



## THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT PT ADINDA PERMATA MULIA

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### ABSTRACT

*The purpose of this study was to determine the influence of leadership style on employee performance of PT Adinda Permata Mulia. The research method used in this research is descriptive with a quantitative approach. The sampling technique using saturated samples so that the number of samples in this study was 41 respondents. Data analysis techniques using simple linear regression. The results showed that there was a positive and significant influence of leadership style variables on the performance of PT Adinda Permata Mulia employees. This is evidenced by the value of  $t_{count} > t_{table}$ , namely  $7.834 > 2.023$  with a probability value (significance) = 0.000, which is below 0.05.*

***Keywords: Leadership Style and Performance.***

## I. INTRODUCTION

### A. Research Background

Human resources are the main requirement to be able to carry out all activities in various fields of organization in the company. To influence the company in achieving targets in competing, the company is expected to have competent human resources. Therefore, human resource management plays an important role in helping companies to obtain the right human resources (Siswanto & Hamid, 2017a).

With the existence of human resources, the workforce has an important role in an organization, namely as the executor of management functions. Achieving the goals of an organization is the main focus of the formation of the organization.

Hasibuan & Rahayu (2014) who says "human resource management is the science and art of regulating the relationship and role of labor to be effective and efficient to help realize the goals of the company, employees and society". In line with Ramdhan & Pasaribu (2022) who argue that human resource management is a process of designing a management system (search, leadership style, assessment, wages, and so on) that ensures human resources are managed effectively and efficiently to achieve organizational goals.

In this case the company will look for potential quality human resources and develop them into a figure rich in competence so that they can support the company's performance in the future. Performance management is able to help align employees with various other resources so that company goals can be achieved properly (Ramdhan, 2022). Realizing maximum employee performance is non-negotiable, because employees should be able to carry out their duties properly. In dealing with this situation, the company must have quality and reliable human resources. The goal is to be able to anticipate the changes that occur. In addition, with quality human resources, it is expected to be a benchmark in seeing the ability to make decisions quickly and precisely so that the results achieved can be maximized (Nasri et al., 2018).

The increase or decrease in employee performance in an organization is greatly influenced by various factors, one of which is the leadership style of a leader. A leader is someone with leadership authority who directs subordinates to do part of their work in achieving goals (Ridwan, 2024). Several studies have examined leadership style and leadership behavior simultaneously, especially in relation to their potential implications for performance outcomes (Kennedy et al., 2016). Basically, leadership is the way a leader can influence subordinates to cooperate and work effectively in accordance with his orders, and the leadership style possessed by the leader will be used to guide human resources by using all his abilities to achieve a desired organizational goal (Usman et al., 2020). More deeply, Priono & Ramdhan (2023) suggest that leadership style is a leader's way of influencing, directing, motivating and supporting efforts that enable others to contribute to the achievement of organizational goals.

Leadership style and employee performance are related to each other. For employees, the existence of good leadership in a company will encourage them to achieve company goals. In this case, the leader must play an active role in increasing employee self-motivation to improve performance so that company

goals are achieved effectively and efficiently (Siswanto & Hamid, 2017). There are two factors that affect performance according to Mangkunegara & Prabu (2019), namely ability factors and motivation factors. Motivational factors in employees are formed from the attitude of the employee himself and the employee's work situation. The work situation in question includes work relationships, work facilities, work climate, leadership policies and work leadership patterns.

The phenomenon of leadership style is an interesting and influential issue in political and state life. The role of leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision and goals of an organization. Therefore, the challenge in developing a clear organizational strategy mainly lies in the organization on the one hand depending on leadership (Ritonga & Tarigan, 2015).

Based on the problems at PT Adinda Permata Mulia, it is known that there are employee performance problems, namely it is known from the results of interviews with the Human Resource Division (HRD) that there are still PT Adinda Permata Mulia employees who do not submit work or complete tasks on time and there are still employees who are not present during a project meeting, causing a decrease in the quality and quantity of work.

In addition to performance problems, it is also known that there are leadership style problems, this is known based on the results of interviews with several employees who say that leaders do not direct tasks so that coordination of team work runs slower than individual work, besides that there are employees who think that the Leadership Style between leaders and members is less open. From the description stated above, the authors are interested in conducting research with the title "**The Influence of Leadership Style on Employee Performance at PT Adinda Permata Mulia**".

## **B. Research Background**

Based on the background of the problem, the researcher formulates the problem as follows: "Is there an influence of leadership style on employee performance at PT Adinda Permata Mulia?".

## **C. Research Objectives**

Based on the background of the problem, the researcher formulates the problem as follows: "Is there an influence of leadership style on employee performance at PT Adinda Permata Mulia?".

## **II. LITERATURE REVIEW**

### **A. Performance**

Performance is work performance or work results both in quality and quantity achieved over a period of time in carrying out their work duties in accordance with the responsibilities given to them (Sentanu, 2023). Employee performance is basically individual, because the work ability of each person has a different character. Performance is an action taken by employees in carrying out the work given by the company (Umaroh, 2023).

