

The Influence of Visionary Leadership on Employee Performance at the Department of Industry and Trade of Gowa Regency

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ABSTRACT

The purpose of this study was to determine the effect of visionary leadership on employee performance at the Industry and Trade Office of the Gowa Regency. The sample in this study amounted to 39 people. The type of data used in this research is quantitative data. Data collection was carried out by means of observation and distributing questionnaires. The data sources used in data collection are primary data and secondary data. The results showed that visionary leadership had a positive and significant effect on employee performance at the Industry and Trade Office of Gowa Regency. This shows that the more effective the application of visionary leadership, the better employee performance will be.

INTRODUCTION

Human resources are one of the most valuable things that an organization must have, both in the public and private sectors. According to (Mulyadi, 2019) human resources are one of the important elements in an organization that plays a major role in determining the success of achieving an organization's goals. The performance of its employees greatly influences the success of an organization. According to (Sucipto, 2020), human resource management is the art of organizing relationships and roles of people more efficiently to contribute to the goals of the company, employees, and society. Employee performance is not only determined by individual skills and competencies but also by the leadership implemented by the organization's management.

In this case, leadership also has a very important role. A leader must be able to make an active contribution to the organization so that not only employees but all parties take part in the process of achieving organizational goals. The role of leaders in government organizations is one of the determining factors in achieving optimal employee performance. Performance is always related to individuals, planning, training/career development, and compensation. Therefore, information on employee performance regularly is very important to enable the process of forming human resource policies.

According to (Ulyani, 2019), visionary leadership is defined as someone who has a clear vision and can communicate it well to team members or the organization. These people can inspire others to achieve high goals and create an innovative and future-oriented environment. Also said that visionary leadership is a leadership model that has been proven to be able to give meaning to the work and efforts that must be carried out by company members by providing direction and meaning through a clear vision (Jailani, 2022). However, organizational success will not be achieved if the employee performance produced is not good. States that performance is the result of work or results achieved by employees in carrying out work tasks within the size and time that has been determined to achieve organizational goals

(Fauzan, 2018). Performance reflects the skills and abilities in a particular job role that have an impact on the income received by the company or organization. In this context, employee performance is an important issue that needs to be considered by leaders and related agencies.

The role of leaders in government organizations is one of the determining factors in achieving optimal employee performance. Performance is always related to individuals, planning, training/career development, and compensation. Therefore, information on employee performance regularly is very important to enable the process of forming human resource policies. The Industry and Trade Office is one of the implementing elements of local government that carries out the functions of formulating policies and providing licenses, public services, and implementing guidance. The Department of Industry and Trade, better known as DISPERINDAG, which is located at Jalan Mesjid Raya No. 34, Sungguminasa, Gowa Regency, is one of the local government agencies that helps collect and manage data on industry, trade, supervision, and consumer protection to create and develop market forces to help small and medium enterprises in South Sulawesi Province, especially in Gowa Regency.

Based on the results of the observations that have been made, the researcher found a phenomenon that the related agency experienced a change in the head of the agency. This change caused changes in several aspects, one of which was related to leadership. The previous leadership was considered less effective because the leader had difficulty in dividing time, such as rarely attending the office and paying less attention to office conditions. Therefore, the leadership currently applied is visionary leadership, which is considered more effective in improving the achievement of organizational goals. Evidence of implementation related to visionary leadership can be seen when leaders suggest using the "A'Kio" application to digitize letter dispositions and electronic signatures. Each task order and approval letter is uploaded into the application, then barcoded and signed by the Head of Service. At this time, leaders focus on the application of technology to create convenience and efficiency. Leaders are not only fixated with manual methods but also think about how to speed up services, both internally and for the public, resulting in faster and more efficient processes. However, this change affects employee performance, which tends to decrease due to the process of re-adapting to the suddenly changed leadership system, making it difficult to achieve the targets that have been set.

This study is important because leadership changes, especially when switching to visionary leadership, require a deep understanding of their impact on employee performance. Given that visionary leaders have the potential to provide a positive impact with a clear direction and encourage innovation, it is important to understand how employee conditions towards this change can support or hinder target achievement. Thus, this study can provide valuable insights for organizations in managing leadership transitions and minimizing negative impacts on employee performance.

RESEARCH METHOD

This study uses a quantitative approach, which aims to test the relationship between visionary leadership and employee performance. According to (Andika & Nawawi, 2020) quantitative research is a research methodology based on the positivist paradigm. This approach is often used to study certain communities or samples, with data collected using research tools and analyzed quantitatively or statistically. the population used as the object of research is the employees of the Industry and Trade Service of Gowa Regency, which consists of all individuals working at the Industry and Trade Service of Gowa Regency, which is 39 people. The saturated sampling determination technique is used, namely, each member of the population is used as a sample. This is usually done when the population is relatively small. Therefore, the sample to be used in this study is all employees in the office, with a total of 39 people. The collected data were analyzed using descriptive statistical techniques to describe the characteristics of the data, as well as simple linear regression techniques to test the effect of visionary leadership on employee performance. Then, the t-test was used to test the significance of the influence between variables with a

significance level of 0,05. In addition, the coefficient of determination (R2) was calculated to determine how much influence the visionary leadership variable had on employee performance.

