

## Leadership Style's influence on workforce productivity

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### ABSTRACT

*The objective of this study is to analyze and examine instructive, consultative, participatory and delegative leadership styles on the productivity of employee work. This study, with a population and a sample of 32 individuals, was conducted at Bank Danamon Savings and Loan Unit Pinrang. Descriptive and multiple linear regression analysis is the data analysis used. The results of the study show that at the Bank Danamon Savings and Loans and Loan Units, the instructive leadership style does not have a significant impact on employee work productivity. Employee productivity at the Bank Danamon Savings and Loans and Loan Units is not significantly affected by the advisory leadership style. At Bank Danamon Savings and Loans and Loan Units, the participatory leadership style has a significant impact on employee productivity. The style of delegate leadership at Bank Danamon Savings and Loans Unit Pinrang has a significant impact on employee work productivity. Delegative leadership style is the variable that at Bank Danamon Savings and Loans and Loan Units has the most dominant influence on employee work productivity.*

## INTRODUCTION

Companies have different priorities when carrying out their operations. Yet there is only one primary purpose of the business in principle: to make a big profit so that its existence can be assured (Kusumajaya, 2011). Businesses must also practice good management and work together efficiently and effectively (Musa, 2013). Andry (2016) notes that the association between human resources and business objectives can not be removed from the leader of the company. The leader serves as a guiding force and controls and coordinates output variables, including human resources (Andry, 2016; Nasir et al., 2020; Erniwati et al., 2020).

In order to influence and inspire workers who can improve employee productivity by offering rewards for high-performing employees, effective leadership must learn, understand and apply management elements in their work patterns (Susyanto, 2019). There is a need for unity between leaders and workers to operate effectively (Tumbol, Tewal & Sepang, 2014). Since they do not work alone, the opportunity to delegate work to subordinates is a positive thing for business leaders. Of course, ample rewards must follow this delegation to inspire workers to be more involved and efficient at work (Hermawan, 2019).

To improve employee efficiency and retain high-performing workers to continue working in the company, they are introducing the company's incentive wage scheme for employees. If an employee is able to work hard and achieve good work efficiency, he will earn a high income incentive. Therefore, the leadership role of an organization plays a critical role in achieving optimum productivity levels following company objectives.

In this research, the level of productivity produced by employees was calculated using an instructive, consultative, participative and delegative leadership style. The position of a leader who sets limits in instructing people or subordinates on what, how, and where to do a specific task to achieve more effective and efficient output is an insightful leadership style. Leaders in this group tend to make little effort to care about the individuals associated with them and the goods of their company. Leaders with an instructive style consider themselves to be intermediaries who only transmit data to subordinates from superiors. The leadership style of consulting is a leader's role in offering consultation and seeking ideas and solutions to a

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company's problems (Rizal, 2018). The style of participatory leadership is a style that encourages employee success by engaging in decision-making through the process of sharing ideas. Facilitating and connecting is the core function of the leader. The leadership style is to always care of the people who work in the organization with a strong sense of duty (Setiawan, 2017). The delegation's leadership style is to have little guidance or encouragement to recognize issues. These mature followers are given the responsibility for executing the programme. Employees are permitted to carry out their jobs through the council and determine how, where, and where to do their job to achieve organizational objectives, namely to generate maximum efficiency (Siswanto & Hamid 2017).

Increased efficiency is any business's hope. Productivity encompasses economic, philosophical, productivity principles relevant to human enterprise or products and services development practices that are useful to meet the needs of human life and society in general (Djuwita, 2011). Productivity philosophically requires a mental mindset that often seeks to enhance the quality of life, where the circumstances of today would be better than yesterday. Tomorrow's life must have a greater quality than today. Productivity means a mental mindset that often assumes the life of yesterday must be better than it is today (Simanjuntak & Tjandrawinata, 2011).

