

Pillars of Leadership Influence Employee Performance

Marto Silalahi¹, Vivi Candra², Hendrick Sasimtan Putra³, Derwaman Perangin-angin⁴, Sudung Simatupang⁵

^{1,2,3,5}Sultan Agung College of Economics

⁴Faculty of Economics, Simalungun University

Abstract: In an organization, leadership can be a pillar to build an organization that will directly contribute to employee performance. The results of this study aim to determine the effect of leadership pillars on employee performance, where the results of the regression equation found a positive direction coefficient of the leadership pillar on employee performance. Then for the research hypothesis it can be accepted that the leadership pillar has a positive and significant influence on employee performance. This means that with good leadership, employee performance will also increase, and when leadership is not good at leading the organization, employee performance will decrease.

Keywords: Pillar, Leadership, Employee Performance.

INTRODUCTION

The dynamics of organizational growth today are increasingly competitive, this is due to the human resources of organizations that are increasingly trying to show efforts in making the organization a successful organization. The success of the organization cannot be separated from the ability of a leader in managing the organization. The ability to manage the organization is often said to be the ability of a leader to influence, direct, and motivate individuals or groups to achieve certain goals. This concept includes various aspects such as leadership style, leader characteristics, and the roles and responsibilities carried out by a leader. In the context of an organization or society, leadership is a key factor in determining the success or failure of a group. Being a good leader can feel like an abstract goal, but it doesn't have to be (Horner, 2024), the key to successful leadership can be supported by 4 (Four) pillars of leadership, where the four pillars according to (Maxwell, 2004) consist of relationships, equipping, attitude, and leadership. The four pillars of leadership are basic principles that can help a leader in carrying out his duties effectively.

Leadership is not just about authority and decision-making; it is about relationships with others. Strong relationships create the foundation for trust, engagement and long-term success, making leadership more impactful and meaningful. Relationships in leadership is building strong relationships is an important aspect of effective leadership. Leaders who prioritize relationships will foster trust, collaboration and motivation within their teams, leading to higher engagement and productivity, leaders have a major role not only in maintaining their own relationships, but also in encouraging the creation of personal

networks and friendships that encourage others to value the relational elements of the organization and the maintenance of networks within and outside their organization (Louden-Carter, 2021), and in the workplace, leaders have four important relationships that they must develop and communicate appropriately with superiors, direct reports, coworkers, and customers (Steward, 2020)

Leaders must be able to complement the deficiencies in their team, whether in terms of skills, motivation, or vision. A good leader not only provides direction, but also supports, empowers and inspires his or her members to reach their full potential, leadership becomes a journey of continuous personal growth and commitment to the success of others (Gupta, 2025), and need to develop a unique portfolio of attitudes, behaviors, and skills to enable them to perform at the highest level and drive performance and profitability among their employees and organization, ultimately contributing to the sustainability of their operating environment (Encombe, 2008). Leaders must help others reach their potential through a comprehensive approach that includes engaging with team members, educating them on necessary skills, equipping them with resources, encouraging their efforts, empowering them in decision-making processes, energizing them through motivation strategies, and ultimately elevating them into future leadership roles. Leadership understands the importance of change in the organization as change may be necessary for the survival of the company (Musaigwa, 2023).

Leaders must have an attitude, because positive attitude and energy are attractive and the best

leaders know this and that is a major reason they lead successfully (Eikenberry, 2011). The changes occurring in today's social environment require leaders who can bring society to a better direction (Sari, 2024), leader's attitude significantly impacts their effectiveness in guiding teams toward success. By embodying traits such as integrity, self-awareness, empathy, resilience, and effective communication, leaders can create an environment that fosters trust, collaboration, and high performance. One of the attitudes a leader must have is an exemplary attitude (Taufiq, A. & Saleh, 2023), an effective leader's attitude is crucial in shaping their approach to leadership and influencing their team's dynamics. This attitude encompasses various traits that contribute to successful leadership.

Leadership must be able to influence others, influence is a fundamental aspect of effective leadership. It is defined as the ability to affect the behavior, thoughts, or feelings of others in a particular direction. This capability is essential for leaders who aim to inspire and motivate their teams toward achieving common goals. Without influence, leaders may struggle to garner support for their initiatives or drive change within their organizations, influencing others is essential, but it's more than just giving commands (Hallenbeck, 2023), leaders who can unite people around a shared vision that provides trust, integrity and value that can truly improve the organization and society at large (Ali, 2012). Leadership inherently involves influencing others in order to achieve desired outcomes effectively. By mastering the art of influence through relationship-building, trust establishment, strategic self-promotion, and leveraging networks while employing appropriate tactics based on context, leaders can inspire their teams toward success. Of the four pillars that are often the subject of problems lies in the attitude of the leader, where the attitude of the leader often still considers himself the boss and sometimes even seems to be the king and wants to also show favoritism towards his employees, even though the leader is a role model and protector who must have a neutral attitude in leading the organization.

