

The Influence of Leadership Style On Employee Performance

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Abstract

This research examines the influence of leadership style on employee performance. The aim of this research is to understand and increase knowledge about HR management styles. The method used in this research uses a qualitative approach because in this research there are problems related to humans which are mostly based on observation. Qualitative research is research that aims to comprehensively and descriptively understand the phenomena experienced by the subject, such as behavior, perceptions, motivation, activities, etc. The results of this research explain that leadership is an important part of organizational management, which is a characteristic of a leader in the form of skills and/or processes to influence other people or individuals or groups of subordinates in this way, that individuals or groups of subordinates want to behave according to the wishes of superiors and improving culture and encouraging subordinate behavior and directing them to positive work activities to achieve organizational goals.

Keywords: *Style, Leadership, Employee Performance*

Abstrak

Penelitian ini menguji pengaruh gaya kepemimpinan terhadap kinerja karyawan. Tujuan dari penelitian ini adalah untuk memahami dan menambah pengetahuan tentang gaya manajemen SDM. Metode yang digunakan dalam penelitian ini menggunakan pendekatan kualitatif karena dalam penelitian ini terdapat permasalahan yang berhubungan dengan manusia yang sebagian besar berdasarkan observasi. Penelitian kualitatif adalah penelitian yang bertujuan untuk memahami secara komprehensif dan deskriptif fenomena-fenomena yang dialami subjek, seperti perilaku, persepsi, motivasi, aktivitas, dan lain-lain. Hasil penelitian ini menjelaskan bahwa kepemimpinan merupakan salah satu bagian penting dalam manajemen organisasi, yang merupakan ciri seorang pemimpin berupa keterampilan dan/atau proses untuk mempengaruhi orang lain atau individu atau kelompok bawahan dengan cara tersebut, bahwa individu atau kelompok bawahan ingin berperilaku sesuai keinginan atasan dan meningkatkan budaya serta mendorong perilaku bawahan serta mengarahkannya pada aktivitas kerja yang positif untuk mencapai tujuan organisasi.

Kata Kunci : *Gaya, Kepemimpinan, Kinerja Karyawan*

Introduction

The success of a company is determined by human factors, namely its employees, in achieving its goals. Therefore, organisations must manage and optimise their human resources. Employees are assets to a company; no matter

how large a company is, it cannot function properly without employees, and strikes that reduce company revenue can cause enormous losses to the company. The leadership style is to set an example for subordinates, where managers should provide guidance, advice and motivation to help their employees improve their performance (Aji & Aravik, 2023). Therefore, change must start at the highest level, for example, the management style of business leaders. In addition to management style, self-ability (self-confidence) is also a very important aspect in an organisation. Employees must have positive feelings about themselves, such as confidence and belief in their abilities and potential to perform and carry out the work for which they are responsible. Self-confidence can influence ideas, initiative, creativity, courage, determination and enthusiasm (Nurhanan & Heri Sasono, 2022).

Leadership style is a pattern of repetitive behaviour exhibited by a leader. Leadership behaviour research examines alternative leadership styles with the aim of determining which leadership style is successful (Schermerhorn, 2010:270). Edison (2017:91) defines leadership style as the way a leader acts and/or how he or she influences members to achieve certain goals. According to experts, everyone's leadership style is different. Based on the above definition, we can conclude that management style is the behaviour of a manager through which they influence their employees to achieve predetermined goals (Yosephine & Yosephine, 2020).

Based on this explanation, an effective leader in establishing relationships with subordinates is one who can convince them that their personal interests are the leader's vision and can ensure that they have a role in its implementation (Maria, 2019). From the above explanation and seeing how influential leadership style is on company development, the author is interested in writing an article entitled 'The Influence of Leadership Style on Employee Performance'.

Research Method

The author utilises a qualitative approach in this work, as it addresses issues related to human beings, which largely rely on observation. According to Moleong (2011:6): Qualitative research is research that aims to comprehensively and descriptively understand the phenomena experienced by subjects, such as behaviour, perceptions, motivations, actions, and so on. words and language, in a

specific natural context and using different natural methods. The qualitative approach is an approach that is fully applied to the research topic with an event where the researcher becomes the key instrument of the research, where the results of this approach are described in writing based on the empirical data obtained and in this approach meaning is emphasised more than generalisation. (Hukum et al., 2013)

