

The Influence of Leadership Style on Employee Performance at The Cicantayan Sub-District Office

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Abstract

The aim of this study is to examine the impact of leadership style on employee performance in the Cicantayan sub-district office located in Sukabumi Regency. The research will utilize quantitative methods with a descriptive approach. The target population consists of all employees working at the Cicantayan District Office, amounting to 22 individuals who will be included as the sample for this study. Data collection will involve the use of questionnaires and a review of relevant literature. The findings indicate a positive and significant relationship between leadership style and employee performance, confirming the initial hypothesis that increasing leadership style positively influences employee performance.

Keywords: leadership style, employee performance

INTRODUCTION

Despite the implementation of fingerprint attendance systems, many civil servants in Cicantayan District continue to violate punctuality rules. according to Wahyudi et al., (2020) "This indicates a lack of effectiveness in the use of fingerprint attendance to promote discipline in terms of working hours. Even with the presence of the fingerprint attendance system, there are still employees who arrive late or exhibit a lack of diligence in coming to the office. The intention behind implementing fingerprint attendance was to motivate employees to arrive early and discourage time manipulation, as attendance data recorded through this system cannot be tampered with". However, the current situation highlights that many employees have not been influenced or motivated to adhere to punctuality standards despite the use of fingerprint attendance. Effectiveness is the basis for using fingerprint identification systems in agencies, this tool encourages agencies to save time, energy while ensuring security. Thus, proof of employee attendance (attendance) can be obtained through this tool (Asamoah, 2023).

The problem that occurs in Cicantayan Subdistrict is the lack of supervision of the Head of Subdistrict on employees. This is indicated by the existence of employees who enter and leave work not on time so that they may not be recorded in the attendance and enter absences without information. The following is data on employees who were late for work in September 2022 - November 2022 as follows:

Table 1. Data on Employees Late for Work

Month	Number of Employees	Late	% Late
September 2022	16	5	31,25
Oktober 2022	16	4	25
November 2022	16	8	50
Average			35,42%

From table 1 above, the absenteeism rate of Cicantayan District civil servants is still high. According to (Budiasa, 2021) states that “a reasonable level of absenteeism is below 3% and above 3% to 10% is considered high, where it shows low performance because it does not maximize the existing working day. High absenteeism will make the completion of work that is the task of each employee late. One of the measurements of employee performance, namely the period for completing tasks in accordance with what is determined, cannot be fulfilled, indicating that employee performance is still low”. This can be seen from the 2021 Community Satisfaction Index (IKM) data, which is as follows.

Table 2. Cicantayan Sub-district IKM

No.	Service Element	Service Element Value
1	Requirements	3.52
2	System, Mechanism and Procedure	3.48
3	Completion Time	3.51
4	Cost / Tariff	3.45
5	Product Specification Type of Service	3.48
6	Executor Competence	3.55
7	Executor Behavior	3.51
8	Complaint Handling	3.46
9	Facilities	3.4
10	Other Elements	-
Survey Score		3.48
SKM Score		87.11
Service Quality		B
Service Unit Performance		Satisfactory

The data presented above illustrates that three of the smallest elements in the Community Satisfaction Index (IKM) are below the average value of 3.48 (NRR). These elements include Cost/Tariff, Complaint Handling, and Facilities, all rated as Satisfactory Quality (B). Due to this issue, the researcher aims to investigate the impact of leadership style on employee performance at the Cicantayan District Office in Sukabumi Regency.

Prior research by Hasyim (2022) titled "The Effect of Leadership Style on Employee Performance" focused on examining this relationship. The study used a questionnaire as an instrument and considered leadership style (X) as the independent variable and employee performance (Y) as the dependent variable. The findings indicated a strong correlation between leadership style and employee performance, with 38.5% of the variance explained by leadership style, and the remaining 61.5% influenced by other factors such as compensation and employee salaries.

Another study by Ardiansyah & Jaenab (2020) titled "The Effect of Leadership Style on Employee Performance in the Scope of the Mpunda District Office of Bima City" also explored the impact of leadership style on employee performance. The research employed an associative analysis method, with a population of 33 individuals. The results demonstrated a positive and significant effect of leadership style on employee performance within the scope of the Mpunda sub-district office of Bima City.