By the organization, these leadership pillars are expected to influence the performance of employees, employee performance can also be supported by the morale of the employee, good morale means high employee satisfaction (Laoyan, 2022), Employee performance refers to how well an individual fulfills their job responsibilities, meets goals, and contributes to organizational

success. It includes efficiency, effectiveness, quality of work, and overall contribution to the workplace. Employees who have higher morale at work tend to be more productive, more satisfied with their work and more involved in work, morale is associated with greater work effort, but the relationship between work effort and productivity becomes stronger at higher levels of morale high (Simatupang, *et al.*, 2023), the higher the involvement of employees in doing work, the better for improving their performance (Sofyan *et al.*, 2022). employees' performances play vital roles in determining the organizational performances, and thus, those influential factors on employees' performances are explored next (Nirushan, 2017).

The success of employee performance can be measured by the Key Performance Indicator. (Febrian, *et al.*, 2016), which consists of quality of work, productivity, timeliness, customer satisfaction, teamwork and collaboration, initiative and innovation, workplace attendance, goal achievement, adherence to policies and procedures, professional development, leadership skills, cost effectiveness, problem solving and decision making, communication skills, employee engagement, employee satisfaction. But sometimes employee performance can be not as expected, where sometimes employees lack initiative in doing work, sometimes monotonous and not in working with tin, less able to adapt to other members and also lack communication, both to leaders and to fellow coworkers. This will clearly interfere with the achievement of employee performance, because these obstacles cannot be taken lightly and the impact will be clearly felt for the organization.

LITERATURE REVIEW

Pillars Of Leadership

Effective leaders have the responsibility to provide guidance and share knowledge with employees to lead them to better performance and make them experts in maintaining quality (Anwar, N. & Haider, 2015), the pillars of leadership are very important because they form a solid foundation for a leader in carrying out his duties and responsibilities, understanding and applying the pillars of leadership, a leader can create a positive and sustainable impact on the organization and community he leads. It is important for high-performing teams to have better leadership skills needed to drive performance, align short-term and long-term organizational goals, and continue to

face the challenge of aligning everyone, from the senior executive team to frontline workers (Gleeson, 2023).

Employee Performance

Human resources has a very important position given the organization's performance is influenced by the quality of its human resource (Tumilaar, 2015), Performance is a critical factor in organizational success, helping to also improve overall productivity, profitability, and employee morale (Mocrii, 2020). Effective employee performance evaluation is critical for fostering a productive workforce aligned with organizational objectives, employee performance is the work of an employee, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and measurably (compared to predetermined standards) (Melinda, H. & Krisprimandoyo, 2021).

RESEARCH METHODS

This study uses quantitative research on employees of the Pematangsiantar City Employment Social Security Administration Agency. The data obtained will be tested for validity with the provision that the correlation value is ≥ 0.30 . (Taherdoost, Sahibuddin, and Jalaliyoon 2014) , and also reliability testing with the condition that a Cronbach's alpha value measure ≥ 0.70 (Eisingerich, & Rubera, 2010). Next, to obtain the results of the direction coefficient from the research, a simple regression equation is used with the formula $Y = \beta_0 + \beta_1 X + e$ (Bevans, 2020), and using the Partial Hypothesis Test (t-Test) to obtain the results of the hypothesis. The hypothesis that can be given is that the leadership pillar has a positive and significant influence on employee performance.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test

Table1: Validity and Reliability test

Variables	Validity Test			Reliability Test		
	Correlation	t count	Criteria	Cronbach's alpha	t count	Criteria
Pillars of Leadership	0,30	0,634	Valid	0,70	0,882	Reliable
Employee Performance	0,30	0,661	Valid	0,70	0,973	Reliable

The explanation of table1 shows the calculation results for the validity instrument with a validity value for Pillars of Leadership of 0.634 and employee performance with a value of 0.661. While the required correlation value limit is 0.30, so for this reason it can be concluded that pillars of leadership and employee performance have valid criteria, this is because pillars of leadership and employee performance results ≥ 0.30 . Then for the reliability instrument test, that the Pillars of

Leadership variable is 0.882 and the employee performance value is 0.973, while the allowable Cronbach's alpha limit is 0.70. Therefore, the conclusion of the reliability test, the pillars of leadership variable and employee performance ≥ 0.70 , this means that the reliability criteria for the pillars of leadership variable and employee performance are met.