RESULTS AND DISCUSSION

Research Result

Table 1. Respondents' Responses to Visionary Leadership Variables

Statement	Score					Amount	Mean
	1	2	3	4	5		
X1	2	2	3	28	4	39	3,77
X2	0	3	6	9	21	39	4,23
X3	2	3	3	24	7	39	3,79
X4	0	2	4	14	19	39	4,28
X5	1	4	3	17	14	39	4,00
X6	1	1	6	15	16	39	4,13
X7	1	4	1	25	8	39	3,90
X8	1	1	6	14	17	39	4,15
X9	0	3	4	21	11	39	4,03
X10	1	2	4	12	20	39	4,23
Average Visionary Leadership Score (X)							4,05

Data sources were processed with SPSS 26 (2025)

Table 1, respondents' responses to the visionary leadership variable (X) consisting of 10 statements stated an average of 4.05. The highest average value was found in the fourth statement (X4), namely "Leaders can transform vision into action," with an average value of 4.28. Meanwhile, the lowest average value was found in the first statement (X1), namely "Leaders have a vision of the future in leading the organization," with an average value of 3.77. These results indicate that workers at the Gowa Regency Industry and Trade Service have a strong understanding of the idea of visionary leadership.

Table 2. Respondents' Responses to Employee Performance Variables

Statement	Score					Amount	Mean
	1	2	3	4	5		
Y1	0	4	1	21	13	39	4,10
Y2	1	2	7	12	17	39	4,08
Y3	1	3	3	19	13	39	3,03
Y4	1	2	6	15	15	39	4,05
Y5	1	3	3	21	11	39	3,97
Y6	1	3	3	21	11	39	3,97
Y7	0	4	4	17	14	39	4,05
Y8	1	2	4	17	15	39	4,10
Y9	1	1	5	17	15	39	4,13
Y10	1	4	6	14	14	39	3,92
Average Employee Performance Score (Y)							4,04

Data sources were processed with SPSS 26 (2025)

Table 2 above shows that the respondents' answers to the employee performance variable statement (Y), consisting of 10 statements, have an average of 4,04. By looking at the average value obtained, it can be concluded that the highest indicator is in the ninth statement (Y9), namely "I complain about minor problems in my work," with an average value of 4,13. If viewed, the lowest indicator is in the tenth statement (Y10), namely "I talk about negative things in my work with my colleagues," with an average value of 3,92. This indicates that employees at the Gowa Regency Industry and Trade Service already have a good understanding of employee performance variables, as reflected in the results of the respondents' responses.

Tabel 3. Validity Test Results

Variable	Items	r_count	r table	Information
Visionary Leadership (X)	X1	0,890	0,316	Valid
	X2	0,872	0,316	Valid
	X3	0,905	0,316	Valid
	X4	0,896	0,316	Valid
	X5	0,867	0,316	Valid
	X6	0,871	0,316	Valid
	X7	0,876	0,316	Valid
	X8	0,873	0,316	Valid
	X9	0,792	0,316	Valid
	X10	0,921	0,316	Valid
Employee Performance (Y)	Y1	0,852	0,316	Valid
	Y2	0,867	0,316	Valid
	Y3	0,866	0,316	Valid
	Y4	0,869	0,316	Valid
	Y5	0,857	0,316	Valid
	Y6	0,850	0,316	Valid
	Y7	0,839	0,316	Valid
	Y8	0,864	0,316	Valid
	Y9	0,843	0,316	Valid
	Y10	0,903	0,316	Valid

Data sources were processed with SPSS 26 (2025)

Table 3 above, all statement items are declared valid. This is indicated by the r_count value which is greater than 0,316, and the significance value which is less than 0,05. Thus, all statement items in this research instrument can be categorized as valid.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Information
Visionary Leadership (X)	0,966	10	Reliabel
Employee Performance (Y)	0,961	10	Reliabel

Data sources were processed with SPSS 26 (2025)

Through the data in Table 9, the results of the reliability test state that the Cronbach's alpha value for all variables is greater than 0.60. Therefore, it can be concluded that the questionnaire used in describing the visionary leadership variables and employee performance can be considered a reliable and dependable instrument to measure these variables.

Table 5. Simple Linear Regression Analysis Test Results

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
1	(Constant)	.306	.988		.310	.758
	Visionary Leadership	.992	.024	.989	41.534	.000

a. Dependent Variable: Employee Performance

Data sources were processed with SPSS 26 (2025)

Based on the results of Table 5, it shows that the constant coefficient value is 0.306 and the independent variable coefficient (X) is 0.992. So that the regression equation is obtained:

$$Y = a + bx$$

$$= 0.306 + 0.992x$$

The following explanation can be obtained from the regression equation above:

1) 0.306 is a constant value, namely if the visionary leadership variable (X) is considered 0, then the value of the employee performance variable (Y) is considered positive or fixed at 0.306.

