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The Analysis of Leadership Style to Influence Employees' Job Performance

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Abstract: The definition of leader is any person who influences individuals and groups within an organization, helps them in the establishment of goals, and guides them toward achievement of those goals thereby allowing them to be effective as presented. In order to be effective, leaders have to help maintaining internal health and external adaptability. In conducting research, the writer has chosen the deductive approach, in which the writer develops a hypothesis, studies the related theories, and designs a research strategy to test the hypothesis; and the causal research because there is a correlation between leadership style and employees' performance. Leadership Style (the independent variable) refers to the leader's behaviour and style that can be used to increase the employee's quality and performance as the dependent variable (employees' performance). The result from coefficient of determination shows that the influence of leadership Style in employees' job performance is 51.8%. It means that a lot of respondents do agree that leadership style has brought a great influence toward their performance. In the hypothesis test, the result of z count is 4.72 while the value from Z table is 1.96. In here, the z count is larger than the z table. Hence, H0 is rejected and HA is accepted, which means that Leadership style does influence employees' job performance.

Keywords: Analysis, employees, job performance, leadership style.

INTRODUCTION

The subject of leadership is neither new nor exclusively the domain of private industry and the military. As long as people have been organized into groups to accomplish a task, there have been leaders and followers. According to Wales, (2008, p.18), leadership has been described as the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. Hence, according to Bass, (2006, p. 10), "leadership is a group phenomenon; there are no leaders without followers." Bass said that "leaders use that influence to guide groups through a certain course of action or toward the achievement of certain goals."

Gregory, (2005, p.38) defined a leader as a person capable of inspiring and associate others with a dream. It is therefore important that organizations have a mission high transcendent, since it is a powerful way to strengthen the leadership of its directors. According to Horikazu, (2007, p.35), job performance is a commonly used, yet poorly defined concept in industrial and organizational psychology, the branch of psychology that deals with the workplace. It most commonly refers to whether a person performs their job well. According to Dessler, (2005, p.65), job performance is "work performance in terms of quantity and quality expected from each employee." According to Maxwell, (2005, p.xi), people do not want to be managed. They want to be led. People choose the leaders who can handle the turbulence. People need leader who can improve their performance in job. Based on the idea in above, the writer will identify the problem for her research as "What style of leadership that is suitable to influence employees' job performance at CV. Unix.Com?

RESEARCH METHODS

Research Design

Research design is a plan and structure of investigation so conceived as to obtain the answer of the research question. The plan is the overall scheme or program of research. A research design will express both the structure problem and the plant of the investigation used to obtain empirical evidence on relation to the problem.

This research design section will explain about how the writer collects the data. The writer will use the descriptive research methods and the cross sectional analysis as the time horizon of the research because they tracks an aggregate of individuals who experience the same event within the same time interval over time. The descriptive Method is a method being done by collecting, categorizing, analyzing, and interpreting the data that are relevant with the problem.

In this research, the writer uses the causal research because there is a correlation between leadership style and employees' job performance. Leadership Style (the independent variable) refers to the style of leadership that the company can take to increase the employees' job performance (dependent variable). The type of intervention that the writer

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uses in this research is minimal because she only uses questionnaires to take data.

RESEARCH OBJECT

According to Umar (2004; 108), Slovin formula can be computed by:

$$n = \frac{N}{1 + N e^2}$$

n = sample size
N = population size
e = the percent of allowance for the lack of careful situation because the error is still tolerable.

Definition of Variable

There are two variables being used in this research, which are:

1. Independent variable (Variable X) is a factor that can be varied or manipulated in the research. In this research, the independent variable (Variable X) is the Leadership style
2. Dependent variable (Variable Y) is a variable that the writer has been trying to predict. In this research, the dependent variable (variable Y) is Job Performance

Table 1: Indicator of Variables X

	Indicator	Sub Indicator	Question
Leadership	1. Traditionalist	Steady, hardworking,	1. Do you think that Traditional leadership
Style		practical, fact-based.	style is suitable with this company?
(Variable X)			
	2. Catalyst	Good with teams, enthusiastic,	2.Do you think that a good relationship between leader and employees as a team is important?
		Comfortable with complexity.	
	3. Visionary	Excellent decision maker,	3. Do you agree that Visionary leadership
		creative problem solver.	style is a problem solver leadership?
	4.Negotiator	Welcome change,	4. Do you like the style of leadership
		use system and resources	that can appreciate system and resources?
			5. Do you appreciate and accept changes well?

