Managerial Leadership Styles and Employee Performance of Kumala Motor Sejahtera Makassar

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Abstract:- The study aims is to investigate maagerial leadership styles in PT. Kumala Motor Sejahtera Makassar managerial team and then test whether the leadership style influence on employee performance of the firm. Using simple random sampling method, 55 respondents were selected from the firm. Data collected using questionnaire. The results reveal directive leadership is dominant style applied followed by a supportive leadership style. The hypothesis test shows that the leadership styles has a positive influence on performance of the Kumala Motor Sejahtera Makassar.

Keywords:- Leader, Employee, Performance, Makassar.

I. INTRODUCTION

The success of the company is mainly determined by its human resource [1]. Human resources have an important role in achieving a company goal. Human resources are the main factor in realizing the existence of a company and the existence of the company can be realized through high employee performance [2]. Employee contributes in creating values which lead to good working condition and good working performance.

In an effort to improve employee work performance, a company needs high-quality human resources [4]. To produce qualified employees, the role of a leader is needed [5]. Today leadership is one of the interesting issues to be discussed. Leadership is an important part of the company [1, 6, 7]. If there is no suitable leadership then a company will not run well [8]. Every company needs a leader who is able to influence, encourage and direct employees to excel in their work.

One of the things that need to be considered in improving employee work performance is the way [12, 13] or style used by a leader in achieving company goals [8, 14]. Leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of employees [1, 4]. It is crucial for successful business.

So, investigating leadership style is an important thing to do in daily work condition [12, 15]. Understanding the styles would enable an organization to create a specific condition for better performance.

PT. Kumala Motor Sejahtera is a company engaged in the automotive sector located on the road Ir. Sutami no. 22 in the city of Makassar. The location of this study was chosen with the consideration that researchers easily obtained data. Based on preliminary research conducted at PT. Kumala Motor Prosperous employee work performance is decreased due to unreachable sales targets.

II. LITERATURE REVIEW

A. Leadership Style

In influencing other people each leader has their own way. The way to lead is determined by the character of the leader. This character diversity results in each leader having a different way of influencing his subordinates. Bass [8] claimed that a leadership style is a way used by a leader to interact with their subordinates.

According to House quoted Robbins [17] identifying there are four distinguished leadership styles as follows:
➢ Directive leadership style, namely leadership style that has a positive relationship with satisfaction and expectations of subordinates.
➢ Supportive leadership style, namely leadership that is always willing to explain all problems to subordinates, is easy to approach and satisfies employees.
➢ Participatory leadership style is a leadership style that asks and uses subordinate suggestions in order to make decisions.
➢ Performance-oriented leadership styles, namely leadership that propose challenges that appeal to subordinates and stimulates to achieve goals, and implement well. The higher the leader's orientation towards achievement, the more subordinates who believe will provide effective work.

B. Employee Achievement

Mangkunegara [14: 67] states "employee achievement is an ability to meet organizational goal in accordance with the responsibilities given to him". From the definition, it can be concluded that work performance includes the ability of someone to work or carry out tasks in completing their work, as well as skills in using work methods that are mastered and followed diligently in order to achieve quality results.

Nasution (2000: 99) claimed that employee achievement include:

➢ Quality of work, assessment criteria are work accuracy, work skills, work accuracy, and work tidiness.
➢ The quantity of work, the criterion is the speed of work.
➢ Work discipline, the evaluation criteria are to follow the boss's instructions, comply with company regulations and compliance with attendance.
➢ Initiative, the assessment criteria are always active or passionate about completing work without waiting for the boss's orders, meaning not being passive or working on the encouragement of the boss.
➢ Cooperation, the evaluation criteria are the ability to get along and adapt and the ability to provide assistance to other employees within the limits of their authority.
➢ The influence of a leader is a very important factor in influencing employee work performance because the influence possessed by the leader is the main activity in which organizational goals can be achieved. The influence of leadership that can be accepted by subordinates, makes employees not saturated in carrying out their work so that employees can work more achievers and accelerate the achievement of company goals.
➢ The influence or attitude of the leadership that can be accepted by subordinates is that does not make employees bored and does not occur misunderstanding or miss communication so that employees will quickly complete their work with no obstructing interference in the company's activities, it will be able to produce maximum output in terms of quantity and quality , then this can improve employee performance.