2) The regression coefficient $X = 0.992$ shows that visionary leadership has a positive and significant effect on employee performance at the Gowa Regency Industry and Trade Service. This means that the more effective the implementation of visionary leadership in the Gowa Regency Industry and Trade Service, the higher the increase in employee performance.

Table 6. t-Test Results

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1	(Constant)	.306	.988		.758
	Visionary Leadership	.992	.024	.989	41.534

a. Dependent Variable: Employee Performance

Data sources were processed with SPSS 26 (2025)

Table 6 shows that the Standardized coefficient beta value is obtained with a value of 0.989, which means that the Visionary Leadership variable has a positive influence on Employee Performance. Judging from the significance value of $0.000 < 0.05$. From these results, it can be concluded that the Visionary Leadership variable has a positive and significant influence on Employee Performance at the Industry and Trade Service of Gowa Regency. Thus, the hypothesis stating that the Visionary Leadership variable has a significant influence on Employee Performance is accepted.

Table 7. Results of the Determination Coefficient Test (R^2)

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.989 ^a	.979	.978	1.229

a. Predictors: Visionary Leadership

Data sources were processed with SPSS 26 (2025)

Based on Table 7, the R square value of 0.979 indicates that there is a very strong relationship between the Visionary Leadership variable (X) and the Employee Performance variable (Y). This means that around 97.9% of the variation in Employee Performance is influenced by other factors not explained in this study, while the remaining 2.1% is influenced by other factors not explained in this study.

Discussion

Based on the results of the research that has been conducted, it was found that there is a significant influence between visionary leadership on employee performance at the Industry and Trade Service of Gowa Regency. The regression coefficient value of 0.992 indicates that visionary leadership contributes to improving employee performance. A significance level of $0.000 < 0.05$ indicates that visionary leadership has a positive influence on improving employee performance.

The results of the t-test show that the t-count value ($41.534 > t$ table 1.68709) with a significance level of $0.000 < 0.05$, so visionary leadership has a significant influence on employee performance. This means that Visionary Leadership plays a role as one of the factors that encourages increased employee performance at the Industry and Trade Service of Gowa Regency. Therefore, the more effective the implementation of visionary leadership owned by employees, the higher the performance achieved by employees.

This finding is in line with previous research conducted by (Hidayat, 2022) entitled "The Influence of Visionary Leadership and Employee Organizational Culture at the Water Resources Management Service on Employee Performance". Based on the results of the study, he found that visionary leadership has a strong and significant influence on employee performance at the Lampung Province Water Resources Management Service as evidenced by the t-test of 3.672 with a significance level of 0.000

<0.05, while the R square value is 0.203 or 20.3%, while the remaining 79.7% is influenced by other variables. These results indicate that visionary leadership makes a positive contribution to employee performance.

However, research conducted by (Hidayat & Hasan, 2024) entitled "Analysis of the Influence of Visionary Leadership on Job Satisfaction and Employee Performance with Work Climate as a Mediating Variable" showed different results. Where visionary leadership does not have a positive and significant influence on performance, with a coefficient value of 0.080, a t stat value of 0.549 <1.96 and a p value of 0.583 > 0.05. These results indicate that visionary leadership does not provide a positive contribution to employee performance. The difference in results can be influenced by several factors, such as differences in the approaches taken and different organizational characteristics.

In addition, the coefficient of determination (R²) value of 0.979 indicates that 97.9% of the variation in employee performance can be explained by the influence of visionary leadership. The remaining 2.1% is influenced by other factors that cannot be explained in this study. Therefore, to create a more significant impact on improving employee performance, the Gowa Regency Industry and Trade Service needs to strengthen the implementation of visionary leadership through various strategies that can increase its effectiveness in driving employee performance. One of the steps that can be taken is to improve leadership training for leaders to be more able to set a clear vision and make strategic decisions, and providing incentives and awards to employees who show superior performance can be an additional motivational factor in increasing productivity. With these steps, it is hoped that employee performance at the Gowa Regency Industry and Trade Service can continue to increase optimally so that they can provide a greater contribution to achieving organizational goals sustainably.

CONCLUSION

From the results of the analysis at the Gowa Regency Industry and Trade Service, it was found that visionary leadership has a positive effect on employee performance. This is evidenced by the t-value of 41.534, which is greater than the t-table of 1.68709, so the relationship is statistically significant. In other words, the more effective the implementation of visionary leadership, the more employee performance will increase.

The results of this study confirm the importance of visionary leadership in developing employee performance at the Gowa Regency Industry and Trade Service. However, further consideration is needed by considering other variables that can influence the relationship between visionary leadership and employee performance so that the results obtained are more comprehensive and can be better generalized.

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