Table 2: Indicator of Variable Y

	Indicator	Sub Indicator	Question
Job Performance	1. Planning Process	Company's goal	1. Do you think that employees will appreciate
			and reach the company's goal?
(Variable Y)			
	2. Monitoring	Employees' feed back	2. Do you think that employees have a good feedback for the company's goal?

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	performance		
	3. Developing	Opportunity for promotion	3. Do you agree that Promotion for the qualified employees will motivate them to get better?
	Employees		
	4. Rating & rewards	Salary Increase, Allowances	4. Do you agree that the increased salary will be important for employee to work effectively?
			5. Do you agree to give allowances to those employees who have good quality?

DATA COLLECTION METHODS

For this research, the writer uses some methods to collect the data for the variables, Methods of Leadership and Leadership Style.

To compile and collect the relevant data, the writer uses:

1. Primary data, such as:

a. Interview

The writer conducts an interview with Manager and staff of the company to get the data.

b. Observation

The writer directly observes the company's activities to get a point of view about the activities.

c. Questionnaire

A research is done by reading books, articles, and clipping which related to the topic of this *skripsi*. The collected theory is going to be used in analyzing the real condition of the company with the supportive theory.

The variables of Leadership Style (Variable X) will be indicated by five values of appraisers according to Likert Scale (2006, p10), which are:

5 = Strongly agree / very satisfy
4 = Agree / satisfy
3 = No Comment
2 = Disagree / dissatisfy
1 = Strongly disagree / very dissatisfy

Variables for Job Performance (Variable Y) will be indicated by five values of appraisers according to Likert Scale (2006, p.10), which are:

5 = Strongly agree / very satisfy
4 = Agree / satisfy
3 = No Comment
2 = Disagree / dissatisfy
1 = Strongly disagree / very dissatisfy

2. Secondary data

In this library research, the writer tries to get secondary data by reading text books and other complementary books or references which have relation to the discussed topic.

DATA ANALYSIS METHOD

Data analysis method is the process of systematically applying statistical and/ or logical techniques to describe, illustrate, and evaluate data. The data that the writer will need from the company is leadership.

The data analysis methods that the writer uses are as follows:

1. Descriptive Statistic

A. *Mean*.

The mean (or average) of data values is the sum of all of the data values divided by the number of data values, whose formula is:

$$\text{Mean} = \frac{\text{Sum of all data values}}{\text{Number of data values}}$$

Symbolically,

$$\bar{x} = \frac{\sum x}{n}$$

where $\bar{x}$ (read as 'x bar') is the mean of the set of x values,
$\sum x$ is the sum of all the x values, and
n is the number of x values.

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B. Median

The **median** of a set of data values is the middle value of the data set when it has been arranged in ascending order that is from the smallest value to the highest value. If the number of values in the data set is even, then the **median** is the average of the two middle values.

$$\text{Median} = \frac{1}{2}(n+1)\text{th value, where } n \text{ is the number of data values in the sample}$$

C. Mode

The **mode** of a set of data values is the value(s) that occurs most often. The mode has applications in printing. For example, it is important to print more of the most popular books; because printing different books in equal numbers would cause a shortage of some books and an oversupply of others.

2. Tabulation

Tabulation is the process of creating a contingency table from the multivariate frequency distribution of statistical variables.

3. Validity.

First of all, the writer will use validity test to test the validity of the questionnaire made by the writer by using the formula of:

$$\mathbf{r}_{xy} = \frac{\sum^{xy}}{\sqrt{\sum^{x2} \sum^{y2}}}$$

The interpretation of the r value is:

a. 0.00 – 0.20 = low in validity of question
b. 0.21 – 0.40 = low but sure in validity of question
c. 0.41 – 0.60 = moderate in validity of question
d. 0.61 – 0.80 = high in validity of question
e. 0.81 – 1.00 = very high in validity of question

4. Reliability.

In order to prove its **Reliability**, the writer will use Cronbach Alpha Formula, which is:

α = Reliability (cronbach Alpha)
k = number of Question
$\sum \sigma^2$ = total quest[illegible]iance
$\sigma^2 t$ [illegible]
σ^2 [illegible]
$\sigma^2 t$ [illegible]
X = the resp[illegible]ı respondent
N = number [illegible]

$$\alpha = \left[\frac{\Sigma x^2 - \frac{N}{\sigma^2 t}}{(k-1)\frac{N}{\sigma^2 t}} \right]$$

The result of Reliability is being interpreted by the following scale:

$\alpha < 0.60$	Poor Data Reliability
$0.61 \leq \alpha \leq 0.80$	Acceptable Data Reliability
$\alpha \geq 0.81$	Good Data Reliability

