



Leadership Style and Personnel Performance: A Literature Review



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Abstract

This article mainly discusses the relationship between leadership style and employee performance. Research on the relationship between leadership style and employee performance still shows mixed results. The purpose of this study was to determine the relationship between leadership style and employee performance by comparing the results of primary research on these two variables. The method used is a conceptual analysis of various previous studies in the last ten years. The results show that there is a significant and positive relationship between leadership style and employee performance, especially in the Indonesian context where social relations take priority in society. This implies that managers must be able to create a favorable leadership style to encourage employee performance improvement, although this is not the only thing that must be considered.

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1 Introduction

Pasolong (2017), who says that performance is the quality of task-oriented behavior or work. Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given (Mangkunegara & Agustine, 2016). This is because performance will relate to all or part of the actions of organizational activities in a period with a reference to a number of standards such as projected past costs on the basis of efficiency, responsibility or management accountability and the like in achieving its goals (Sagala & Rivai, 2013). Performance is work performance, which is a comparison between work results and established standards (Dessler et al., 2015). Experts argue that performance is not only seen from the end result but seen from the performance process (Armstrong, 2016). According to Omar et al. (2016), "Performance is said to be high if a work target can be completed in a timely manner or does not exceed the time limit provided". Personnel performance will then describe how personnel/members do their jobs from time to time and will show the extent to which a person or employee can do their job and be full of responsibility. This is then used to measure the level of success of the organization in achieving its goals (Ongkoatmodjo et al., 2015).

Due to the importance of employee performance to measure organizational productivity, there are various studies that review the factors that can affect personnel performance. Among the various factors that can affect personnel performance, leadership style and become one of the factors reviewed. Leadership style is considered to improve individual performance in organizations which includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve groups and culture (Rivai, 2013). Leadership is sometimes understood as the power to move and influence people. Leadership as a tool, means or process to persuade people to be willing to do something voluntarily / happily, the way / style / type of leadership put forward by the authors is different, but the meaning and essence aims to encourage work passion, work decisions, and high employee productivity in order to achieve maximum organizational goals (Puhl & Brownell, 2003; Voegtlin & Greenwood, 2016).

Rivai et al. (2016), says leadership style is a set of characteristics that leaders have to influence their subordinates so that what is the goal of the organization can be achieved. According to Omar et al. (2016), leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of organizational members or subordinates. Maulizar et al. (2013), leadership describes the relationship between the leader (leader) and the led (follower) will determine the extent to which the led achieves the leader's goals or expectations. But then, research on the relationship between leadership style and personnel performance until now still shows mixed results. Although most studies show a relationship between leadership style and personnel performance (Tian & Sanchez, 2017). However, there are some studies that have the opposite findings. Dolly & Nonyelum (2018), found that the leadership style shows a significant negative effect on personnel performance. This leadership style tends to have less productive work groups and subordinates show high levels of dissatisfaction with their work. Based on this review, the purpose of this study is to conduct a conceptual review of the existing research literature by comparing the findings of these studies and then gain a thorough understanding of the relationship between leadership style and personnel performance. This research will contribute to developing insights into the relationship between leadership style and personnel performance and provide a conceptual framework that can be used for future research development (Bedarkar & Pandita, 2014; Van Dolen et al., 2004).

2 Literature Review and Research Model Development

Personnel Performance

Performance basically describes the amount of work that individuals can complete in a certain unit of time. Performance can be considered as a description of the level of achievement of the implementation of a program of activities or policies that have an impact on the goals, vision and mission of the organization through the strategic planning of an organization (Shilpa, 2015). performance is a general term that is used in part or all of the actions or activities of an organization in a period with reference to a number of standards such as past costs projected on the basis of efficiency, responsibility or management accountability and the like (Rivai, 2013). There are several performance measures related to personnel performance criteria according to National Police Chief Regulation No.

11/2012 concerning the Preparation of Performance Determination within the National Police of the Republic of Indonesia. Member Performance Measures, namely:

1. Leadership, with indicators: Ability to motivate fellow members at the work unit level, Ability to direct at the work unit level.
2. Service Orientation, with indicators: Ability to organize the service orientation process at the work unit level, Ability to evaluate at the work unit level.
3. Communication, with indicators: Coordination in completing tasks according to procedures, Communication between management lines within the agency.
4. Emotional control, with indicators: Ability to control emotions, Ability to place themselves in various situations.
5. Integrity, with indicators: Completing tasks effectively, Ability to complete tasks in accordance with organizational targets.
6. Empathy, with indicators: Ability to place oneself, Able to express feelings towards performance.
7. Commitment to the organization, with indicators: where employees have a work commitment to the agency and employee responsibility for the office.
8. Initiative, with indicators: Able to solve problems encountered, Has knowledge and skills at the level of his/her work unit.
9. Discipline, with indicators: Discipline to complete tasks effectively, Ability to complete tasks in accordance with organizational targets.
10. Cooperation, with indicators: Ability to maintain and cooperate at the work unit level, Cooperation at the work unit level.