III. RESEARCH METHODS

A. Operational Definition of Variables

The operational definition of a variable is a description of the boundaries of a research variable or about what is measured by the variable in question. The operational definition used in this study is leadership style and work performance of employees.

➢ *Leadership Style (X)*

Leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of employees. The leadership style variable was measured by House quoted Robbins (2006: 448):

• Directive leadership style is a style that tends to instruct and asking subordinates and makes decisions for themselves.
• Supportive leadership style is a leader who is willing to explain all problems in subordinates, is approachable, and satisfies the performance of employees.
• Participatory leadership style, namely leaders tend to ask the opinion of employees and use their suggestions and ideas before making a decision and using the employee's method of solving problems and making decisions if deemed appropriate by the leader.

• Performance-oriented leadership styles, namely leaders provide challenges or stimulate employees to achieve as high as possible.

➢ *Employee Achievement (Y)*

Employee achievement is a duty done by employee in carrying out duties. Hasibuan [13: 99] states that the measures that need to be considered in work performance include:

• *Work Quality*
The assessment criteria are work accuracy, work skills, work accuracy, and work tidiness.

• *Work Quantity*
Criteria are the speed of work.

• *Work Discipline*
The evaluation criteria are to follow the boss's instructions, comply with company regulations and compliance with attendance.

• *The Initiative*
The evaluation criteria are always active or enthusiasm to finish the job without waiting for the boss's orders which means not being passive or working on the encouragement of the boss.

• *Cooperation*
The evaluation criteria are the ability to get along and adapt and the ability to provide assistance to other employees within the limits of their authority.

B. Population and Samples

Umar (2010: 146) says the sample calculation is done using the Slovin formula with the assumption that the population is normally distributed. Based on the formula, 55 employees will be investigated in this study.

➢ *Leadership Style*

• The directive leadership style, the indicator:
✓ The leader always gives orders / work to subordinates
✓ The leader always tells clearly what needs to be done, and how to do it
✓ The leader always tells the duration of time for each job ordered to subordinates
✓ The leader provides a standard for each job ordered to subordinates

• Supportive leadership style, indicators:
✓ The leader does something that makes members happy to work
✓ Leaders always have good relations with employees
✓ The leader is willing to explain all the problems to the subordinates
✓ The leader is approachable

- Participatory leadership style, indicators:
- ✓ The leader asks and uses subordinates' suggestions
- ✓ The leadership involves the participation of members in each activity
- ✓ The leader always conducts two-way evaluations between leaders and subordinates

- Performance-oriented leadership style, indicators:
- ✓ Leaders provide challenging work to subordinates
- ✓ The leader sets high-performance standards
- ✓ Leaders always motivate subordinates to work optimally.

➤ *Employee Performance, Indicators:*

- *Quality of work*
- ✓ Employees always do work carefully
- ✓ Employees always do work on time

- Work quantity
- ✓ Employees always do work as targeted at work
- ✓ Employees are able to do work according to the specified target

- *Work discipline*
- ✓ Employees always enter and leave work on time
- ✓ Employees never leave the workplace without permission

- *Initiative*
- ✓ Employees never delay the work given
- ✓ Employees are willing to work beyond the normal time limit (overtime) if the work has not been completed.

- *Cooperation*
- ✓ Employees are able to work with colleagues
- ✓ Employees are always open to the opinions of others

C. Data Analysis

➤ *Descriptive Analysis*
Descriptive analysis is an analysis that uses respondents' responses regarding leadership style by distributing questionnaires to respondents who were sampled in this study. Descriptive analysis is used to explain data in general by using average scores and standard deviations which are presented in table form and then interpreted.

IV. RESULTS AND DISCUSSION

A. Characteristics of Respondents
In this chapter will be described and explained about the results of research that has been done and processed in accordance with research aims. To get an idea of the characteristics of employees selected as respondents, the following describes the grouping of respondents based on the sex of the respondent, the age of the respondent, the education of the respondent, and the tenure of the respondent. The data obtained regarding the characteristics of respondents are as follows:

➤ *Gender*
Both male and female participated in the study. The gender of the respondents is presented on table 1.