According to Armstrong & Baron (Wibowo & Phil, 2007) the factors that affect employee performance include the following:

1. Personal factors, indicated by the level of skills, competencies possessed, motivation, and individual commitment.
2. Leadership factor, indicated by the quality of encouragement, guidance, and support provided by managers and team leaders.
3. Team factor, indicated by the quality of support provided by coworkers.
4. System factor, indicated by the work system and facilities provided by the organization.
5. Contextual/ situational factors, indicated by the high level of pressure and changes in the internal and external environment.

Based on this opinion, it can be concluded that performance is the result of work achieved by individuals or organizations in carrying out their main duties and functions. Performance can be measured in quantity and quality. Performance appraisal results can be used to improve individual or organizational performance, reward outstanding individuals or organizations, and conduct individual or organizational coaching and development. Good performance is performance that can achieve predetermined goals in an effective and efficient manner.

## **B. Leadership Style**

Leadership is a form of strategy or theory of leading which is certainly carried out by people we usually call leaders. A leader is someone with leadership authority who directs subordinates to do part of their work in achieving goals (Ridwan, 2024). Purwanto (2019) explains that leadership style is basically a way of how a leader influences, directs, motivates and controls his subordinates in a certain way, so that his subordinates are able to complete tasks effectively and efficiently.

According to Kartono (2011) several indicators of leadership style are as follows:

1. Nature, in this case the nature of a leader is very influential in determining his success as a leader and the abilities possessed by the leader.
2. Habits, in this case habits have an influence as a determinant of a leader's behavior which will describe all actions that a leader will take. Good or bad habits of a leader will have an impact on the actions that will be made when leading and influencing subordinates.
3. Personality, in this case the personality of a person leading determines its success from the distinctive traits it has.
4. Temperament, in this case temperament is a typical way of a leader in responding in interacting with others. There are leaders who have active tempermen there are also leaders who have a calm temperament.

Based on the above opinion, it can be concluded that leadership style is a leadership style is the way a leader manages his team to achieve organizational goals. This method includes behaviors, values, and methods used to motivate and direct team members towards the desired achievement. An effective leadership style can increase employee morale and productivity, and help the organization achieve its goals.

### **III. RESEARCH METHODOLOGY**

#### **A. Research Scope**

The object and locus of the research are the employees of Baitul Insan Khoir Foundation located at Jalan Cendrawasih Number 15, Cipayung Village, Ciputat District, South Tangerang City, Banten, 15411. This research was conducted from November 2023 to January 2024. As for what will be discussed in this study, it focuses on problems regarding leadership style and its influence on employee performance at PT Adinda Permata Mulia.

#### **B. Population and Sample**

According to Ramdhan (2021) population is like an organism, while the sample is an integral organ of the population. The sample must be able to represent the characteristics of the entire population. In other words, population and sample are two hails that are interrelated and inseparable. In this study, the population was all employees at PT Adinda Permata Mulia, totaling 41 people. The research conducted is population research because the object to be studied is less than 100, namely 41 employees at PT Adinda Permata Mulia. If the population is less than 100, it is better to take all so that the research is population research (Arikunto, 2021).

#### **C. Research Type**

This research was conducted using quantitative research methods. Quantitative research methods are systematic investigations of a phenomenon by collecting data that can be measured using statistical, mathematical, or computational techniques (Ramdhan, 2021). This research is shown to describe or describe existing phenomena, both natural and human-made. Quantitative Descriptive Research describes its study using a measure of number, or frequency (Sukmadinata, 2019).

This research consists of many forms, both surveys, experiments, correlations, and regressions. This research is intended to test hypotheses using statistical calculations, this research is used to test the effect of leadership styles variables (X) on the performance (Y) under study. By using this research method, it will be known the significant influence between the variables studied so as to produce conclusions that will clarify the description of the object of research.

### **IV. Research Result**

#### **A. Data Analysis**

##### **1. Instrument Validity and Reliability Test**

###### **a. Validity Test**

Validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire.

1) Leadership Style Variable

**Table 1**  
**Validity Test X**

Statement	Leadership Style ( X )		
	r count	r table	description
X1	0.776	0.300	Valid
X2	0.780	0.300	Valid
X3	0.804	0.300	Valid
X4	0.800	0.300	Valid
X5	0.638	0.300	Valid
X6	0.772	0.300	Valid
X7	0.797	0.300	Valid
X8	0.759	0.300	Valid
X9	0.714	0.300	Valid
X10	0.472	0.300	Valid

Source: SPSS Data Processing version 24

Based on the table above, it can be seen that for each statement on the **Leadership Style** variable (X) all items are proven valid, because the resulting  $r_{\text{count}}$  value is greater than the existing  $r_{\text{table}}$  value 0.300.