In general, leadership research formulates the notion of leadership as a method of mutual exchange. For example, according to the desires of the boss, subordinates may earn incentives based on their actions. Such benefits can be material (wages, rewards) or immaterial (pride/satisfaction). The theory of transactional management is based on the premise that the relationship between leaders and subordinates is implicitly a set of trades or bargains. In the relationship between employees and their job and their atmosphere, the role of the leader is to fill the gap. If sweat and climate do not provide direction, happiness, and motivational support, then it is the responsibility of the leader to provide these. It is common for transactional leadership-subordinate relationships to occur in government organizations. Sometimes, if the leadership is negligent or forgotten, they do not have fair support or incentives, their performance may decrease instantly. If the leader has characteristics that show support, nothing of the sort can happen. Leaders who do not forget to give permission will allow them to go beyond what supporters expect. To be more autonomous and more advanced or to have high success at work, they are able to make compromises and feel glad to work.

Listening, welcoming, sharing, and making contributions are the participatory leadership style in question. If carefully learned, this includes a leadership style with a major personality value in participation and becomes a guide in enhancing employee performance (Siswanto & Hamid, 2017). The same thing was said (Septiana & Ivada, 2013) that the style of employee leadership is an absolute necessity that must be generated by the production of employee results. If leadership is imbued with a leadership style that must be focused on engagement in listening, embracing, sharing, and making contributions, employee output will be effective. It is consistent with what was claimed (Setiawan 2015) that engagement in the leadership style is a fundamental element in becoming a leader. How odd a leader in participating does not have a basic leadership style, so a leader must contribute. For improving employee efficiency, this foundation is very important.

The free rein (delegation) leadership style, according to (Zulkifli et al., 2017), is the transfer of authority and responsibility from the leadership to its subordinates in an organization in the hope that the mission can be accounted for and accomplished on time and does not interfere with the goals. The desire to accomplish. (Djakasaputra & Widayati, 2017) claims that a type of delegation leadership is a style that enhances employees' willingness to take the initiative. Lack of leadership engagement and control such that this style will operate only if workers pay attention to integrity and trust in achieving organizational objectives and goals. It is different from (Permadi, 1996) which states that the transfer of power or the value of very high confidence from a superior to a subordinate formed is in the leadership style of the delegative type. In addition, the importance of a true assignment from a model is strong, so that participants can make decisions responsibly, even though they still pay attention to the success of their managers.

Zulkifli et al., (2017) saw that the style of delegate leadership was based on the importance of decisions. An assignment involves a real sense of confidence, and a subordinate is expected to be the right and right representative. A delegator must also have competencies that will guarantee that the company is not affected by him (Sumual, 2015). Delegation is the delegation or transition from accountability of authority. It is not the same as handing someone an item and giving it to someone else. The granting authority mechanism in question is a duty that greatly influences the company's continuity. The principles of what g to individuals he trusts must be remembered by a leader in carrying out delegation. Panels have the potential for mistakes that

can lead the organization to disasters. Therefore, deciding who will receive the panel by looking at their skill, innovation and loyalty, and accomplishments is what needs to be understood and is important in a delegation (Weeks, 1996). (Maharani & Wismantoro, 2013) clarified that workers may be made to do what they want to do by someone who has a delegative style. In obtaining reflective and enthusiastic responses from workers and in fostering a friendly environment, assess success. The scope of imparting his expertise to his team must be considered by a delegator. Provide a nice environment and subordinates or employees are liked. The view of the delegative leadership style by Miftah Thoha notes that, frankly, delegation is a leadership style that focuses on transmitting policies to others in carrying out tasks and authority (Thomas, 2003). Therefore, anyone who may obtain a mandate delegating a mission can only take place if the supervisor knows the workers or subordinates well.

The study (Mayfield & Mayfield, 2002) found that it is not known that the leadership style of the manager will influence employee productivity. On the other hand, (Saragih & Siagian, 2018) found that not all management styles used by managers in carrying out their tasks have the same impact on the achievement of business goals, in this case the use of inappropriate management styles by managers would decrease efficiency of employee work.