Additionally, Jamaludin (2017) conducted research titled "The Effect of Leadership Style on Employee Performance at PT. Kaho Indahcitra Garment Jakarta." The study involved 50 employees from PT. Kaho IndahCitra Garment, and the findings showed a positive and significant influence of leadership style on employee performance at the company.

The significance of this research lies in addressing the persistent issue of civil servants violating punctuality rules, despite implementing a fingerprint attendance system. The high absenteeism rates among civil servants negatively impact performance and service quality at the Cicantayan District Office, evident from the below-average scores in various service elements according to the Community Satisfaction Index (IKM) data.

Understanding the relationship between leadership style and employee performance is crucial in resolving these issues. Previous research has already shown the importance of leadership style in influencing employee performance. By investigating leadership style at the Cicantayan District Office, this research aims to identify ways to improve employee performance and address punctuality and absenteeism problems.

In summary, this research is urgently needed to enhance the effectiveness of the fingerprint attendance system, reduce absenteeism rates, and improve the overall performance and service quality of the Cicantayan District Office. By exploring the influence of leadership style on employee performance, the study aims to provide insights and recommendations for creating a more disciplined and efficient work environment.

LITERATURE REVIEW

Leadership Style

Yukl & Mahsud (2010) suggests that “Leadership is the process of influencing others to understand and agree with what needs to be done and how the task is done effectively, as well as the process of facilitating individual and collective efforts to achieve common goals. Leadership style refers to the way a leader approaches their role, interacts with team members, and makes decisions. Leadership style is the set of behaviors, attitudes, and approaches that leaders use to guide, motivate, and influence their followers. Leadership styles can vary widely and have a significant impact on employee behavior, motivation, and overall organizational outcomes”.

Fries et al., (2021) suggests that “There are several generally recognized leadership styles, each with its own characteristics and implications. Some well-known leadership styles include:

Transformational Leadership

Transformational leaders inspire and motivate their team members by setting a compelling vision, fostering enthusiasm, and encouraging personal growth. They often demonstrate charisma, intellectual stimulation, individualized consideration, and inspirational motivation. Transformational leaders empower employees to reach their full potential and create a positive work environment.

Transactional Leadership

Transactional leaders focus on the exchange of rewards and punishments to achieve desired results. They provide clear expectations, set goals, and reward or discipline employees based on their performance. Transactional leaders emphasize adherence to rules and procedures and ensure that tasks are completed efficiently.

Autocratic Leadership

Autocratic leaders have a high level of control and make decisions independently without much input from their team members. They give clear instructions and expect strict adherence to their directions. This leadership style can be effective in situations that require quick decision-making or in hierarchical organizations, but it can also stifle creativity and employee empowerment.

Democratic Leadership

Democratic leaders involve their team members in the decision-making process, seek their input, and consider their perspectives. They value collaboration, participatory decision-making, and consensus building. This style encourages employee engagement, ownership, and commitment.

Laissez-Faire Leadership

Laissez-faire leaders adopt a hands-off approach and give a high degree of autonomy to their team members. They provide minimal guidance or direction, allowing employees to make decisions and solve problems on their own. This style can be effective when working with highly skilled and self-motivated individuals, but can result in a lack of guidance and direction in certain situations.

It is important to note that leadership styles are not fixed or rigid; leaders may exhibit a combination of different styles depending on the situation, their personality, and the needs of their team. Effective leaders often adapt their style to match the demands of the situation and the preferences of their followers.

The choice of leadership style can have a significant impact on employee performance, job satisfaction, motivation, and overall organizational success. Different styles may be more suitable for certain situations or organizational cultures. Understanding and utilizing appropriate leadership styles can help leaders build strong relationships, inspire and motivate their team members, promote productivity, and create a positive work environment.”