5. Correlation

The writer is using the coefficient of correlation to test the hypothesis in order to show the result of the hypothesis. In order to do so, the writer has to find out the correlation between Independent Variable (Variable X) and Dependent Variable (Variable Y) by using *Pearson Correlation* formula:

$$\mathbf{r}_{xy} = \frac{\mathbf{n}(\sum \mathbf{xy}) - (\sum \mathbf{x})(\sum \mathbf{y})}{\sqrt{[\mathbf{n}\sum \mathbf{x}^2 - (\sum \mathbf{x})^2][\mathbf{n}(\sum \mathbf{y}^2) - (\sum \mathbf{y})^2]}}$$

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Where: $\mathbf{r}_{xy}$ = Coefficient of Correlation between variable x and variable y n = total number of sample

x = independent variable (leadership style)

y = Dependent Variable (Employees' job Performance)

The coefficient of correlation (rxy) can take value of:

rxy : - 1 ⇨ perfect negative correlation
-0,99 ≤ rxy ≤ -0,70 ⇨ strong negative correlation
-0,69 ≤ rxy ≤ -0,50 ⇨ medium negative correlation
-0,49 ≤ rxy ≤ -0,01 ⇨ weak negative correlation
rxy : 0 ⇨ no correlation
+0,01 ≤ rxy ≤ +0,49 ⇨ weak positive correlation
+0,50 ≤ rxy ≤ +0,69 ⇨ medium positive correlation
+ 0,70 ≤ rxy ≤ +0,99 ⇨ strong positive correlation
rxy : + 1 ⇨ perfect positive correlation

6. Z test

To test the significance (95%) of the coefficient, the – Z formula is being used and the formula is shown in below:

$$\mathbf{Zh} = \frac{\mathbf{r}}{\frac{\mathbf{1}}{\sqrt{\mathbf{1(n-1)}}}}$$

Where r = spearman correlation coefficient
n = number of respondent

$z_{table} < Z_{count} < + Z_{table}$ = null hypothesis (Ho) is accepted
= Alternative hypothesis (H_A) is rejected

$Z_{count} < -Z_{table}$ = null hypothesis (Ho) is rejected
= Alternative hypothesis (H_A) is accepted

RESULTS AND DISCUSSION

In this section, the writer is going to make a classification toward respondents or samples referring to their identities, including gender, age, education level, and job position in the company. The classification is as shown in the following tables:

Table 3: Respondents' gender

Respondent's Gender	Frequency	Percentage
Male	31	70%
Female	13	30%
Total	**44**	**100%**

Table 3 shows that 70% (31 respondents) of respondents are male and the remaining 30% (13 respondents) are female. It shows that male respondents has the greater number than female respondents.

Table 4: Respondents' age

Respondent's Age	Frequency	Percentage
20 – 30	10	23%
30 – 40	20	45%
40 – 50	6	14%
51 and above	8	18%
Total	**44**	**100%**

The table in above shows that 23% (10 respondents) of the respondents were 20 – 30 years old, 45 % (20 respondents) were between 30 – 40 years old, 14% (6 respondents) were 40 – 50 years old, and the remaining 18% (8 respondents) were above 51 years old.

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Table 5: Respondents' education level

Education Level	Frequency	Percentage
SMU	18	41%
D1	10	23%
D3 /S1	16	36%
Total	**44**	**100%**

The table shows that 20 respondents or 41% from the total sample were SMU graduated, 10 respondents or 23% were D1 holder, and the remaining 16 respondents or 36% were D3 / S1 holder.

Table 6: Data Tabulation of Variable X – Leadership Style

Respondents	Question Number					Total
	1	2	3	4	5	(X)
1	1	3	4	2	2	12
2	4	5	5	4	4	22
3	5	5	3	2	3	18
4	2	4	3	3	2	14
5	3	5	3	4	5	20
6	4	4	5	3	4	20
7	4	4	3	3	2	16
8	5	5	5	2	4	21
9	4	3	1	3	5	16
10	4	5	2	2	2	15
11	5	3	5	5	5	23
12	4	5	5	4	5	23
13	5	5	4	4	4	22
14	1	2	3	3	1	10
15	4	4	5	4	5	22
16	4	5	4	5	5	23
17	4	5	4	5	4	22
18	2	4	1	1	4	12
19	4	2	3	4	5	18
20	2	2	3	3	2	12
21	1	3	4	2	2	12
22	4	5	5	4	4	22
23	5	5	3	2	3	18
24	2	4	3	3	2	14
25	3	5	3	4	5	20
26	4	4	5	3	4	20
27	4	4	3	3	2	16
28	5	5	5	2	4	21
29	4	3	1	3	5	16
30	4	5	2	2	2	15
31	5	3	5	5	5	23
32	4	5	5	4	5	23
33	5	5	4	4	4	22
34	1	2	3	3	1	10
35	4	4	5	4	5	22
36	4	5	4	5	5	23
37	4	5	4	5	4	22
38	2	4	1	1	4	12
39	4	2	3	4	5	18
40	2	2	5	3	2	14
41	2	2	5	3	2	14

