The Influence of Leadership Style on Employee Performance at Perum Damri in Makassar

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Abstract

Study This aiming For analyze influence style leadership to performance employees at Perum Damri Makassar. Research methods used is approach quantitative with technique survey through questionnaire to 30 respondents from population as many as 30 employees (sample) saturated). Data were analyzed using Pearson correlation test and partial t-test . The results of the study show there is connection positive and significant between style leadership and performance employee with mark coefficient correlation (r) of 0.399 and significance of 0.029 (p < 0.05). The coefficient of determination (r²) of 15.9% indicates that style leadership explain part small variability performance employees , while the rest influenced other factors . The t-test produces t- value count of 2.301 > t- table 2.048 which indicates influence significant . In conclusion , style communicative , participative and motivating leadership own contribution in improvement performance . Research This recommend that management in a way consistent evaluate and develop practice leadership to improve performance organization in a way sustainable .

Keywords : Style Leadership , Performance Employees , Management , Perum Damri .

1. Background

In the era of globalization and development rapid technology , organization sued For increase efficiency and effectiveness operational in order to be able to endure in increasingly fierce competition complex . In the middle challenge said , source Power man become element strategic determining factor success organization . Employees No only viewed as executor tasks , but also as asset main supporting achievement vision and mission company (Handoko, 2008). Therefore that , organization need ensure that every individuals involved in it capable show optimal performance in every aspect work .

One of factor important that influences quality performance employee is leadership . Leadership play role central in directing , motivating and guiding employees to be able to contribute in a way maximum to objective organization . The leadership style applied by a the leader is very decisive how is the communication process , decision making decisions , and connection Work formed inside environment organization (Jamaludin, 2017). In other words, the style leadership No only just method lead , but also reflect How values , strategy and vision organization run in practice daily .

Kartono (2017) explains that style leadership covering four indicator main , namely ability take decision , ability motivate , ability communication , and ability control subordinates . Fourth element This each other interact and impact direct to behavior Work employee . A a capable leader take decision in a way fair and transparent , motivating employee with approach humanistic , as well as build communication open , tend create climate positive and productive work .

In practice , no all organization succeed apply style harmonious leadership with hopes and needs employees . Many cases show that leadership that is authoritarian , closed , or not enough participatory precisely cause tension , lowering Spirit work , and even trigger internal conflict that resulted in a decline performance (Kamal, Winarso , & Sulistio , 2019). This is show that important for organization For in a way continously evaluate effectiveness style applied leadership .

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Perum Damri is a State-Owned Enterprise (BUMN) which operates in the field of transportation land and have role strategic in support connectivity national . In the middle demands services that are increasingly high , company This sued For guard quality performance employees to be able to give optimal service to society . However , in a number of year Lastly , Perum Damri Makassar Branch is facing a number of related challenges with performance employees , including the lack of discipline , weakness initiative , as well as low motivation Work .

Based on observation early , a number of employee complain about style leadership that tends to be top-down and minimal involvement in the process of taking decision . Ongoing communication One direction between leaders and subordinates cause gap information , low participation , and the decline Spirit work . This condition aggravated with lack of appreciation to performance , as well as lack of non- financial motivations that can increase satisfaction Work .

Findings This reinforced by studies previous which shows that style lack of leadership communicative and not participatory own impact negative to motivation and performance employees , especially in the sector service the public who rely on interaction direct with user services (Erman & Fahroby , 2022). With Thus , it is important For researching more carry on How style leadership implemented in Perum Damri Makassar influences performance employee in a way empirical .

Employee performance in study This measured through indicator quantity work , quality work , responsibility responsibility , and implementation task . Indicator This reflect how much Far a employee capable operate roles and responsibilities the answer in accordance standard company . While style leadership analyzed covers ability communication , motivation , decision making decisions , and control to subordinates , as described by Kartono (2017).