Employee Performance

Mangkunegara (2011) suggests that performance as: “as a result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with his responsibilities given to him. Performance is a process to achieve the desired program. through organizational strategy can be assessed from customer satisfaction and contribution. Employee performance refers to the level of productivity, effectiveness, and quality of work demonstrated by an employee in an organization. It is a measure of how well employees fulfill their job responsibilities, achieve assigned goals, and contribute to the overall success of the organization”.

Soelton (2020) suggests that “Employee performance is influenced by various factors, including individual skills and abilities, motivation, job satisfaction, work environment, leadership, and organizational culture. When employees perform at high levels, they not only meet the expectations and requirements of their roles but also go above and beyond to deliver exceptional results. Effective employee performance is characterized by several key aspects:

Productivity

Productivity refers to the amount of work completed by an employee within a given timeframe. It involves efficiently utilizing resources, meeting deadlines, and achieving desired outcomes. Highly productive employees consistently produce high-quality work and contribute to the achievement of organizational objectives.

Quality of Work

The quality of work is a measure of how well employees perform their tasks and deliver results that meet or exceed expectations. It involves attention to detail, accuracy, and adherence to standards and procedures. Employees who consistently produce high-quality work demonstrate professionalism, competence, and a commitment to excellence.

Initiative and Innovation

Exceptional employee performance often includes taking initiative and being proactive in identifying and implementing improvements. Employees who exhibit initiative are self-starters, seek opportunities to contribute beyond their assigned tasks, and propose innovative solutions to challenges. They demonstrate a willingness to learn, adapt, and continuously improve their performance.

Collaboration and Teamwork

Employee performance is not limited to individual achievements but also encompasses the ability to work effectively with others. Employees who excel in teamwork and collaboration contribute to a positive work environment, share knowledge and skills, and actively support their colleagues. They communicate effectively, build strong relationships, and contribute to the success of the team and organization.

Adaptability and Resilience

In a dynamic work environment, employee performance requires the ability to adapt to change and handle challenges effectively. Resilient employees can navigate uncertainties, overcome obstacles,

and remain productive and focused during times of stress or ambiguity. They demonstrate flexibility, problem-solving skills, and a positive attitude in the face of adversity.

Organizations often set performance expectations and establish performance management systems to monitor and evaluate employee performance. This includes setting clear goals, providing feedback, conducting performance appraisals, and offering opportunities for development and growth. Effective performance management practices help align individual performance with organizational objectives and provide employees with the necessary support and resources to excel in their roles.

Recognizing and rewarding high performance is also crucial in motivating employees and fostering a culture of excellence. Acknowledging and appreciating employees' contributions, providing opportunities for advancement, and offering competitive compensation and benefits can all contribute to maintaining and enhancing employee performance.

Overall, employee performance is a critical factor in organizational success. When employees perform at high levels, organizations experience increased productivity, improved customer satisfaction, higher employee engagement, and a competitive advantage in the marketplace. Therefore, organizations invest in creating an environment that supports and enhances employee performance through effective leadership, clear expectations, ongoing feedback, and opportunities for growth and development”.

Hypothesis

Sugiyono (2019) “Hypothesis is a temporary answer to the formulation of research problems and is based on empirical facts obtained. formulation of research problems and is based on empirical facts obtained through data collection”. Based on the framework that has been built, the researcher concludes the following research hypothesis;

Ha. There is an influence of leadership style on employee performance at the Cicantayan District Office, Sukabumi Regency.

Ho. There is no influence of leadership style on employee performance at the Cicantayan District Office, Sukabumi Regency.

METHOD

In this study, the researchers employed quantitative research methods with a descriptive approach. The target population consisted of 22 employees from the Cicantayan District Office in Sukabumi Regency, who were selected as the sample for the study. The data collection process involved the use of questionnaires and a thorough review of relevant literature. The research instruments utilized in this study were designed to gather data and were administered by the researchers themselves. The questionnaire employed a Likert scale to assign criteria and value weights. The participants in the study were employees of PT Kornet Logistics. Descriptive statistics were used to analyze the data, which involved summarizing the variables numerically. Through the application of descriptive statistics, the researchers were able to assess whether the proposed research hypothesis was supported or rejected based on the collected data.