Results and Discussion

1. Definition of Human Resource Leadership

According to Siagian, leadership is the ability of a person to influence others, in this case subordinates, so that they are willing to comply with the leader's wishes, even though they may not like it themselves. Blancerd and Hersey argue that leadership is a process that influences the actions of individuals and groups to achieve goals in certain situations. Leadership is the process by which an individual influences a group of individuals to achieve a common goal. Leadership is defined as the process by which a superior encourages subordinates to behave according to his or her wishes and can direct and coordinate the work of group members. (Viera Valencia & Garcia Giraldo, 2019b)

Leadership is sometimes understood as a driving force and influence on people. Management is a tool, means, or process by which people are prepared to do something voluntarily or willingly (Aravik, et.al, 2020). Several factors can motivate people through threats, imbalance, authority, and persuasion. Mulyadi and Rivai (2009:2) further explain that leadership is an influential process in determining organizational goals, motivating follower behavior, achieving goals, and influencing group progress and culture. In addition, it also influences followers' interpretation of events, organizations and activities aimed at achieving goals, maintaining collaborative relationships and teamwork, receiving support and cooperation from outside the group or organization. (Viera Valencia & Garcia Giraldo, 2019a)

2. Human Resource Leadership Theories

According to Peter G. Northouse, in his book "Leadership: Theory and

Practice" (2018), leadership is the process by which one person influences others to achieve predetermined goals. This definition demonstrates that leadership involves communication between a leader and their followers, where the leader is responsible for directing and motivating their followers toward achieving common goals. (Definitions and Terms, 2023).

Here are several leadership theories: (Kurniasih, 2022)

a. Great Man Theory

Known as the Grand Human Theory, the Grand Human Theory has been developing since the 19th century. This theory makes assumptions about leadership characteristics and leadership skills. It states that a person possesses these qualities from birth.

Although scientific studies of human characteristics and combinations cannot identify who can be called a great leader, many have recognized that only one person out of many possesses the qualities of a great leader.

b. Style and Behavior Theory

This leadership theory based on style and behavior is considered the antithesis of the great man theory. This theory, based on style and behavior, argues that great leaders are created. It explains that great leaders are not born instantly. This management theory focuses on the actions of managers. Vulcans possess natural, spiritual, or innate qualities. This style and behavior theory also states that a person can learn and practice becoming a leader.

c. Trait Theory

Trait theory is also often called personality trait theory. This theory believes that if someone is born or trained to have a certain personality, they will be successful in leadership. This leadership theory focuses on analyzing physical, mental, and social characteristics. The goal is to gain greater knowledge and understanding of common characteristics and combinations of characteristics among managers.

d. Behavioral Theories

This behavioral management theory is a reaction to trait theory. Behavioral theory offers a new perspective on management. Instead of focusing on the physical, mental, and social characteristics of leaders, this theory focuses on the

leader's behavior itself.

e. Contingency Theory

Contingency theory assumes that no optimal event is free and controllable. This theory assumes that each leadership style must be based on specific circumstances and situations. Based on this situational theory, a person can perform and lead very effectively in certain situations, conditions, and places.

f. Servant Theory

The next management theory is the servant theory. In Indonesian, it is called abdi. This theory was first introduced in the early 1970s. This theory believes that a good leader is one who is able to serve, care for, and maintain the physical and spiritual well-being of their members or followers. This leadership style focuses more on the needs of their followers. This also helps them become more independent and gain a broader perspective. In this theory, a good leader is required to have compassion. In addition, they can alleviate excessive anxiety among their members.

g. Transactional Theory

Transaction comes from the root word "transaction." This theory describes a management style based on a contract or agreement. This agreement or contract is made between one person and another. In this case, the course leader and the course employee or member act as the executors. A contract is made to achieve a similar exchange or transaction, or mutual benefit between a manager and their employees.

h. Transformational Theory

This theory is related to the word "transformation," which generally refers to changes. Transformational leadership theory refers to the term "humanizing humans." This theory describes a leader's personal approach to their subordinates or organization. A transformational management style always aims to manage the institution or organization entrusted to them more effectively and efficiently.

Based on the definition of leadership above, it can be concluded that leadership is a crucial part of organizational management. It is a characteristic of a leader in the form of skills and/or processes to influence others, individuals, or groups of subordinates, so that individuals or groups of subordinates want to behave

according to the leader's wishes. A culture that enhances and motivates subordinate behavior and directs them toward positive work activities to achieve organizational goals.