**H<sub>1</sub>:** Instructive style of leadership has a major positive impact on the efficiency of employee jobs.

**H<sub>2</sub>:** The style of consultative leadership has a major positive impact on the efficiency of employees' jobs.

**H<sub>3</sub>:** The style of participatory leadership has a major positive impact on the efficiency of employees' jobs.

**H<sub>4</sub>:** Delegative leadership style has a substantial positive influence on the productivity of employee jobs.

## METHOD

32 respondents who served at PT were interested in this report. Danamon Bank Loan Savings and Loans Unit. The study information was acquired directly via the distribution of questionnaires. A Likert scale with numbers 1 to 5 will be used to calculate the data answered by the respondents. In addition, using the multiple regression form, it will be tabulated and then analyzed using the SPSS tool. In order to ensure the consistency and appropriateness of the data used, the four hypotheses proposed in this analysis will be addressed through several test phases, such as (validity test, reliability test, normality, heteroscedasticity test, autocorrelation test). In addition, the coefficient of determination test, the simultaneous test (f test) and the partial test (t-test) will be carried out. Testing of hypotheses using the formula:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Description :

Y = Productiveness of employees

X<sub>1</sub> = Instructive leadership Leadership

X<sub>2</sub> = Leadership of Consultation

X<sub>3</sub> = Leadership for Participation

X<sub>4</sub> = Delegative Leadership Management

The b<sub>0</sub> = the constant (intercept)

B<sub>1</sub>b<sub>2</sub>b<sub>3</sub>b<sub>4</sub> = Coefficient of Regression (Parameter)

## RESULT and DISCUSSION

Through the validity test, the data obtained was evaluated by comparing the critical number of the correlation table with a significant level of 1% or 5% (Ancok, 1991). Use of Cronbach's Alpha to assess the degree of reliability of each variable used in this analysis. Alpha values of 0.80 to 1.0 are rated as good reliability. Alpha values are organized as reasonable reliability between 0.60 and 0.79, and alpha values below 0.60 are graded as poor or unaccepted reliability (now, 1992). Table 1 indicates that reliability is declared for all variables used in this analysis. The normality test is used to determine if the dependent variable's data

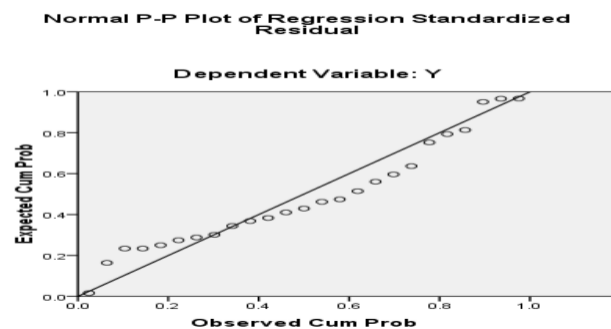
distribution is normal. Having a typical or near-normal distribution of data is a strong regression model. From the standard view of the probability map, it was understood. If the data spreads along the diagonal line and follows the path of the diagonal line, the regression model satisfies the normality principle. If the data stretches far from the diagonal line, the model of regression follows the normality assumption. If the data stretches far from the diagonal line or doesn't obey the path of the diagonal line, the normality assumption is not met by the regression model.

**Table 1. Validity and Reliability Test Results**

Variable	Instrument	Correlation	Cronbach Alpha	Result
Leadership Styles Instructive	X1.1	0.790	0.926	Valid & Reliable
	X1.2	0.952		
	X1.3	0.948		
	X1.4	0.945		
Consultative Leadership Style	X2.1	0.859	0.805	Valid & Reliable
	X2.2	0.788		
	X2.3	0.793		
	X2.4	0.761		
Participative leadership style	X3.1	0.813	0.777	Valid & Reliable
	X3.2	0.705		
	X3.3	0.876		
	X3.4	0.719		
Discretionary Leadership Style	X4.1	0.825	0.888	Valid & Reliable
	X4.2	0.887		
	X4.3	0.911		
	X4.4	0.851		
Work Productivity	Y1	0.916	0.987	Valid & Reliable
	Y2	0.883		
	Y3	0.839		

