted. Therefore, it can be concluded that Leadership Style (X1), *Turnover* (X2), *Punishment* (X3), and Career Development (X4) simultaneously have a positive and significant effect on Employee Performance.

## 3. Determination Coefficient Test

#### Determination Coefficient Test Results Model Summary<sup>b</sup>

Model	R	R <sub>adj</sub>	Adjusted R <sub>adj</sub>	Standard Error of $\epsilon$
1	.992 <sup>a</sup>	.983	.982	.83792

a. Predictors: (Constant), CAREER\_X4, LEADERSHIP\_X1, PUNISHMENT\_X3, TURNOVER\_X2

b. Dependent Variable: KINELRJAKARYAWAN\_Y

Source: Processed primary data, 2024

Based on the table above, the  $R^2$  value of 0.983 indicates that the influence of Leadership Style, Turnover, Punishment, and Career Development together influence employee performance by 98.3%. This means that the influence of Leadership Style, Turnover, reward, and career development together have a proportionate influence on employee performance of 98.3% while the remaining 1.7% is influenced by other variables that are not included in the linear regression model.

## CONCLUSION

Based on the results of the research conducted by the researcher using existing literature and the discussion in the previous chapter, the researcher draws the following conclusions:

1. Leadership style has a positive and significant effect on the performance of employees at PT. Shimano Batam.
2. *Turnover* has a positive and significant effect on the performance of employees at PT. Shimano Batam.
3. Career development has a positive and significant impact on the performance of PT. Shimano Batam employees.
4. Career development has a positive and significant effect on the performance of PT. Shimano Batam employees.
5. Leadership style, *turnover*, *punishment*, and career development together have a significant effect on performance of PT. Shimano Batam employees.

## REFERENCES

- Adawiyah, R. (2020). *Pengaruh Kepuasan Kerja, Stres Kerja dan Kompetensi Pegawai Terhadap Kinerja Pegawai*. Jakarta: Universitas Islam Negeri Syarif Hidayatullah.
- Ghozali, Imam dan Ratmono, Dwi. 2017. *Analisis Multivariate dan Ekonometrika dengan Eviews 10*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, Imam. 2018. *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hartatik, Puji Indah. 2014. *Buku Praktis Mengembangkan SDM*. Yogyakarta: Suka Buku.
- Hartono, Sri. 2017. *Manajemen Sumber Daya Manusia II*. Ponorogo.
- Hasibuan, Malayu S.P. 2020. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Askara.
- Hasibuan, Malayu S.P. 2019. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Askara.
- Hasibuan, Malayu S.P. 2017. *Manajemen Sumber Daya Manusia, Edisi Revisi*. Jakarta: Bumi Aksara.

- Kasmir. 2016. *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Kaswan. 2015. *Manajemen Sumber Daya Manusia Untuk Keunggulan Bersaing Organisasi. Edisi Pertama*. Yogyakarta: Graha Ilmu.
- Mangkunegara, A.A. Anwar Prabu. 2015. *Manajemen Sumber Daya Manusia Perusahaan*. Rosdakarya: Bandung.
- Mathis, Robert L. dan John H. Jackson. 2022. *Manajemen Sumber Daya Manusia, Edisi Pertama*. Jakarta: Salemba Empat.
- McCleskey, J. A. 2014. "Situational, Transformational and Transactional Leadership and Leadership Development". *Journal of Business Studies Quarterly*, 5(4), 117.
- Moeheriono. 2017. *Pengukuran Kinerja Berbasis Kompetensi, Edisi Revisi*. Jakarta: PT. Raja Grafindo Persada.
- Robbin & Judge. 2015. *Perilaku Organisasi Edisi 16*. Jakarta: Salemba Empat.
- Sanusi, A. 2014. *Metode Penelitian Bisnis*. Jakarta: Salemba Empat.
- Sari, P. M. (2020). *Pengaruh Konflik dan Stres kerja terhadap motivasi dan kinerja karyawan (Studi pada Karyawan PT Bank Rakyat Indonesia (persero) Tbk Cabang Tuban)*. Malang: Universitas Brawijaya .
- Siagian, Sondang P. 2019. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Sinambela, P.L. 2017. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- Sugiyono. 2020. *Metode Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sugiyono. 2019. *Metode Penelitian Kuantitatif*. Bandung: Alfabeta.
- Sugiyono. 2017. *Metode Penelitian Bisnis*. Bandung: Alfabeta.
- Sugiyono. 2015. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D, Cetakan Ke-22*. Bandung: Alfabeta.
- Sutrisno, Edy. 2016. *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Wibowo. 2018. *Manajemen Kinerja, Edisi Keempat*. Jakarta: Rajawali Pers.