Simple Regression Equation

Table 2: Simple Regression Equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	124,15	20,416		6,081	,000
	<i>Pillar of Leadership</i>	1,907	,467	,657	4,087	,000

a. Dependent Variable: Employee Performance

For table 2, the explanation that can be given is that the simple regression equation for table 2 is $Y = 124.15 + 1.907 X$, this shows that the Pillar of Leadership shows a positive direction coefficient on employee performance. When the pillar of leadership as a leadership style in the organization can be applied properly, then its contribution will provide a positive direction to employee

performance, this confirms the importance of applying the right leadership style to increase productivity and work effectiveness in the organization. Leaders must be able to adapt their leadership style to the situation and needs of the organization in order to achieve optimal results. With effective leadership, organizations can develop better and achieve long-term success.

Hypothesis

Table 3: Partial hypothesis test

Model		t	Sig.
1	(Constant)	6,081	,000
	Pillar of Leadership	4,087	,000

Dependent Variable: Employee Performance table 3 is the result to answer the hypothesis that has been made, namely the leadership pillar has a positive and significant influence on employee performance. To get the answer to the hypothesis, it is necessary to do the calculation with the formula degree of freedom is $(df) = (n-2) = 24 - 2$, then the result in the t table is 2.073, while the t count from the results of data testing with SPSS is 4.087. Then the significant count obtained is 0.000, while the α value is 0.005. Therefore, the hypothesis can be accepted or not, by comparing the calculated t value of $4.087 >$ from t table 2.073, then the calculated significant value of $0.000 < \alpha$ 0.005., and the conclusion is that accepting the hypothesis the leadership pillar has a positive and significant influence on employee performance..

DISCUSSION

An important part of the management process in any organization is leadership. (Fitriyah, *et al.*, 2024), leadership is a key factor in determining the success of an organization, leadership pillar includes various leadership styles applied by management in an organization. The results showed that the leadership pillar has a significant influence on employee performance in various organizations, the leadership style applied by managers or leaders can affect motivation, discipline and ultimately employee performance, effective leadership can increase employee motivation, engagement, and productivity. Leadership style is an important organizational antecedent to job satisfaction and commitment. (Lok, & Crawford, 2004), support from the leadership and responsibility are forms of the non-physical work environment (Rohmatiah, M. & Mutmainah, 2021). To foster this trust and create an environment where team members can thrive, leaders must focus on four essential elements: being heard, being empowered, being respected, and being valued and as keys to effective leadership and organizational development. (Horner, 2024).

Good leadership is able to provide clear objectives, this clarity ensures that everyone is working towards the same goal, making it easier to monitor

progress and make necessary adjustments. (Goodbread, 2023), so that employees understand their contribution to the organization, then support and inspire to create a comfortable work environment, increase job satisfaction, and reduce stress by providing appreciation and appreciation to employees can increase morale and loyalty to the company with a focus on employee development through training and mentoring can improve individual competence and performance. Leaders who are always open to communication and build good teamwork will improve work efficiency by providing space for new ideas and innovation will help the company grow and increase competitiveness. Effective leadership has a close correlation with individual and organizational performance, leader effectiveness refers to the performance of a leader in directing and influencing his activities in realizing goals. (Cakir & Adiguzel 2020), therefore, companies need to ensure strong leadership in order to achieve optimal results, engaged employees tend to be more more productive because they feel valued and understood by their leaders (Candra, *et al.*, 2025).

CONCLUSIONS

The results of the above explanation found that the leadership pillar can positively and significantly influence employees and become part of the way a leader leads his organization with the aim of improving performance, leaders can apply good leadership patterns so that productivity, motivation and all activities that take place in the organization can achieve maximum goals, so that all obstacles or obstacles experienced by employees can be overcome, and the survival of the organization can run continuously...

REFERENCES

1. Akib, H., Taufiq, M., & Saleh, S. "The Influence of Leadership Attitudes on Employee Work Discipline in the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province." *Pinisi Journal of Education and Management* (2023)2.3:315.
2. Ali, A. "Leadership and its influence in