RESULT AND DISCUSSION

Respondents in this study were employees at the Cicantayan District Office, totaling 22 people. Based on the questionnaires that have been distributed by researchers, the identity of the respondents can be seen as follows:

Identity of Respondents by Age

The ages of the respondents sampled in this study ranged from 33 years of age to more than 51 years of age. The identity of respondents based on respondents can be seen as follows:

Table 3. Distribution of Respondents by Age

No	Age	Number of respondents	Percentage (%)
1	33– 40	6	27,27
2	41– 50	8	36,36
3	>51	8	36,36
Total		22	100%

Source: Data processed by researchers, 2022

The survey collected data on the age distribution of respondents, with a total of 22 individuals participating. Among them, 6 respondents fell within the age range of 33 to 40 years, accounting for 27.27% of the total. Additionally, 8 respondents were between 41 and 50 years old, making up 36.36% of the sample. The remaining 8 respondents were over 51 years old, representing the same proportion of 36.36%. These findings reveal a relatively balanced distribution across the three age groups, indicating a diverse representation within the survey participants.

Respondent Identity Based on Gender

Respondents in this study were employees at the Cicantayan District Office totaling 22 people. which consists of men and women. The identity of respondents based on gender can be seen from the following table:

Table 4. Distribution of Respondents Based on Gender

No	Gender	Number of respondents	Percentage (%)
1	Male	10	45,5
2	Female	12	54,5
Total		22	100%

Source: Data processed by researchers, 2022

The survey also collected data on the gender distribution of the respondents, with a total of 22 individuals participating. Among them, 10 respondents identified as male, constituting 45.5% of the total sample. On the other hand, 12 respondents identified as female, representing 54.5% of the participants. These findings indicate a relatively balanced gender representation within the survey, with a slightly higher proportion of female respondents. The results highlight the inclusion of both male and female perspectives in the data collected.

Identity of Respondents Based on Last Education

The identity of respondents based on their last education refers to the educational background or qualifications of the individuals participating in the study. It provides information about the highest level of education completed by the respondents and serves as a demographic characteristic that helps categorize and analyze the data. The identity of respondents based on their latest education in this study can be seen in the following table:

Table 5. Distribution of Respondents Based on Last Education

No	Pendidikan Terakhir	Jumlah responden	Persentase (%)
1	SMA	2	9,09%
2	S1	15	68,18%
3	S2	5	22,73%
Total		22	100%

Source: Data processed by researchers, 2022

Survey also gathered data on the educational background of the respondents, with a total of 22 individuals participating. Among them, 2 respondents had completed their education up to high school level (SMA), accounting for 9.09% of the total sample. A majority of the respondents, 15 individuals to be precise, had attained a Bachelor's degree (S1), representing a significant proportion of 68.18%.

Furthermore, 5 respondents had pursued further education and obtained a Master's degree (S2), making up 22.73% of the participants. These findings indicate a varied educational distribution among the survey participants, with a majority holding a Bachelor's degree. The inclusion of individuals with different levels of education provides a diverse perspective to the data collected.

Description and Research Results

Simple Linear Regression Analysis

In this study, researchers used a simple linear regression equation because the independent variable in the study was one.

Table 6. Regression Calculation Results

		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	16.500	7.111		2.320	.031
	Leadership style	.543	.165	.594	3.299	.004

a. Dependent Variable: Employee performance
Source: Results of Questionnaire Data Processing, 2023

Based on the table above, it can be seen that the value of the multiple linear regression equation is as follows:

$$Y = 16,500 + 0,543 X$$

The above equation means that it can be interpreted as follows:

1. A constant value of 16.500 indicates that if other variables are 0, then Employee Performance will increase by 16.500 percent.
2. The regression result of the independent variable Leadership style is 0.543, so every one percent increase in Leadership style will be followed by an increase in Employee Performance of 0.543 percent assuming other variables are constant.