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42	2	2	5	3	2	14
43	2	2	5	3	2	14
44	2	2	5	3	2	14
Total (X)	150	168	164	144	154	780
X^2	22.500	28.224	26.896	20.736	23.716	608.400

Mean

Mean X = 780 / 44
= 17.72
= 17.72 /5
= 3.54

The writer has calculated the mean of variable X and found the average for the respondents' answer regarding to the distributed questionnaires, which is 3.54 (No Comment = Agree)

Median

10 10 12 12 12 12 12 14 14 14 14 14 14 14 15 15 16 16 16 16 18 18 18 18 21 21 21 21 22 22 22 22 22 22 22 22 23 23 23 23 23 23

From the list in above, the median has been calculated and the result is shown in below:

Median (X) = (18 + 18) / 2 = 18 / 5
= 3.6 (No comment = Agree)

Mode

From the list of total X in above, number 22 is the Mode of Variable X as this number appears most frequently on the list.

Mode (X) = 22 /5 = 4.4 (agree ~strong agree)

Table 7: Variable X – Question One:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	4	10%
2	Disagree	10	25%
3	No comment	2	5%
4	Agree	20	40%
5	Strongly agree	8	20%
	Total	44	100%

Referring to the table, there were 40% and 20% of the respondents Agree and Strongly Agree with the question respectively, while 5% showed No comment, 25% were Disagree and the remaining 10% were strongly Disagree.

Table 8: Variable X – Question 2:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	0	0%
2	Disagree	10	25%
3	No comment	6	15%
4	Agree	10	25%
5	Strongly agree	18	35%
	Total	44	100%

Based on the table in above, there were 25% and 35% of the respondents Agree and Strongly Agree with the question respectively, while 15% showed No comment, 25% were Disagree, and nobody or 0% was strongly Disagree.

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Table 9: Variable X – Question 3:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	4	10%
2	Disagree	2	5%
3	No comment	13	30%
4	Agree	8	20%
5	Strongly agree	17	35%
	Total	44	100%

From the total respondents, 35% stood on Strongly Agree, 20% were on Agree, 30% had No Comment, 5% were Disagree, and the remaining 10% were Strongly Disagree with the question.

Table 10: Variable X – Question 4:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	2	5%
2	Disagree	8	20%
3	No comment	16	35%
4	Agree	12	30%
5	Strongly agree	6	10%
	Total	44	100%

The table shows that 10% respondents were Strongly Agree, 30% were Agree, 35% had No Comment, 20% were Disagree, and the remaining 5% were Strongly Disagree with that question.

Table 11: Variable X – Question 5:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	2	5%
2	Disagree	14	30%
3	No comment	2	5%
4	Agree	12	30%
5	Strongly agree	14	30%
	Total	44	100%

The table in above explains that 30% respondents felt Strongly Agree, 30% were Agree, 5% had No Comment, 30% were Disagree, and the remaining 5% were Strongly Disagree.

Table 12: Data Tabulation of Variable Y – Employees' Job Performance

Respondents	Question Number					Total
	6	7	8	9	10	(Y)
1	1	5	5	2	4	17
2	5	4	4	3	4	20
3	3	3	3	5	5	19
4	4	3	4	2	4	17
5	4	4	5	5	5	23
6	1	5	2	3	5	16
7	3	2	1	4	1	11
8	5	5	3	5	4	22
9	3	5	3	5	5	21
10	2	4	3	3	2	14
11	4	2	5	3	5	19
12	4	5	4	4	5	22
13	4	3	5	5	4	21
14	3	1	4	1	3	12
15	4	5	5	5	4	23
16	5	4	5	4	5	23
17	2	5	4	5	5	21

