Review of Leadership Styles on Employee Performance at Company

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Abstract

Background: This research examines the impact of leadership styles on employee performance at Company X. **Purpose:** This research aims to gain a deep understanding of the relationship between leadership styles and employee performance. **Design/methods/approach:** This research employs a qualitative method, conducting interviews with five employees at Company X**. Findings:** The research findings indicate that a leader's traits, encompassing individual qualities such as characteristics, temperament, and inherent attributes, can influence their success in motivating employees. An effective leadership style, tailored to the characteristics and needs of employees, can enhance employee motivation and productivity. **Research implications/limitations:** These findings emphasize the importance of leaders selecting and implementing appropriate leadership styles to achieve organizational goals.

Keywords: Leadership styles, employee performance, productivity, motivation.

Introduction

Humans inevitably encounter various organizations throughout their lives. Each organization has a leader responsible for managing and guiding its operations. The success or failure of an organization is determined by the resources available within it (Waedoloh et al., 2022). Within an organization, both the leader and members play crucial roles in planning and strategizing to achieve shared goals. Therefore, leadership is a critical factor in the progress or decline of an organization. If an organization faces problems like internal conflicts, the leader is often blamed for perceived poor performance and ineffective leadership style (Radhiyya et al., 2019).

Leadership is an essential quality for any leader. If a leader lacks a sense of responsibility for the outcomes of their work, their performance will be suboptimal or even fail to meet the predetermined goals. The methods chosen and utilized by a leader to influence the behavior of subordinates or employees, encouraging them to cooperate and work productively towards organizational objectives, are referred to as Leadership Style (Malayu, 2000:167) in (Sari, 2016). Leadership style significantly impacts the performance of employees or subordinates. It can be

concluded that an appropriate leadership style for employees will foster motivation and productivity, ensuring they work in alignment with the company's expectations.

Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve specific objectives (Heidjrachman and Husnan, 2002:224). According to Tjiptono (2001:161), leadership style is a way in which a leader interacts with their subordinates. Transactional leadership, on the other hand, is a leadership approach that motivates followers by appealing to their self-interests. According to Bass et al. (2003), transactional leadership is shaped by factors such as contingent reward, active management by exception, and passive management by exception. These factors are used by leaders to motivate and guide subordinates to achieve established goals and objectives. Subordinates who successfully complete their work will receive appropriate rewards (Sari, 2016).

In leadership, every leader possesses a unique style shaped by their character, education, and environment. Leadership style refers to the approach a leader employs to guide an organization by utilizing its available resources to achieve organizational goals. Human resources are among the assets that leaders can leverage to attain these goals. Employees represent the human resources that a leader can optimize to accomplish organizational objectives. Consequently, it is crucial for a leader to implement a leadership style that aligns with the organization's characteristics, in their efforts to enhance employee motivation, which subsequently impacts employee performance and supports the achievement of organizational goals (Hanafi et al., 2018). Leadership is merely one of several skills and personality attributes that contribute to effective leadership. Leadership plays a pivotal role within an organization or institution, its function extends beyond simply guiding and managing competent potential to realize shared ideas and goals; leadership also assumes a crucial role in steering the course of the organization.

Literatur Riview

Leadership style

Kartono (2011:62) states that "leadership style is the way a leader works and behaves in guiding their subordinates to do something" (Suryati Eko Putro et al., 2023).

Thoha (2010:49) explains that "leadership style is the behavioral norm used by someone when trying to influence the behavior of others or their subordinates" (Suryati Eko Putro et al., 2023).

Based on the definitions of leadership from these experts, it can be concluded that a leader must have the ability to influence others. Therefore, an effective leadership model is needed so that the people being led give a positive response to the leader.

According to Kartono (2008:34), the following indicators of leadership style encompass traits and qualities that influence a leader's success. Personal capacity refers to an individual's inherent qualities, including their characteristics, temperament, or traits. A leader's habits also play a vital role in leadership, shaping behaviors that reflect the character of a good leader. Furthermore, a leader's temperament and disposition affect their determination, perseverance, resilience, and courage. Lastly, a leader's personality determines their success, which depends on their personality traits (Radhiyya et al., 2019).

Numerous factors influence leadership style, one of which is organizational culture. Organizational culture encompasses a set of essential understandings, such as norms, values, attitudes, and beliefs shared by members of the organization (Zainal et al., 2014: 375) in (Suryadi,

Bujang Rahman, 2018). Therefore, culture significantly impacts leadership style, enabling leaders to comprehend the organization's overall condition and take appropriate actions to achieve effective leadership.