Multiple Colleration Analysis

According to Sugiyono (2019) "multiple regression analysis is used to predict how the state (ups and downs) of the Dependent variable (criterion), if two or more Independent variables as predictor factors are manipulated (increase and decrease in value). So multiple regression analysis will be carried out if the number of Independent variables is at least 2. The calculation process in general is the same as simple linear regression, only needs development according to the needs of multiple linear regression". In conducting multiple correlation analysis, researchers used the help of SPSS 26 software.

Table 7. Multiple correlation coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.352	.320	4.20410

a. Predictors: (Constant), Leadership style

Source: Results of Questionnaire Data Processing, 2023

The table above presents the R value as 0.594, which indicates the strength of the relationship. To interpret this result, you can refer to the guidelines provided in the subsequent table.

Table 8. Correlation Coefficient According to Guilford's Theory

Ordinal Coefficient	Relationship Level
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Medium
0,60 – 0,799	Strong
0,80 – 1,000	Very Strong

Source: (Sugiyono 2019)

According to the correlation coefficient table provided, the calculation of the correlation yielded a value of 0.594, which is significant at a 95% confidence level with a significance level of $\alpha = 0.05$. This value falls into the category of 0.40 - 0.599, indicating a moderate relationship between leadership style and employee performance.

Coefficient of Determination Analysis

According to Sugiyono (2019) “The determination test will explain the regression results in the form of a coefficient of determination. The coefficient of determination (R^2) can measure how much the ability of the independent variable to explain the dependent variable. In its interpretation, the higher the coefficient of determination, the higher the ability of the independent variable to explain the dependent variable”. To assess the contribution of the variables, namely leadership style, job satisfaction, and work discipline, on employee performance, we can examine the coefficient of determination (R square). This information can be found in the Model Summary table of the simple linear regression analysis.

Table 9. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.352	.320	4.20410

a. Predictors: (Constant), Leadership style

Source: Results of Questionnaire Data Processing, 2023

According to the provided SPSS Model Summary table, we can observe that the coefficient of determination (R square) is 0.594. This value is obtained by squaring the correlation coefficient (R), which is $0.594 \times 0.594 = 0.352$. The magnitude of the coefficient of determination is 0.352, equivalent to 35.2%. Thus, it indicates that the leadership style variable explains 35.2% of the variance in employee performance. The remaining 64.8% is influenced by other variables that are not included in this regression equation or variables that were not examined.

Statistical Hypothesis Test

Ghozali (2018:88) “The t test is used to test the effect of each independent variable used in this study on the dependent variable partially”. According to (Sugiyono, 2020) “The t test is a temporary answer to the problem formulation, which asks about the relationship between two or more variables. The hypothesis testing design is used to determine the correlation of the two variables studied”.

Furthermore, a statistical hypothesis test, specifically a partial test (t -test), is conducted to determine the individual impact of each independent variable on the dependent variable. This test examines whether the independent variables can significantly and partially affect the dependent variable.

Table 10. X to Y t test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	16.500	7.111		2.320	.031
	Leadership style	.543	.165	.594	3.299	.004

a. Dependent Variable: Employee performance

Source: Results of Questionnaire Data Processing, 2023

According to the data provided in the calculation table, the t-value for the variable "Leadership style" (X) on "Employee Performance" (Y) is 3.299. The significance level is set at 5% or 0.05, and the degrees of freedom (df) are calculated as (n-1), which in this case is $22-1 = 21$. To determine the significance of the t-value, it is compared with the critical t-value of 2.07. From the table above, we can observe that the calculated t-value (3.299) is greater than the critical t-value (2.07), and the significance value (sig) of 0.004 is less than 0.05. Therefore, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). This indicates that there is a positive and significant influence of Leadership style (X) on Employee Performance. This finding aligns with the initial hypothesis that as the leadership style increases, employee performance also increases.

Discussion

This research employs simple linear regression analysis to present empirical evidence on the influence of leadership style on employee performance. The regression model meets the necessary assumptions, as confirmed by classical assumption tests using the provided parameter values. Following this, the researchers use the t-test and coefficient of determination to explain the impact of leadership style, treated as the independent variable, on employee performance.