3. Factors Influencing Leadership.

Leadership style is influenced by five main factors: individual characteristics, organizational environment, situations and circumstances, group members, and external demands. (Fadhilah, 2023)

a. Individual Characteristics

Individual characteristics or psychology can influence leadership style, including self-confidence, empathy, honesty, and charisma. For example, if someone believes they are capable of leading, they will be straightforward and bold in their leadership. This is usually based on a person's experience, knowledge, values, and principles in their work life.

b. Organizational Environment

Furthermore, organizational environmental factors are factors resulting from organizational culture, organizational structure, and organizational policies or procedures. Company culture and organizational values influence how an individual should act in management.

c. Situations and Circumstances

It is important to note that leadership style can change in certain situations and circumstances. For example, when a leader faces challenges and crises, or specific difficulties in tasks and objectives. Leaders must adapt their leadership style to the situation, such as a crisis or sudden change. However, an effective management style can be influenced by the difficulty of the task, such as KPI requirements.

d. Team Members

The skills and abilities of individuals within a team are key factors in understanding effective leadership styles. Managers who understand the strengths and weaknesses of each team member can wisely assign tasks and responsibilities and ensure optimal team performance.

e. External Demands

Market changes and competition between companies can have a serious impact on an organization. Therefore, managers must promptly recognize these changes and take necessary action. Recognizing and responding to these external demands is key for organizations to remain competitive and relevant in an ever-changing marketplace.

4. Goals and Benefits of Human Resource Leadership

a. Goals of Human Resource Leadership

Leadership has a common emphasis on the direction and goals of the organization. Management focuses more on creating a vision for the organization's future and developing forward-looking strategies regarding the changes needed within the organization to realize that vision. Leadership takes a broader view (looking over the horizon) and emphasizes long-term results (Kotter, 1996). Leadership goals include organizational goals, group goals, personal goals of group members, and leadership goals. Personal goals (Ley, 2002).

1. The purpose of the organization is to advance the organization and avoid unreasonable intentions within the existing organization.
2. Group goals are intended to instill group goals in each member so that group goals are achieved quickly.
3. The personal goals of group members are to provide guidance, training, counseling, and advice to each group member so that group members can develop their personalities.
4. The personal goals of managers are to provide opportunities for managers to develop in their duties, such as influencing, advising, and so on.

b. Benefits of Human Resource Leadership

Here are the benefits of leadership in the workplace: (GreatNusa, 2023)

1. Boosting team spirit

Employees must have high morale and a strong work ethic. Managers can boost team spirit by observing their behavior and measuring their productivity. This step greatly helps managers find ways to motivate their members to remain productive and consistently deliver excellent performance.

2. Establishing values and goals

A department or department must have clear values and goals for its work. A good manager must be able to set measurable, realistic goals that align with the company's vision. Team members work more efficiently and effectively toward established goals. These goals can also influence the perspectives or perspectives of other employees, including management, regarding their department.

3. Improving communication skills

Communication is a crucial part of business. Leaders must provide a comfortable environment for team members to share work-related issues. Cooperation and collaboration among team members thrive when communication flows are clear. Good communication ensures work is completed efficiently and on time.

4. Developing Future Leaders

Good leaders always think about the future of the company or their team. They understand that they won't always be there for the company. Therefore, leaders must develop future leaders who are better than themselves. They help team members develop leadership skills. The company doesn't lose its way because there are always new managers ready to take over.

5. Creating a Healthy Work Culture

Managers must create a healthy work culture by being positive role models and always protecting their employees. Leaders also help employees identify their strengths and inspire them to take risks for their growth. A healthy and positive work culture can make the company a comfortable place for employees to grow and develop their potential.

6. Motivating Team Members to Develop

Motivating employees doesn't always have to be tangible things like incentives. They also need encouragement from their managers to stay motivated and develop. Leaders should encourage their team members by recognizing their hard work and achievements. Employees are also motivated and continue to challenge themselves to succeed in their careers.

7. Increasing Company Revenue

Management has an indirect positive impact on the growth of a company's revenue. Managers adjust the company's structure and make the best decisions to

maximize profits. They also have reliable and motivated team members who consistently deliver satisfactory results. A company with high revenues will undoubtedly outperform its competitors.

Conclusion

From the various explanations above, it can be concluded that leadership is a crucial part of organizational management, inherent in a leader, in the form of skills and/or processes to influence others, individuals, or groups of subordinates, in such a way that individuals or groups of subordinates want to behave according to the manager's wishes and improve the culture and encourage subordinate behavior and direct them toward positive work activities to achieve organizational goals.

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