To achieve effectiveness in group operations, there are two primary functions that must be performed. Firstly, the function related to tasks or problem-solving, which includes activities focused on achieving goals and completing existing tasks. Secondly, the function related to group maintenance or social relations, which involves activities that support relationships between group members and maintain a positive work environment.

Furthermore, this approach also considers the leadership style used, which can be divided into two orientations. Task orientation is a leadership style that focuses on achieving goals and completing tasks efficiently. Meanwhile, employee orientation is a leadership style centered on the needs, satisfaction, and well-being of group members. This leadership style emphasizes the importance of interpersonal relationships and social support in achieving optimal performance. Task-oriented leaders are more focused on task supervision and execution, while employee-oriented leaders pay more attention to motivation and participation of group members (Susetyarsi & Wiranti, 2009).

Mary Parker Follett, the developer of the law of the situation, stated that there are three important factors that influence leadership style: the leader, the followers or subordinates, and the situation, which interact with each other.

Follett emphasized that leaders should focus their attention on the group rather than on power. Furthermore, Robert Tannembaum and Warren H. Schmidt explained various factors that influence the choice of leadership style, including consideration of three groups of "forces": forces within the leader, forces within the subordinates, and forces from the situation (Susetyarsi & Wiranti, 2009)

Organizational behavior, translated from "Organizational Behavior," is defined as the study concerning aspects of human behavior within an organization or a specific group. Delving deeper into organizational behavior means we are trying to prove the existence of fundamental changes within the scope of organizational science and management today (Azizah et al., n.d.). This is because a wise and professional leader in their work will certainly be well-liked by employees. Consequently, employees will feel valued by their leader (Depitra & Soegoto, 2016). According to Robbins (2008), aspects of job satisfaction include wages, working conditions, job security, relationships with colleagues, type of work, and opportunities for employee advancement. Companies need to pay attention to these aspects so that employees feel their needs are met and ultimately feel satisfied, which can be achieved (Darmawan & Putri, 2017). The aspects of performance that can be used as assessment standards are:

According to (Ahmadiansah, 2017), the aspects of performance that can be used as assessment standards include several key elements. Work quality relates to skills, accuracy, neatness, and the conformity of work results produced within a certain period. Work quantity refers to the amount of work completed in a specific period, including the execution of regular tasks and additional tasks. Attitude involves obedience in following orders, habits of complying with regulations, safety, initiative, punctuality, and responsibility towards task execution. Moreover, this attitude also reflects how well someone cooperates with colleagues and superiors in completing work. Finally, timeliness is the completion of tasks in accordance with established work standards.

Employee performance

Siagian (2006) states that performance can be interpreted as an individual's achievement or ability, encompassing elements such as reliability, initiative, innovation, accuracy, work results, attendance, attitude, cooperation, neatness, work quality, and others. Performance refers to an employee's accomplishments in relation to assigned tasks. An employee is said to have good performance when they achieve well in carrying out their duties. In this sense, it is clear that performance is related to the achievement of task execution (Januari, 2018). Employee performance is also assessed based on aspects such as cooperation, integrity, discipline, loyalty, etc.

In this context, it is evident that performance is linked to the achievement of task execution. Dessler (2006) defines performance as a procedure that includes (1) setting performance standards; (2) assessing employees' actual performance in relation to these standards; (3) providing feedback to employees with the aim of motivating them to eliminate performance decline or continue to perform at a higher level (Januari, 2018). According to Mangkunegara, performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. In relation to employee performance, several phenomena have emerged in organizations today, one of which is the suboptimal performance of employees (Nur et al., 2016).

According to Mangkunegara's "Company Human Resource Management" (2010:67), the factors influencing performance are ability and motivation factors. Ability Factor An employee's ability comprises two components: potential ability (IQ) and reality ability (knowledge + skill). This implies that if an employee possesses an above-average IQ (110-120), coupled with adequate education for their position and proficiency in handling daily tasks, they are more likely to achieve the desired performance level. Motivation Factor Motivation is shaped by an employee's attitude towards their work environment. Employee motivation is a state that drives employees in a focused manner to achieve work objectives, while attitude is a mental state that encourages employees to strive for maximum work performance (Rosalina et al., 2020).

Performance appraisal, or performance review, is a process where a company evaluates and assesses the individual performance of each employee. Performance appraisal serves several crucial purposes. According to Robbins, performance appraisal encompasses various functions. Firstly, this assessment is utilized to make decisions in human resource management, such as promotions, transfers, and terminations. Secondly, it functions to identify the need for training and development. Thirdly, this assessment aids in validating selection and development programs. Fourthly, performance appraisal provides feedback to employees regarding their performance. Fifthly, this assessment forms the basis for determining remuneration allocation decisions.