Gender	Freq.	Percent
Male	41	74.5
Female	14	25.5
Total	55	100.0

Table 1:- Gender (Source : Data analysis)

As can be seen from table 1, most respondents are male. As many as 41 or 74.5 percent of the respondents were male.

➤ *Age*
The age range of the study respondents is 20 to more than 50 years old. Table 2 presents the respondents age.

Age	Freq.	Percent
20 - 29	7	12.7
30 – 39	37	67.3
40 – 49	9	16.4
> 50	2	3.6
Total	55	100.0

Table 2:- Characteristics by Age (Source : Data analysis)

As can be seen from the table, 37 or 67.3 percents of the respondents were from 30 to 39 years old. The second rank is between 40 to 49.

➤ *Education*
There are three groups of education namely senior high school, diploma and bachelor. Details of the respondent's education are presented in table 3.

Education	Freq.	Percent
Senior high school	13	23.6
Diploma	9	16.4
Bachelor	33	60.0
Total	55	100.0

Table 3:- Education (Source : Data analysis)

It can be seen from the table that 33 or 60 percent of the respondents are a bachelor, followed by a senior high school as many as 13 or 23.6 percents. Diploma only 9 or 16.4 percent.

➤ *Tenure*
Tenure of the respondents is between less than 2 years and more than ten years. Detail of respondents tenure is presented in table 4.

Tenure	Freq.	Percent
< 2	2	3.6
2,1 - 6	23	41.8
6,1 - 10	20	36.4
> 10	10	18.2
Total	55	100.0

Table 4:- Characteristics Based on tenure (Source : Data analysis)

It can be seen from the table 4 that 23 or 41.8 percent of the respondents have worked between 2 and 6 years, while 20 or 36.4 percent have tenure between 6 and 0 years.

B. Descriptive Analysis

The level of leadership style is interpreted by employees of PT. Kumala Motor Sejahtera obtained by calculating the average score or weighted average first, or better known as descriptive analysis. According to Sudjana [19: 79], from the results of a weighted average then the range of each scale is determined by using a formula, namely:

$$I = \frac{\text{Class interval}}{\text{Number of classes}}$$

Based on the formula above, the length of the interval class is:

$$P = \frac{(5-1)}{5} = 0,80$$

Based on the criteria, descriptive findings are presented on the following section.

➤ *Leadership*

Leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of the members of subordinate organizations [16]. As has been described in the previous section, three leadership styles are analyzed in this study namely directive, supportive, participatory leadership style and performance oriented leadership style.

• *Directive Leadership*

Directive leadership style was measured by four indicators. The descriptive finding for the four indicators is presented in table 5.

No	Directive Leadership Indicator	Mean	Std dev.
1	The leader always gives orders / work to subordinates	4,18	0,611
2	The leader always tells clearly what needs to be done, and how to do it	4,11	0,712
3	The leader always tells the duration of time for each job ordered to subordinates	4,18	0,722
4	The leader provides a standard for each job ordered to subordinates	4,05	0,780

Table 5:- Directive Leadership Style (Source : Data analysis)

As can be seen from table 5, all indicators fall in agree category. Giving order and set time standard for an activity are the highest two indicators

• *Supportive*

Similar to directive leadership, suportive leadership also measured by four indicators. The descriptive finding of the four indicators are presented in table 6.

No	The Indicator of Supportive Leadership	Mean	Std. Dev.
1	The leader does something that makes members happy to work	3,91	0,616
2	Leaders always have good relations with employees	3,85	0,731
3	The leader is willing to explain all the problems to the subordinates	3,73	0,804
4	The leader is approachable	3,89	0,712

Table 6:- Supportive Leadership Style (Source : Data analysis)

Table 6 provide evidence that although all indicators are below 4 in five-point scale, but still grouped as agree.

• *Participatory*

Participatory leadership style was measured using 3 indicators. The descriptive finding of the style is presented in table 7.

No	The Indicator of Participatory Leadership	Mean	Std. Dev.
1	The leader asks and uses subordinates' suggestions	2,76	0,881
2	The leadership involves the participation of members in each activity	3,00	0,923
3	The leader always conducts two-way evaluations between leaders and subordinates	3,45	0,603

Table 7:- Participatory Leadership Style (Source : Data analysis)

As can be seen from table 7, two indicators of the participatory leadership can be grouped as neutral and only leader always conducts two-way evaluations between leaders and subordinates is grouped as agree.