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18	2	2	2	3	4	13
19	5	4	4	1	5	19
20	5	4	4	3	2	18
21	1	3	5	2	5	16
22	5	2	4	3	4	18
23	3	5	3	5	2	18
24	4	3	4	2	4	17
25	4	4	5	5	3	21
26	1	5	2	3	3	14
27	3	2	1	4	1	11
28	5	5	3	5	4	22
29	3	5	3	5	5	21
30	2	4	3	3	2	14
31	4	2	5	3	5	19
32	4	5	4	4	5	22
33	4	3	5	5	4	21
34	3	1	4	1	3	12
35	4	5	5	5	4	23
36	5	4	5	4	5	23
37	2	5	4	5	5	21
38	2	2	2	3	4	13
39	5	4	4	1	5	19
40	5	4	4	3	2	18
41	1	3	5	2	5	16
42	5	2	4	3	4	18
43	3	5	3	5	2	18
44	1	3	5	2	5	16
Total (Y)	148	161	167	154	172	802
Y^2	21.904	25.921	27.889	23.716	29.584	643.204

Mean

Mean Y = 802/ 44
= 18.2
= 18.2 /5
= 3.64

The writer has calculated the mean for variable Y and found the average for the respondents' answer regarding to the distributed questionnaires, which is 3.64 (No Comment ≈ Agree)

Median

11 11 12 12 13 13 14 14 14 16
16 16 16 17 17 17 18 18 18 18
18 18 19 19 19 19 19 20 21 21
21 21 21 21 21 22 22 22 22 23
23 23 23 23

From the list in above, the median has been calculated and the result is shown as in below:

Median (Y) = (18 + 18)/2 = 18 / 5
= 3.6 (No Comment ≈ Agree)

Mode

From the list of total Y in above, number 21 is the Mode of Variable Y as this number appears most frequently on the list.

Mode (Y) = 21 / 5 = 4.2 (Agree)

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Table 13: Variable Y – Question 6 :

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	6	15%
2	Disagree	6	15%
3	No comment	9	20%
4	Agree	12	30%
5	Strongly agree	11	20%
	Total	44	100%

From the table in above, 20% of respondents strongly agreed, 30% agreed, 20% had No comment, 15% Disagreed, and the remaining 15% strongly disagreed.

Table 14.: Variable Y – Question 7:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	2	5%
2	Disagree	9	20%
3	No comment	8	15%
4	Agree	10	20%
5	Strongly agree	15	40%
	Total	44	100%

The table in above shows that 40% of respondents were Strongly Agree, 20% were Agree, 15% were NO comment, 20% were Disagree, and 5% of respondents were Strongly Disagree.

Table 15: Variable Y – Question 8:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	2	5%
2	Disagree	4	10%
3	No comment	9	20%
4	Agree	15	35%
5	Strongly agree	14	30%
	Total	44	100%

The table in above shows that 30% respondents were Strongly Agree, 35% were agree, 20% were No comment, 10% were Disagree, and 5% of respondents were strongly disagree.

Table 16: Variable Y – Question 9:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	4	10%
2	Disagree	6	15%
3	No comment	13	25%
4	Agree	6	15%
5	Strongly agree	15	35%
	Total	44	100%

From the table in above, 35% of respondents were Strongly Agree, 15% respondents were Agree, 25% were No comment, 15% were Disagree, and 10% respondents were Strongly Disagree.

Table 17: Variable Y – Question 10:

Scale	Respondents' answer	Frequency	Percentage
1	Strongly Disagree	2	5%
2	Disagree	7	15%
3	No comment	6	15%
4	Agree	13	25%
5	Strongly agree	16	40%
	Total	44	100%

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From the table in above, 40% of respondents were Strongly agree, 25% respondents were Agree, 15% were No Comment, 15% were Disagree, and just 5% of respondents felt Strongly disagree with this question.

Based on the calculation in previous sections and the data gathered from respondents by using questionnaires, the writer can conclude as follows:

a. The relationship between Leadership Style and employees' Job performance according to analysis of correlation coefficient Product moment has r = 0.72, which means that there is a strong positive relationship between variable X and variable Y. It also means that Leadership style does influence employees' job performance.
b. According to the determination test, with the result of 51.8%, variable X contributes by 51.8% on variable Y - employees' job performance.
c. According to the result of hypothesis, the value of z – counted is on the area of refusing H_0 and accepting H_A. So, it is true that leadership style does influence employees' job performance.

CONCLUSION

After conducting the research and data analysis, the writer can make some conclusions as follows:

1. Based on the questionnaires results, the relationship between leadership style and employees' job performance has a strong positive correlation. The writer can see from the correlation test, which is 0.70, that leadership style and employees' job performance have a relationship.
2. Based on the questionnaires results, the writer can see that Catalyst leadership is the style of leadership chosen by employees. Whereas, the leadership style that is least chosen by employees is Negotiator leadership style.
3. Based on the questionnaires results for employees' job performance, the greatest factors which can influence employees' job performance are Rating and Reward, while the smallest factor is the planning process.

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