Urgency study This the more tall remember importance service quality public from institution state -owned such as Housing Damri . If the style leadership applied No support achievement optimal performance , then No only internal productivity is affected , but also trust public to service public can decreased . Therefore that , deep understanding about connection between style leadership and performance employees are very relevant For made into material evaluation managerial .

In addition to providing contribution practical for organization in develop more leadership strategies adaptive , research This also provides contribution theoretical in enrich literature management source Power humans , in particular in BUMN context in the sector transportation . During this , research similar Still limited , even though sector This own challenge alone in management employees in contact direct with public .

Approach quantitative in study This allow researcher For measure in a way objective strength connection between style leadership and performance employees . Data obtained through questionnaire structured shared to all over employee still Housing Damri Makassar, with technique analysis use Pearson correlation and t-test for know level influence and significance connection between variable .

Result of study This expected can become base for management Housing Damri in to design policy more leadership effective and appropriate with need employees . Capable leaders adapt with characteristics his subordinates and create atmosphere conducive work believed capable increase performance individual and also team in a way overall .

With understand connection between style leadership and performance employees , organization can take step strategic in increase effectiveness managerial and building culture positive work . In term length , thing This will impact on increasing quality service public , satisfaction customers , and image organization in the eyes public wide .

2. Research methods

Study This use approach quantitative with design explanatory , namely research that aims For test connection cause and effect between variable independent and dependent through numerical data collection as well as analysis statistics . This design chosen Because allow researcher For test influence style leadership to performance employee in a way systematic and measurable .

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Approach quantitative in study This based on paradigm positivistic , where reality social considered can measured in a way objective . Therefore that , the data collected originate from Respondent through instrument study in the form of questionnaire structured . This technique give opportunity For obtain representative and reliable data analyzed in a way statistics for testing hypothesis that has been formulated .

Population in study This is all over employee permanent employees working at Perum Damri Makassar Branch. Based on the data obtained from party management company , total number of employees remain active at the moment study done is as many as 30 people. Because the number population relatively small , then all over member population made into sample study .

Taking technique sample used is technique census or saturated sampling , namely method taking sample where all population used as sample . This technique chosen Because population studied relatively small and still allow For reachable in a way overall , so that results study expected own level high confidence .

Data collection was carried out with use instrument in the form of questionnaire closed arranged based on indicator from each variable research . Questionnaire the use five- point Likert scale , consisting of from choice answer like in table following :

Table. Likert Scale

No	Choice	Score
1.	(SS) Totally agree	5
2.	(S) Agree	4
3.	(RR) Doubtful	3
4.	(TS) Disagree	2
5.	(STS) Strongly Disagree	1

Source: Author's Personal Conception, 2025

This scale used For measure level perception Respondent to the statements submitted .

Variables independent in study This is style leadership , which is measured through four indicator main , namely : ability take decision , ability motivate , ability communication , and ability control subordinates (Kartono, 2017). Meanwhile that , variable dependent is performance employees , which is measured through indicator quality work , quantity work , responsibility responsibility , and implementation assignment (Saleh & Mardiana , 2021).

Before the instrument distributed , validity and reliability tests were carried out to a number of question For ensure that every grain instrument truly capable measure aspects in question . Validity test done use Pearson correlation to the trial data , whereas reliability tested use Cronbach's Alpha value , with minimum standard of 0.6 as the acceptance limit .

Study This implemented at the Perum Branch Office Damri which is located on Jalan Perintis Independence No. 210, District Biringkanaya , Makassar City, South Sulawesi. This location chosen Because is branch main Damri in the South Sulawesi region which has characteristics organization and human resources are sufficient representative For study style leadership .

Execution time study in progress during One month , namely in January 2025. The range time This covers stage preparation instruments , data collection in the field , as well as the data recapitulation and validation process before analyzed in a way statistics .

After the data is collected , the next step furthermore is data processing and analysis . Stage beginning analysis done with count statistics descriptive For describe characteristics respondents , including age , length of service , and distribution answer to the questionnaire items . Analysis This aiming give description general to perception Respondent to style leadership and performance employee .