The results of the t-test analysis strongly support the existence of a positive and significant relationship between leadership style (X) and employee performance. The calculated t-value of 3.299 exceeds the critical t-value of 2.07, indicating statistical significance. Furthermore, the significance value (sig) of 0.004, which is lower than the predetermined significance level of 0.05, reinforces this conclusion.

By rejecting the null hypothesis (H0) and accepting the alternative hypothesis (H1), the study confirms a meaningful and significant association between leadership style and employee performance. This highlights the importance of effective leadership in influencing positive outcomes in the workplace, as variations in leadership style significantly contribute to variations in employee performance.

These findings align with existing theories and previous studies by (Hartono & Zubaidah, 2017; Hersona & Sidharta, 2017; Hidayat & Kartiwa, 2018; Ratnasih, 2017) that emphasize the positive influence of leadership on employee performance.

The influence of leadership style on employee performance is 35.2%. The remaining 64.8% is influenced by other variables that are not included in this regression equation or variables that are not examined. This is in line with research conducted by Aan Rahman, (2018) "which produces a value of 38.5% which shows that the influence of leadership style on employee performance and the remaining 61.5% is influenced by other factors such as compensation, employee salaries". Besides that, Jamaludin (2017), "the results of the coefficient of determination of 31.36% means that it can be seen that leadership style affects employee performance by 31.36%, the remaining 68.64% is influenced by other variables not involved in the research".

This aligns with Yukl & Mahsud (2010) theory, "which suggests that there is a connection between leadership and performance. According to this theory, leaders play a crucial role in enhancing the performance of both individuals and organizations. The significance of effective leadership lies in its ability to motivate others to perform at their best." These findings support the research conducted by Parry & Proctor-Thomson (2002), "which demonstrates the significant impact of leadership on the performance of public sector employees in New Zealand." Similar studies conducted by Hoouberg & Choi (2001) have yielded comparable results.

In addition, this research is also in line with research conducted by Harter et al., (2002); Schaufeli et al., (2006) "which explains that the leadership style commonly found in an organization has an

influence on employee performance attributes. In his study, he explain that beside to leadership, another factor that appears to have a significant impact on fostering positive employee behavior and has gained increasing attention is 'employee engagement.' Employee engagement plays a role in driving profitability by influencing productivity, sales performance, customer satisfaction and retention, as well as improving safety and fostering customer loyalty."

In order to influence service orientation, leadership should prioritize fostering employee engagement, especially when evaluating employee performance in service sector organizations. The capability of managers and leaders to drive engagement is of paramount importance. Although the saying "what gets measured gets done" may be seen as a cliché, it remains valid in this context. Hence, it is crucial to regularly measure levels of employee engagement and identify the factors contributing to it, including leader behavior. Leadership behaviors that enhance engagement should be acknowledged, developed, and given greater significance within the performance management system. For example, employee assessments could include a focus on how they perceive their leader's style and specific measures of a leader's ability to inspire, involve, and engage team members. These aspects can be integrated into the broader human resource framework.

To strengthen these findings further, future research could explore additional variables such as job satisfaction and work discipline to gain a more comprehensive understanding of the intricate dynamics impacting employee performance. Conducting longitudinal studies and examining various industries or contexts would provide a broader perspective on the relationship between leadership styles and employee performance, thereby enabling the development of targeted interventions and strategies for organizational success.

Popli & Rizvi (2017) "stated that leadership style encompasses a "fairly consistent set of behaviors demonstrated by a leader/manager when interacting with and influencing subordinates." One of the most notable theories regarding effective organizational performance is the transformational-transactional theory of leadership. The transactional/transformational approach to leadership, introduced by Bass (1998), is widely recognized as a prevailing perspective in leadership studies" (Judge & Piccolo, 2004; Dulewicz & Higgs, 2005; Vera & Crossan, 2004).