There are several assessment methods used in performance appraisals. The Critical Incident Method is a method where unusual and undesirable behaviors are recorded and then reviewed with the employee at a predetermined time. Narrative Forms is a method that allows the assessor to provide an assessment in the form of a narrative or written essay. Behaviorally Anchored Rating Scale (BARS) combines narrative assessment with quantitative assessment through a rating scale. Management by Objectives (MBO) is a method where standards and assessment criteria are determined by the employee together with their supervisor, followed by an evaluation. Finally, the 360-degree method involves assessments given from all angles, meaning from all parties who interact with the employee (Januari, 2018).

According to Armstrong and Baron, as cited by Wibowo (2012:222), performance is about carrying out work and the results achieved from that work. Performance represents the work

output that has a strong connection to the strategic objectives of the organization, customer satisfaction, and contributes to the economy (Rattu et al., 2022). Simanjuntak (2005:221) defines performance as the level of achievement of results in the execution of a specific task. Every individual's performance is influenced by numerous factors that can be categorized into three groups: individual competence, organizational support, and management support (Muttaqin et al., 2018). Performance is the product of administrative activities, which are collaborative efforts to achieve goals, the management of which is commonly referred to as management. An organization is a group of people (two or more) who are formally united in cooperation to achieve predetermined goals. Thus, organizational performance is the work output achieved within an organization in reaching its established goals. Keban defines performance within an organization as "the degree of accomplishment" or the level of achievement of organizational goals in a balanced manner (Keban, 2003:43). According to Steers, organizational performance is the extent to which tasks are actually carried out and the organization's mission is achieved (Beactrix C.A. Muabuay & Waworundeng, 2021).

Handoko (2011: 135) states that performance in the context of a company is the process of evaluating or assessing employee work achievements. Performance capability indicates how well someone completes their tasks with responsibility. Sari (2014) states that performance is concrete behavior that reflects an individual's work achievements in accordance with their abilities. Sedarmayanti (2017: 286) explains that employee performance indicators include quality, quantity, timeliness, ability to cooperate, and independence (Fiya Mila Fatmawati, Sri Hartono, 2020). Meanwhile, according to Mahsun, performance is a description of the level of achievement in implementing an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization as outlined in the organization's strategic planning (Beactrix C.A. Muabuay & Waworundeng, 2021).

According to Nitisemito in Nuraini (2013), the work environment refers to all factors surrounding an employee that can influence their task execution, such as the presence of air conditioning, adequate lighting, and so on. Isyandi (2004) also explains that the work environment includes factors such as temperature, humidity, ventilation, lighting, noise, cleanliness, and the availability of work equipment. Performance, according to Sudarmanto (2010), is the result or level of achievement of a person in carrying out their duties during a certain period, compared to work standards, targets, or criteria that have been previously determined. Mangkunegara (2011) states that performance includes work results in terms of both quality and quantity achieved by employees in accordance with their responsibilities. Meanwhile, Hasibuan (2013) defines performance as a person's achievement in carrying out their duties based on their abilities, experience, perseverance, and available time (Fiya Mila Fatmawati, Sri Hartono, 2020).

Methods

This research employs a qualitative method to examine the influence of leadership style on employee performance at Company X. The qualitative method was chosen due to its ability to provide an in-depth understanding of the phenomenon under study. Data for this research was collected through interviews with five employees at Company X. The interviews were conducted to obtain direct perspectives from employees regarding the leadership style implemented by their superiors and its impact on their performance.

The data obtained from the interviews were then analyzed using thematic analysis techniques. This analysis process involved identifying key themes, patterns, and interpreting the findings to provide a comprehensive picture of the influence of leadership style on employee performance at Company X. Validity was maintained by comparing interview results from various respondents to ensure consistency of information.

Result and Discussion

The role of a leader in influencing their subordinates is crucial for the advancement of an organization. A leader's presence within an organization is necessary to guide it towards its established goals. Leaders typically adopt specific leadership styles to influence their employees' performance. Leadership style refers to the behavior someone uses when trying to influence others. According to Robert House, as cited by Robbins (2007, p.448), there are four types of Path-Goal leadership classifications: directive leadership style, supportive leadership style, participative leadership style, and achievement-oriented leadership style. Leaders can utilize various leadership styles to influence and motivate their subordinates, thereby enhancing their performance in carrying out their work (Khairizah et al., 2018).