For test connection between style leadership and performance employee , used technique analysis Pearson Product Moment correlation . This test aiming For know strength and direction connection between second variable , is it positive or negative , and whether connection the significant in a way statistics .

Next , for test influence significant style leadership to performance employees , a partial t-test (t-test) was used . This test help identify to what extent the variables independent (style leadership) individually influential to variable dependent (performance employees), with level significance 0.05 ($\alpha = 5\%$).

Analysis coefficient determination (R^2) is also used For know how much big contribution style leadership in explain variation performance employees . The R^2 value obtained describe percentage influence style leadership to performance , while the rest influenced by other variables outside study This .

data analysis process is carried out with use help device soft statistics , namely SPSS version latest . Usage application This give convenience in count correlation , t-test, and coefficient determination in a way accurate and efficient . The results of analysis This become base in withdrawal conclusion and suggestions at the end study .

With approach systematic methodology , research This expected can give contribution valid empirical related importance style leadership in increase performance employees , especially in the BUMN environment such as Housing Damri . Accuracy design and engineering analysis expected support credibility findings as well as its relevance in taking policy organization .

3. Results and Discussion

Study This aiming For analyze influence style leadership to performance employees at Perum Damri Makassar Branch. As step early , done analysis to characteristics respondents to provide description general about background behind participants research . All A population of 30 people was used as sample , with total sampling or saturation sampling approach .

Based on age , respondents most be in a group age over 39 years as many as 22 people (73%), followed by the group age 25–31 years as many as 5 people (17%), and the group age 32–38 years as many as 3 people (10%). There is no respondents in the range age 18–24 years . From the distribution age This can assumed that part big employee Housing Damri Makassar is power Work experienced .

Temporary that , characteristics based on length of service show that 17% of respondents has Work more of 10 years , 10% for 7–10 years , 7% for 3–6 years , and only 3% are new Work for 0–3 years . This is to signify that majority Respondent have sufficient working period length , which allows they own experience significant interaction with style leadership in the company .

After that , is done analysis descriptive to variable style leadership (X) consisting of from a number of indicator like direction , communication , decision making decisions , and motivation . For example , 60% of respondents strongly agree that leader capable convey task with clear , and 56.67% stated agree that leader capable give motivation effective work . This shows that style leadership tend participatory and communicative .

For variable performance employees (Y), majority Respondent give evaluation positive to work they . As many as 70% said that they capable guard trust company in finish assignments , and 56.67% stated finish work in accordance with standard operational company . Findings This show existence correlation between style good leadership and perception positive to performance .

For answer formulation problem , namely " Is it style leadership influential significant to performance employees at Perum Damri Makassar?”, was carried out analysis statistics using the Pearson Product Moment correlation test . The results show mark coefficient correlation (r) of 0.399 and the value significance (p) of 0.029.

Because of the value significance < 0.05, then can concluded that there is connection positive and significant between style leadership and performance employees . Although mark correlation is at in " weak " category (0.20–0.399 according to Riduwan , 2005), the relationship the remains valid statistics . This means that the more Good style leadership is applied , then performance employee tend increase .

Following is summary Pearson correlation test results :

Pearson Correlation Test Results

Variables	r (Pearson)	Sig. (2-tailed)
Leadership Style vs Employee Performance	0.399	0.029

Source : Fiolah Data , 2025

Next , for know big contribution style leadership to performance employee , used coefficient determination (R^2), which is calculated from square r value :

$$R^2 = (0.399)^2 = 0.159 \rightarrow 15.9\%$$

With thus , style leadership give influence by 15.9% against variation performance employees , while the rest 84.1 % is influenced by other factors that are not investigated in studies this , like motivation intrinsic , environmental work , system compensation , or culture organization .