- organizations—a review of intellections." *International journal of learning and development* 2.6 (2012): 73-85.
3. Rebecca, B. "Simple Linear Regression | An Easy Introduction & Examples." *Scribbr*. Retrieved March 26, (2023)
 4. Sonmez Cakir, F., & Adiguzel, Z. "Analysis of leader effectiveness in organization and knowledge sharing behavior on employees and organization." *Sage Open* 10.1 (2020): 2158244020914634..
 5. Vivi, C., Silalahi, M., Sinaga, O. S., Indajang, K. & Simatupang, S. "Leader ' s Emotional Intelligence Factors and Employee Performance." *Nternational Journal of Advanced Technology and Social Sciences (IJATSS)* (2025).3. 3:307–18.
 6. Kevin, E. "Three Reasons A Leader Must Have a Positive Attitude." *Kevineikenberry.Com*. Retrieved March 16, (2025)
 7. Eisingerich, A. B., & Rubera, G. "Drivers of brand commitment: A cross-national investigation." *Journal of International Marketing* 18.2 (2010): 64-79.
 8. Encombe, J. "Equipping leaders for the 21st century." *Strategic HR review* 7.5 (2008): 23-27.
 9. Desty, F. W., Nurhayati, L., Yanti, N., Sari, T. N., Silalahi, W. M., Sani, I. & Simatupang, S.. *Key Performance Indicator*. edited by M. Butarbutar. Purbalingga, Jawa Tengah: EUREKA MEDIA AKSARA. (2016)
 10. Fitriyah, N., Sukasmono, T., Qomariyah, N., & Fawaid, M. "The role of leadership style and motivation in improving employee performance." (2024).
 11. Brent, G. "The 6 Pillars Of Leadership And Team Alignment." *Forbes.Com*. Retrieved March 16, 2025. (2023).
 12. Justin, G. "Great Leadership Is Essential To Growing Your Business." *Forbes.Com*. Retrieved March 20, 2025. (2023).
 13. Aseem, G. "Leadership Redefined: Helping Others Rise." *Aseemgupta.Com*. Retrieved March 15, (2025).
 14. George, H. "How to Influence People: 4 Skills for Influencing Others | CCL." *Center for Creative Leadership* 1–6.(2023)
 15. Harijanti, P., Melinda, T., & Krisprimandoyo, D. A. "The Effect of Leadership, Motivation, and Organizational Culture on the Performance of Employees of PT X." *KnE Social Sciences* (2021): 655-662.
 16. Hope, H. "The 4 Pillars of Leadership Success." *Entrepreneur.Com*. Retrieved March 6, 2025.(2024)
 17. Sarah, L. "How Team Morale Impacts Employee Performance." *Asana.Com*. Retrieved March 20, 2023.(2022)
 18. Lok, P., & Crawford, J. "The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison." *Journal of management development* 23.4 (2004): 321-338.
 19. Graham, L. C. "The Power of Relationships in Leadership." *Henley Business School* 24(May):1–8.(2021)
 20. Maxwell, J. C. *The 4 Pillars of Leadership*. Struik Christian Books,.(2004)
 21. Mochtar, I. A. I., Rohmatiah, A., & Mutmainah, M. "The Influence of Work Motivation, Work Discipline, and Work Environment on Employee Performance at the Madiun City Land Office." *Journal of Applied Economics in Developing Countries* 6.1 (2021): 14-22.
 22. Dragosh, M. "What Does Employee Performance Mean?" *Litmos.Com*. Retrieved March 19, 2025 (2020).
 23. Musaigwa, M. "The role of leadership in managing change." *International review of management and marketing* 13.6 (2023): 1.
 24. Iqbal, N., Anwar, S., & Haider, N. "Effect of leadership style on employee performance." *Arabian journal of business and management review* 5.5 (2015): 1-6.
 25. Nirushan, K. "Impact of Organizational Commitment on Employee Performance Special Reference to Banks in Trincomalee District." *Available at SSRN 3001598* (2017).
 26. Sari, N. K. "Implementation Of Leadership Attitude Character Values Through Scout Extracurricular Activities At Sdn Kandangan." *Proceeding International Symposium on Global Education, Psychology, and Cultural Synergy*. Vol. 1. No. 1. (2024).
 27. Simatupang, S., Silalahi, M., Indajang, K., & Butarbutar, I. P. "Employee performance influenced by transformational leadership and work spirit." *Journal of Innovation in Educational and Social Research* 1.1 (2023): 1-14.
 28. Sofiyan, S., Agustina, T., Siahaan, R., Simatupang, S., & Sudirman, A. "Testing the relationship between employee engagement and employee performance: The urgency of self efficacy and organizational justice as predictors." *KnE Social Sciences* (2022): 425-

-
- 440.
29. Daniel, S. "The Four Critical Relationships All Leaders Must Develop." *Stewartleadership.Com*. Retrieved March 11, 2025.(2020)
30. Taherdoost, H. A. M. E. D., Sahibuddin, S. H. A. M. S. U. L., & Jalaliyoon, N. E. D. A. "Exploratory factor analysis; concepts and theory." *Advances in applied and pure mathematics* 27 (2014): 375-382.
31. Tumilaar, B. R. "The effect of discipline, leadership, and motivation on employee performance at bpjs ketenagakerjaan Sulut." *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 3.2 (2015).

Source of support: Nil; **Conflict of interest:** Nil.

Cite this article as:

Silalahi, M., Candra, V., Putra, H. S., Perangin-angin, D. and Simatupang, S. "Pillars of Leadership Influence Employee Performance." *Sarcouncil Journal of Public Administration and Management* 4.6 (2025): pp 1-6.