Based on interviews with several employees at Company X, located in Senayan, Central Jakarta, it was revealed that most of them perceive their leader as having a democratic nature in certain situations. They are pleased with a democratic leader who provides space for employees to express their opinions. However, some employees feel that their superiors tend to dismiss their opinions because their superiors are less receptive to criticism and do not pay attention to the employees' needs.

The influence of a leader's traits on employee performance highlights various important aspects of workplace relationship dynamics. From the interviews conducted with Company X employees, it can be concluded that a leader's traits have a significant impact on employee performance. Employees feel that when their leader is in a bad mood or unprofessional, it can affect their overall mood and performance. Conversely, when leaders exhibit a positive attitude and appreciate employee performance, it can boost their motivation and performance. For instance, a leader's firm stance on subordinates' mistakes can help maintain discipline and work quality. Similarly, recognizing good work results can provide positive encouragement for employees to continue working with enthusiasm.

Communication between leaders and their subordinates is a key factor in shaping a productive and harmonious work environment. It requires a joint effort to achieve effective and consistent communication to attain better shared goals. Most respondents stated that communication with their leaders is considered good. They acknowledge the importance of communication in achieving common goals and maintaining harmonious working relationships. Some concrete examples of good communication between leaders and subordinates include providing regular consultations, holding monthly meetings to evaluate performance, and facilitating the exchange of ideas to achieve common goals.

There is a positive view regarding the impact of leadership styles that provide instructions for collaboration and communication among team members in the company. They see that instructions from leaders can help strengthen teamwork and improve the company's name and reputation. Additionally, some respondents also highlighted the importance of familiarity among colleagues in creating an ideal work atmosphere. Although some argue that overly instructive leadership can hinder communication and creativity, the majority of respondents still believe that

this leadership style can create solid teamwork. Thus, they consider that leadership styles that provide instructions can have a positive impact in facilitating effective collaboration and communication among team members in the company.

The study of the relationship between leadership characteristics, both objective and subjective, and team member performance is an important topic in management literature and organizational psychology. Based on interview results, it can be concluded that the perception of objective traits in a leader has a significant impact on team members. The majority revealed that leaders who are objective in assessing team member performance tend to have a positive influence. Fair and unbiased assessments motivate team members to work better and improve their overall performance. On the other hand, leaders who are subjective can negatively affect team performance. Feelings of low self-confidence and burden experienced when performance does not meet the subjective expectations of the leader can reduce productivity and motivation among team members. However, some respondents mentioned that objective or subjective leadership characteristics are not always the main determining factor in their performance.

Some employees focus more on work rules and their responsibilities rather than the leader's traits. This indicates the complexity of the relationship between leader characteristics and team member performance, where other factors such as organizational culture and group norms can also influence team work dynamics. The presence of objectivity in leadership can influence the performance of team members by providing deeper insights into workplace relationship dynamics. This can support organizations in developing more effective leadership strategies to improve team performance and productivity overall.

Conclusion

The presence of a leader within an organization is essential to guide the organization towards its established goals. Leaders typically employ specific leadership styles to influence their employees' performance. Highly effective leaders can motivate, inspire, and empower their employees to achieve a common goal. The influence of a leader's traits on employee performance highlights various important aspects in the dynamics of workplace relationships. There is also a positive view on the impact of leadership styles that provide instructions for collaboration and communication among team members within the company. They perceive that instructions from a leader can help strengthen teamwork and improve the company's name and reputation.

Therefore, any type of organization, regardless of its nature, definitely has and requires a leader who can lead the organization towards achieving its jointly established goals, especially within a company organization. In steering the organization towards a better direction, there are challenges to be faced, such as differences in opinions. To unite these opinions, a leader is needed who can bring together every perspective to prevent any occurrences that could harm the organization. The role of a leader in an organization is crucial because their presence can be a spearhead for the organization's success. Among the roles of a leader is to manage conflicts within the led organization so that these conflicts can be resolved well without anyone being disadvantaged.

A leader is someone who works through others by coordinating their activities to achieve organizational goals. Therefore, constructive motivation for subordinates is necessary for a leader as a form of guidance towards individuals so that they can be more cooperative in achieving organizational goals effectively. Of course, not every leader can use only one leadership style, or in other words, situational conditions become a benchmark for a leader in making decisions.

Situational participative leadership provides space for leaders and subordinates to interact in a two-way manner through mechanisms of support and direction. However, if someone's skills do not meet the criteria to be a leader, they must be able to develop themselves to be able to practice and learn to become a leader.

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