**Table 2. Multicollinearity Test Results**

No	Independent Variable	VIF	Description
1	Leadership Styles Instructive	1.326	Non multikolinieritas
2	Consultative Leadership Style	4.572	Non multikolinieritas
3	Participative leadership Style	3.296	Non multikolinieritas
4	Discretionary Leadership Style	1.773	Non multikolinieritas

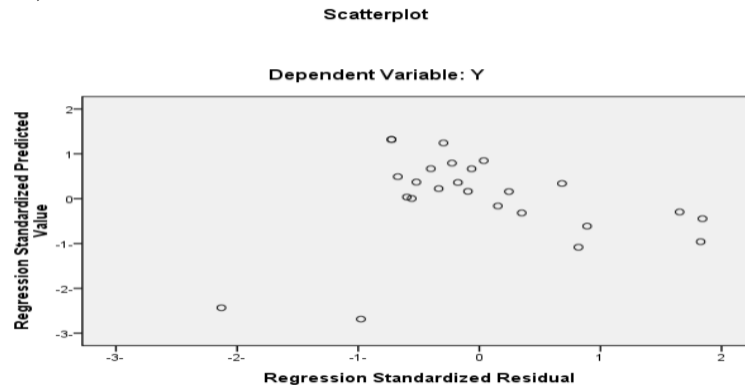


**Figure 1. Normality Test Results**

Figure 1 shows the distribution of the dots along the diagonal line, and the spread follows the diagonal line's direction. These results show that the regression model is adequate for predicting productivity of employee jobs, serial correlation (autocorrelation) between disturbance term ( $e$ ). Using Durbin-Watson statistics, the estimation results of a regression model can be checked. The autocorrelation test protocol by looking at the Durbin-Watson value is 1.543, according to (Santoso 2000). It ensures that there is no

autocorrelation problem in the above model. The norm can usually be taken as follows: a DW value below -2 means positive autocorrelation; a DW value between -2 and +2 means no autocorrelation. By measuring the VIF (Variance Inflating Factor) value, multicollinearity is evaluated. If the value of the VIF is lower than 5, multicollinearity does not occur.

Table 2 indicates that the independent variables studied had a VIF of less than 5; the three independent variables studied are therefore not related (non-multicollinearity). They can be used as independent variables for analysis. Checked heteroscedasticity using the Scatterplot chart; Figure 3 below, the results of the heteroscedasticity test. Heteroscedasticity does not occur based on n, as is seen in Figure 3. If there is a particular trend that shapes a particular ordered way, the basis for this decision-making is that heteroscedasticity occurs, and vice versa.



**Figure 2. Heteroscedasticity Test Results**

Analysis of the statistical test is intended to determine the relation of causality between the independent variable and the dependent variable. It has not been theoretically explained in the initial section that several independent variables affect the productivity of employees at Bank Danamon Savings. Loans Unit Loan, which consists of an educational style of leadership, a style of consultative leadership, a style of participatory leadership, and a style of delegative leadership.

The test results for the correlation coefficient (R) and the coefficient of determination show how the relationship between the independent variable and the dependent variable can be seen (R<sup>2</sup>). Based on table 4, it can be seen that a strong relationship between the independent variable and the dependent variable is shown by the magnitude of the correlation value (R) at 0.658. This means that the variants of employee work productivity variables can be influenced or explained by all the independent variables used by 65.8 percent, while the remaining 34.2 percent are affected or explained by other variables.

**Table 3. Correlation Coefficient Test Results, Determination**

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 <sup>a</sup>	.658	.590	.60117

**Table 4. F Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.906	4	3.477	9.620	.000 <sup>a</sup>
	Residual	7.228	20	.361		
	Total	21.134	24			

The simultaneous test results, as shown in table 4, offer the F-count value of 9,620. Because the probability is much smaller than the significant value of 0.05, the regression model can predict employee work productivity. The results of this calculation indicate that simultaneously a substantial effect on employee work productivity variables.