2) Performance Variable

**Table 2**  
**Validity Test Y**

Statement	Performance (Y)		
	r count	r table	description
Y1	0.783	0.300	Valid
Y2	0.835	0.300	Valid
Y3	0.777	0.300	Valid
Y4	0.815	0.300	Valid
Y5	0.783	0.300	Valid
Y6	0.752	0.300	Valid
Y7	0.437	0.300	Valid
Y8	0.868	0.300	Valid
Y9	0.822	0.300	Valid
Y10	0.818	0.300	Valid

Source: SPSS Data Processing version 24

Based on the table above, it can be seen that for each statement on the **Performance** variable (Y) all items are proven valid, because the resulting  $r_{\text{count}}$  value is greater than the existing  $r_{\text{table}}$  value 0.300.

**b. Reliability Test**

**1) Leadership Style Variable**

**Table 3**  
**Reliability Test X**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
.902	10

*Source: SPSS Data Processing version 24*

From the table above, it can be seen that the Communication variable is said to be reliable, because the Cronbach's Alpha value is greater than the  $r_{table}$ , namely  $0.902 > 0.600$  with the provisions of  $N = 10$  at a significant level of 5%.

**2) Performance Variable**

**Table 4**  
**Reliability Test Y**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
.923	10

*Source: SPSS Data Processing version 24*

From the table above, it can be seen that the Communication variable is said to be reliable, because the Cronbach's Alpha value is greater than the  $r_{table}$ , namely  $0.923 > 0.600$  with the provisions of  $N = 10$  at a significant level of 5%.

**2. Correlation Coefficient Test**

The correlation coefficient is a value that measures the significance, direction, and intensity of the relationship between two variables. The goal is to get the pattern and the closeness or strength of the relationship between two or more variables.

**Table 5**  
**Correlation Coefficient Test X<sub>2</sub>**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 <sup>a</sup>	.611	.601	4.697

a. Predictors: (Constant), X

*Source: SPSS Data Processing version 24*

Based on the table above, the number R (correlation coefficient) is 0.782. This shows that there is a strong or high correlation between leadership style and employee performance of PT Adinda Permata Mulia.

**3. Determination Coefficient Test**

This test of the coefficient of determination is carried out with the intention of measuring the model's ability to explain how the influence of the independent variables together (stimultan) affects the dependent variable which can be indicated by the adjusted R - Squared value.

Based on table 5, the  $R^2$  (R Square) value is 0.611. This shows that

61.1% of the Leadership Style has contributed to the influence on the Employee Performance of PT Adinda Permata Mulia, while the remaining 38.9% is influenced by other variables not examined in this study.

#### 4. Hypotesis Test

**Table 6**  
**Uji Regresi**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	10.064	3.491		2.883	.006
	GAYA KEPEMIMPINAN	.717	.091	.782	7.834	.000

a. Dependent Variable: PERFORMANCE

Source: SPSS Data Processing version 24

Based on the table above, the simple linear regression equation is as follows:  $Y = 10.064 + 0.717 X$ , can be explained as follows:

- The intercept constant value of 10.064 is a constant (a). Stating that if  $X = 0$ , then the value of  $\hat{Y} = 10.064$ .
- The regression coefficient value of the Leadership Style variable on performance is 0.717. This means that if the Leadership Style increases by 1 unit, it will increase performance by 0.717.

The hypothesis in this study was tested using the t test. If you pay attention to the results of the table above, the tcount value for the Leadership Style variable (X) on Employee Performance (Y) is 7.834, while the ttable value for  $n = 41$  is 2.023. So because the value of  $t_{count} > t_{table}$ , namely  $7.834 > 2.023$ . The probability value (significance) = 0.000, which is below 0.050.

Thus  $H_a$  is accepted, it can be concluded that there is a positive and significant influence of the Leadership Style variable (X) on the Employee Performance of PT Adinda Permata Mulia.

#### B. Discussion

According to Sadili (2016) leadership can be defined as the ability to convince and mobilize others to work together under their leadership as a team to achieve a certain goal.

Performance is the output or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals, or criteria that have been determined in advance and agreed upon. Performance is the result of work achieved by someone in a work unit to carry out their duties with the provisions of predetermined targets. Performance appraisal is an effort to achieve organizational goals.

There is a positive and significant influence of the Leadership variable (X) on Performance (Y), as evidenced by the  $R^2$  (R Square) value of 61.1%, obtained the R number (correlation coefficient) of 0.728.



## V. CLOSURE

### A. Conclusion

Based on the results of data processing and analysis of research results to answer research questions, it can be concluded as follows that there is a positive and significant effect of transformational leadership on the performance of Sadewa Karya Arsitektur employees with a  $t_{count} > t_{table}$  value,  $7.834 > 2.023$  with a probability value (significance) = 0.000 which is below 0.050.

### B. Suggestion

Leader at PT Adinda Permata Mulia in leading their subordinates prioritize leadership traits and habits or actions that reflect a good boss and superiors have good emotions and rely on character in influencing their employees, but superiors have a personality that needs to be improved because the personality of a good boss can be an example to his subordinates.

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