- *Performance*

Performance-oriented leadership was measured by 3 indicators. Descriptive findings of the performance-oriented leadership style is presented in table 8.

No	The Indicators of Achievement-Oriented Leadership	Mean	Std Dev
1	Leaders provide challenging work to subordinates	3,45	0,765
2	The leader sets high-performance standards	3,44	0,877
3	Leaders always motivate subordinates to work optimally	3,27	0,891

Table 8:- Performance Oriented Leadership Style (Source : Data analysis)

As can be seen from table 8, two indicators can be grouped as agree while the indicator of leadership motivation in order that employees to work optimally fall in the neutral category.

Participatory leadership style and achievement-oriented leadership style are not applied by GM sales and marketing PT. Kumala Motor Sejahtera. This can be seen from the answers of employees of PT. Kumala Motor Sejahtera regarding participatory leadership style and achievement-oriented leadership style which shows an average value of 3.07 and 3.39 which means that it is less agreeable, while the leadership style applied to PT. Kumala Motor prosperity is a directive leadership style and supportive leadership style. This can be seen from the answers of employees of PT. Kumala Motor Sejahtera

regarding the directive leadership style and supportive leadership style which shows an average value of 4.13 and 3.85 which agree.

From the explanation above it is known that directive leadership style and supportive leadership style are applied to PT. Kumala Motor Sejahtera so that the directive leadership style and supportive leadership style are used for further analysis.

➢ *Employee Performance*

Teen indicators were used to assess employee performance at PT. Kumala Motor Sejahtera Makassar. Descriptive finding of employee performance is presented in table 9.

No	The Indicators of Achievement-Oriented Leadership	Mean	Stad. Dev.
1	Leaders provide challenging work to subordinates	4.24	.666
2	The leader sets high-performance standards	4.18	.696
3	Leaders always motivate subordinates to work optimally	4.18	.771
4	Employees are able to do work in accordance with the specified target	4.15	.803
5	Employees always enter and go home from work on time	3.84	.714
6	Employees never leave the workplace without permission	4.29	0.809
7	The employee never postpones the work given	4.20	0.678
8	Employees are willing to work beyond the normal time limit (overtime) if the work has not been completed	3.89	0.658
9	Employees are able to work with coworkers	4.27	0.827
10	Employees are always open to the opinions of others	3.84	0.688

Table 9:- Employee Performance (Source : Data analysis)

From the results of the questionnaire work performance of employees at PT. Kumala Motor Sejahtera can be known:

- Employees always do the work carefully the average respondent answers at 4.24 with a standard deviation of 0.666 or it can be said that the average employee always does the job carefully.
- Employees always do work on time on average the respondents answered at 4.18 with a standard deviation of 0.696 or it can be said that the average employee always does work on time.
- Employees always do work according to the target at work the average respondent answers at 4.33 with a standard deviation of 0.771 or it can be said that the average employee always does work according to the target in the average working respondent.
- Employees are able to do work in accordance with the specified target on average the respondents answered at 4.15 with a standard deviation of 0.803 or it can be said that the average employee is able to do the work in accordance with the specified target.
- Employees always enter and go home from work on time. The average respondent answers at 3.84 with a standard deviation of 0.714 or it can be said that the average employee always enters and returns to work on time.
- Employees never leave the workplace without permission. The average respondent answers at 4.29 with a standard deviation of 0.809 or it can be said that the average employee never leaves the workplace without permission.
- The employee never postpones the work given on average the respondent answers at 4.20 with a standard deviation of 0.678 or it can be said that the average employee never postpones the work given.
- Employees are willing to work beyond the normal time limit (overtime) if the work has not been completed the average respondent answers at 3.89 with a standard deviation of 0.658 or it can be said that the average employee is willing to work beyond the normal time limit if the job not finished.
- Employees are able to work with coworkers on average the respondents answer at 4.27 with a standard deviation of 0.827 or it can be said that the average employee is able to work with colleagues.
- Employees are always open to the opinions of others the average respondent answers at 3.84 with a standard deviation of 0.688 or it can be said that the average employee is always open to the opinions of others.