**Table 5. Hypothesis Testing Results**

Variable	Unstandardized coefficient	beta	Standardize beta coefficient	t-count	$\alpha$	Info
Constant	.486			.657	.519	
(X1)	-.011		-.011	-.072	.943	Negative Not significant
(X2)	-.031		-.026	-.094	.926	Negative Not significant
(X3)	.513		.416	1.751	.095	Positive Not Significant
(X4)	.498		.550	3.158	.005	Positive is significant

Based on table 6, the regression equation can be formulated as follows:

$$Y = 0.486 + (-0.011) X1 + (-0.031X2) + 0.513X3 + 0.498X4$$

The results of statistical tests shown in table 4 show that simultaneously instructive leadership style, consultative leadership style, participatory leadership style, and delegative leadership style influence employee work productivity. Table 5 shows that partially this study proves that the instructive leadership style variable has a negative and insignificant effect on employee work productivity. The consultative leadership style variable has a negative and negligible impact on employee work productivity. The participatory leadership style variable has a positive and insignificant effect on employee work productivity. The variable of delegative leadership style has a positive and significant impact on employee work productivity and the most dominant variable affecting employee work productivity at the Bank Danamon Savings and Loans and Loan Units.

## Discussion

This research shows that at the Bank Danamon Savings and Loans Unit Pinrang, the instructive leadership style negatively impacts employee job efficiency. In the context of problem-solving strategies, workers are given too much guidance, training, and undue pressure without any help from superiors. This will, of course, contribute to workers not being inspired to improve efficiency at work. At Bank Danamon Savings and Loans and Loan Units, the consultative leadership style hurts employee job efficiency. This is because the decisions and all rules about the roles and practices of the company are still in the hands of the boss, even when the leader or manager wants to hear suggestions or feedback from employees. This shows, of course, that workers tend to feel that they should not take part in decision-making, so that employees tend not to be driven to improve their level of productivity. At Bank Danamon Savings and Loans and Loan Units, the participatory leadership style positively impacts employee job efficiency. These findings show that employees believe that the Pinrang Bank Danamon Savings and Loans Unit should understand itself as a person and that employees feel loyal to their leader and feel special attention. Thus, since it is directly linked to their own needs, workers will feel the value of working as hard as possible or displaying high productivity. For professional superiors, subordinates feel more respect than superiors who prioritize institutional aspects; However, this leadership style does not have a big impact on the efficiency of employee jobs, a participatory leadership style is considered appropriate to apply to Bank Danamon Savings and Loans and Loan Units to improve the productivity of employees. The style of delegate leadership has a positive and important influence and is the most influential at Bank Danamon Savings and Loans and Loan Units on employee job productivity. This research shows that due to the high competency skills and willingness of the expertise and responsibility of workers, the delegative leadership style becomes more prominent, resulting in a more dominant delegative leadership style at Bank Danamon Savings and Loans Unit Pinrang in employee work productivity. Employees feel relaxed and work circumstances if the style of the boss in leading the business emphasizes the delegation of roles and duties. The manager gives workers total trust and participates in decision-making.



## CONCLUSSION

This research shows that a managerial leadership style is required to improve employee work efficiency at Bank Danamon Savings and Loans Unit Pinrang, which does not provide too much guidance but must show more help in real direct action by providing subordinates and engaging employees with specific examples. In making choices for company. It can be concluded that the delegative leadership style variable and the participatory leadership style variable are very well applied to the Bank Danamon Savings and Loans Unit Loan in this study because these two styles have a positive role in the productivity of employees. Managers who are often interested in the wheels of the business and often include workers in decision-making influence the productivity of employees. It's because staff would feel appreciated and receive publicity. These findings indicate that executives play an important role in rising the efficiency of workers. A smart manager is therefore expected to read the situation and condition of his workers to understand what kind of leadership style employees or their subordinates need.

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