Thus, Leadership is believed to have a positive impact on various performance outcomes, such as customer satisfaction, sales performance, customer orientation, organizational commitment, job satisfaction, job performance, and financial performance, among others (Humphreys et al., 2003; MacKenzie et al., 2001; Rizvi, 2000; Stock & Hoyer, 2003). According to Hong et al (2013), "leadership plays a crucial role in establishing a positive service climate. Their meta-analysis of 58 studies supports a strong connection between leadership and employee outcomes, which, in turn, influence customer satisfaction and loyalty. While there is evidence linking leadership styles to employee and customer outcomes, there is limited conclusive research on the most effective style". In a study by Lindgreen et al., (2009), "which examined whether different marketing practices require different leadership styles, it was concluded that the relationship between leadership style and marketing practice is dynamic and interrelated. Additionally, they found that transformational leadership style is positively associated with interaction and network marketing, transactional leadership style is positively associated with database and network marketing, while passive avoidant leadership has no effect on any of the marketing practices".

In addition, Bowen & Schneider, (2014) "propose a framework for service climate that identifies leadership, human resource management practices, and systems support as factors influencing service outcomes. The framework also emphasizes the importance of foundational elements, encompassed by employee engagement, that are necessary for the development of a service climate within organizations. Although service climate and individual service orientation are distinct concepts, the service orientations of individual employees can be aggregated to create a collective service orientation culture and climate at the unit and organizational levels. Researchers have identified several drivers of service orientation, including management support, perceived organizational support, co-worker support, leader behavior, and organizational reward and recognition" (Bowen & Schneider, 2014; Lytle & Timmerman, 2006; Susskind et al., 2007; Teng & Barrows, 2009). In a comprehensive literature review spanning 25 years, Hiller et al., (2011) "analyzed 1,161 empirical

studies that demonstrate the positive impact of leadership on organizational citizenship behaviors, turnover intentions, motivation, commitment, and affective states of individuals.”

It is evident that leadership plays a crucial role in cultivating employee engagement, which, in turn, influences service orientation. Specifically, service sector organizations should prioritize the assessment of managers and leaders' capacity to drive engagement when evaluating employee performance. The saying "What gets measured gets done" may be considered a cliché, but it remains true in this context. Therefore, it is essential to regularly measure employee engagement levels and identify the factors that contribute to it, including leader behavior. Leadership behaviors that promote engagement should be recognized, developed, and given greater importance within the performance management system. For instance, an employee's perception of their leader's style and more specific indicators of a leader's ability to inspire, involve, and engage team members can be incorporated into performance evaluations and integrated into the broader human resource framework.

In conclusion, this study confirms a positive and significant influence of leadership style (X) on employee performance, aligning with the initial hypothesis that increasing leadership style enhances employee performance.

The results of this study are in line with research from Hasyim (2022) “with the research title "The Effect of Leadership Style on Employee Performance" which says that there is a strong relationship between leadership style and employee performance”. and research from Rosalina & Wati (2020) “with the research title ‘The Effect of Leadership Style on Work Discipline and Its Impact on Employee Performance’ which says that there is a positive and significant influence between leadership style on work discipline, work discipline on employee performance”.

CONCLUSION

This study utilized a simple linear regression analysis to examine the impact of leadership style on employee performance. The results revealed a significant and positive correlation between leadership style and employee performance. According to the regression equation, a one percent increase in leadership style was associated with a corresponding 0.543 percent increase in employee performance, assuming all other variables remained constant. The coefficient of determination (R^2) indicated that 35.2% of the variation in employee performance could be attributed to the leadership style variable, while the remaining 64.8% was influenced by other factors not considered in the analysis.

These findings strongly support the conclusion that leadership style plays a positive and noteworthy role in influencing employee performance, thus confirming the initial hypothesis that improving leadership style leads to enhanced employee performance. As a result, organizations are recommended to prioritize the development and enhancement of effective leadership styles to boost employee performance. This can be accomplished through the implementation of leadership training programs and workshops that aim to equip leaders with the necessary skills and competencies to effectively lead and motivate their teams.

Additionally, it is advised to foster open communication and collaboration between leaders and employees, creating a positive work environment that aligns with employee expectations and needs. Furthermore, future research should explore the influence of additional factors, such as job satisfaction and work discipline, on employee performance to gain a more comprehensive understanding of the dynamics at play in the workplace.

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