For test hypothesis in a way inferential , partial t-test was conducted use formula :

$t = r \sqrt{(n-2)} / \sqrt{(1-r^2)}$ (1)
$t = 0.399 \sqrt{(30-2)} / \sqrt{(1-0.159)}$
$t = 0.399 \times \sqrt{28} / \sqrt{0.841}$
$t = 0.399 \times 5.291 / 0.917$
$t = 2.301$

T-value count by 2,301 then compared to with t- table value at the level 5% significance and degree freedom (df) = n – 2 = 28, i.e of 2.048. Because t- count > t- table (2.301 > 2.048), then Ho is rejected and Ha is accepted . This means that the force leadership influential significant to performance employee .

Following t-test results :

Table 3. T-Test Results

Statistical Test	Calculate Value	Table Values	Decision
t- count	2,301	2,048	Significant

Source : Processed Data , 2025

The results are confirm the hypothesis proposed in study This . That style leadership own significant influence to performance employees at Perum Damri Makassar. The leadership style applied , especially in aspect open communication , consistent motivation , and involvement employee in taking decision , contribute to improvement performance individual .

Findings this is also in line with study previously by Kamal, Winarso , & Sulistio (2019) who stated that leadership participatory and communicative play a role big in push optimal performance . On the other hand , the results This show that there is other factors that are more dominant influence performance employees , so that need done study advanced with enter other variables such as motivation work , compensation , or culture organization .

In general general , results study This answer formulation problem and prove that style leadership No only influence perception employees , but also correlated real to achievement performance work . Therefore that , company need maintain and develop style appropriate leadership with hopes and needs employee For push achievement objective organization in a way sustainable .

4. Conclusion

Study This aiming For know and analyze influence style leadership to performance employees at Perum Damri Makassar Branch. Based on results data analysis using Pearson correlation and t-test, obtained findings that there is connection positive and significant between style leadership and performance employees . With thus , style leadership proven play a role in form and improve quality performance employee in organization. Findings main show that style leadership that involves communication open , taking decision participatory , motivational work , and control to subordinate give contribution to improvement performance . This is seen from majority respondents who gave response positive to style leadership implemented by the leader they , especially in aspect communication and motivation Work . Analysis results Pearson correlation shows r value of 0.399 with significance of 0.029, which means there is weak link However significant between second variables . The coefficient of determination (R^2) of 15.9% indicates that style leadership contribute to performance employees , even though part big variation performance Still influenced by other outside factors study This . The t-test also strengthens findings mentioned , where the t- value (2.301) is greater big from t- table (2.048), so that hypothesis alternative accepted . With Thus , the hypothesis research that states that style leadership influential significant to performance employee stated accepted . Findings This confirm that style leadership implemented by the leaders at Perum Damri Makassar has influence real to quality work , quantity work , responsibility answer , and implementation task employees . Therefore that , style leadership is element important in managerial strategy For increase effectiveness source Power humans in the environment Work . Although results study give clear picture about connection between variables , research This own a number of limitations . First , the coverage Respondent limited to one branch company with amount relative sample small (30 people), so the result Not yet Of course can

generalized to all units or other sectors . Second , research This only researching One variable independent , namely style leadership , without consider other factors that can also influence performance employee like compensation , culture organization , or environment work . This is cause contribution variable X against variable Y only by 15.9%. Third , the approach quantitative with questionnaire closed limit exploration deep to perception and experience employees who may richer if under review through approach qualitative or mixed methods. Use questionnaires also have the potential generate social bias Because Respondent Possible give expected answer in a way normative . For that , research furthermore recommended For expand quantity and coverage Respondent from various branch or organization similar , and add other relevant variables in the research model . Research continuation can also be use approach qualitative For dig more in experience subjective employee to on -site leadership Work . In general overall , research This confirm importance role style leadership in increase performance employees . For management Housing Damri and organization similar , results This can made into as base in formulation policy development adaptive , communicative and empowering leadership , in order to support achievement objective organization in a way effective and sustainable .

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