C. Validity Test

Validity test is used to test the extent to which the accuracy of an instrument can reveal the concept of a symptom or event being measured. For complete results from the validity of the directive leadership style and supportive leadership style on employee performance. All of the indicators have a correlation of each of the above indicators of 0.30, so it can be concluded that all indicators or questions asked are valid and further analysis can be done [26].

D. Reliability Test

According to Sunjoyo [22] that a construct or indicator is said to be reliable ie if the value of cronbach's alpha (α) is greater (>) 0.60, then the indicator or questionnaire is reliable, whereas if the value of cronbach's alpha (α) is smaller (<) 0.60 then the indicator or questionnaire is not reliable. Overall, the reliability test can be seen in the results in table 4.12.

Cronbach's alpha value of all variables namely directive leadership style and supportive leadership style on employee work performance at PT. Kumala Motor Sejahtera is greater than 0.60, so it can be concluded that the indicators or questionnaires used for directive and supportive leadership style variables on employee performance at PT. Kumala Motor Sejahtera are all declared reliable or reliable as a measuring instrument.

E. Regression Analysis

Based on the results of the above considerations, the regression equation is obtained as follows:

$$Y = 3,465 + 1,492X_1 + 0,852X_2$$

Based on the results of multiple regression equations, the explanation can be given as follows:

➢ Value a = 3,465 indicates that if X or directive leadership style, and supportive leadership style or X = 0, then employee work performance is 3,465.

➢ Value b_1 = 1, 492 with a significance value of 0,000 (less than 0.05). This shows that the directive leadership style variable significantly influences employee performance. Each increase in one X1 variable or directive leadership will increase employee work performance by 1.492.

➢ Value b_2 = 0,852 with a significance value of 0.003 (less than 0.05). This shows that the variable supportive leadership style has a significant effect on employee work performance. Each increase in one X2 variable or supportive leadership style will increase employee work performance by 0.852.

F. Hypothesis Testing

- T test for directive leadership style (X1), based on the results of the regression test between directive leadership style and employee work performance t count value is equal to 5.693 with a significance level of 0.000. The significance value produced by the directive leadership style variable is smaller than the probability value of 0.05 (0,000 <0,05), then the conclusion that can be taken is that the directive leadership style partially influences the work performance of employees at PT. Kumala Motor Sejahtera.
- T test for supportive leadership style (X2), based on the results of the regression test between supportive leadership style and employee work performance, the value of t count is 3.151 with a significance level of 0.003. The significance value produced by the

supportive leadership style variable is smaller than the probability value of 0.05 (0.003 <0.05). The conclusion that can be taken is that the supportive leadership style partially influences the work performance of employees at PT. Kumala Motor Sejahtera.

➢ *Test F (Simultaneous Test)*

The F test is used to determine whether the directive leadership style and supportive leadership style have a joint influence on employee work performance.

From the above data obtained values $F_{hitung} = 54.401$ with a significance level of 0,000. The significance value produced by the supportive leadership style variable is smaller than the probability value of 0.05 (0,000 <0,05), it can be said that H0 is rejected and Ha is accepted which means there is a joint influence between directive leadership style and supportive leadership style towards employee work performance at PT. Kumala Motor Sejahtera in Makassar.

V. CONCLUSION

Based on the results of the analysis and discussion of the influence of leadership style on employee performance at PT. Kumala Motor Sejahtera in Makassar which has been stated in the previous chapter, the results that can be concluded are:

➢ The leadership style applied by the leadership of PT. Kumala Motor Sejahtera in Makassar according to employee perceptions through the results of research is directive leadership style and supportive leadership style. The directive leadership is used by GM sales and marketing when instructing employees to carry out orders and complete unresolved financing tasks using a leadership style like this is seen as successful and the influence of the leader is very strong while supportive leadership style (support) leadership style like this is used by GM sales and marketing when they feel that their employees already have the ability to complete tasks well and competently.

➢ It appears that the directive leadership style and supportive leadership style applied by the leadership at PT. Kumala Motor Sejahtera, so that if you want to improve employee performance then the indicators of directive leadership style and supportive leadership style must be improved. However, participatory leadership style and achievement-oriented also need to be applied because not all subordinates have the same character.

SUGGESTION

Adding other variables other than a directive leadership style and supportive leadership style that might influence employee work performance.

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