According to [Inuwa \(2016\)](#), performance measurement uses instruments that describe the overall meaning of the performance itself and the instrument is also short enough to speed up the data collection process. Based on the above description, it is synthesized that personnel performance is a management process to assess the level of achievement of performance indicators, which compares performance targets with performance realization ([McColl-Kennedy & Anderson, 2002](#); [Lyons & Schneider, 2009](#)).

Leadership Style

Leadership style is a pattern of behavior designed in such a way as to integrate organizational goals with individual goals to achieve a certain goal. Leadership style can be defined as a pattern of behavior designed to integrate organizational goals with individual goals to achieve a certain goal ([Heidjrachman & Husnan, 2002](#)). [Rivai et al. \(2016\)](#), says leadership style is a set of characteristics that leaders have to influence their subordinates so that what is the goal of the organization can be achieved. According to [Omar et al. \(2016\)](#), leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of organizational members or subordinates. [Maulizar et al. \(2013\)](#) leadership describes the relationship between the leader (leader) and the led (follower) will determine the extent to which the led achieves the leader's goals or expectations. Leadership plays an important role in an organization because it is the manager who drives and guides the organization to achieve the desired goals. According to [Sutikno \(2014\)](#), the characteristics or indicators of leadership are:

1. Centralized decision-making, an executive with this authoritarian style, feels privileged and special from his subordinates. The decision-making process is focused solely on leadership. In other words, employees are not given all the rights prescribed by the manager and employees are not part of the decision-making process. Employees only have the obligation and responsibility to carry out managerial decisions and orders.
2. Tasks are described in detail. That is, what the manager informs about the employee's behavior must be in accordance with the manager's wishes.
3. The subjectivity of the leader, when dealing with subordinates, the leader includes their personal feelings... As with rating the work of an employee, the leader only considers their personal feelings. This rating is based on his/her preference for the employee.
4. Opinions are a mere verbal service, in which case leadership does not give employees a true opportunity to participate in opinions, suggestions, etc., as all decisions are made solely by leadership.

5. Strict supervision, the leader monitors all his subordinates during work, regardless of whether the process meets the standards set by the company, this affects the workspace of each employee and excessive supervision by the manager Supervision puts employees under pressure.

Leadership style and personnel performance

There are various studies that have reviewed the relationship between leadership style and employee performance. Robbins & Coulter (2017), says that leaders who inspire followers to do things that exceed their personal interests for the benefit of the company and are able to have a deep and extraordinary impact on personnel. Previous studies have examined the effect of leadership style on performance and proved that leadership style has a positive effect on performance. Torlak & Kuzey (2019); Tian & Sanchez (2017), found that leadership style is a variable that has a positive influence on performance. Meanwhile, Dolly & Nonyelum (2018); Jameel & Ahmad (2020), found that leadership in police personnel is a factor that can significantly improve personnel performance. Research conducted in Pawirosumarto et al. (2017), Buil et al. (2019), Lor & Hassan (2017); Chua et al. (2018), document that leadership style has a positive and significant effect on personnel performance. Contrary to the results of research by Tamatey & Malcalm (2017), Tobing & Syaiful (2018), Ridlwan et al. (2021); Rafia et al. (2020) who said there was no significant effect of leadership style on performance.

3 Research Methods

This research is qualitative research using literature study. The data used in this research is secondary data. A review was conducted of various studies that have been conducted previously. Therefore, this research was conducted conceptually on previous research related to organizational climate and its relationship with employee performance. The literature referenced in this study is limited to a span of ten years (Da Silveira et al., 2001; Snyder, 2019).

4 Data Analysis and Discussion

A literature review of various studies on the relationship between organizational climate and employee performance was conducted. The review was conducted on existing research over the last ten years, both in national and international journals. However, the Indonesian-language literature examining the relationship between leadership style and personnel performance is more than the international literature that discusses the same issue. In general, the results show that the review of the relationship between leadership style and employee performance was conducted using quantitative methods. Table 1 shows the findings regarding the relationship between leadership style and employee performance.

Tabel 1
Relationship between leadership style and employee performance

| Researcher/year | Title/Aims of the study | Methods | Research results |
|-----------------------|---|--------------|--|
| ANNISA AULIA (2017) | The Effect of Leadership Style, Competence and Compensation on Employee Performance at PT Pertamina in Makassar | Quantitative | From this study it was found that leadership style had no significant and positive effect on employee performance. However, competence and compensation have a positive effect on employee performance at PT Pertamina Makassar. |
| M Usman Maliki (2020) | The Influence of Leadership Style and Organizational Climate on Employee | Quantitative | From this study it was found that Leadership Style and Organizational Climate together have a significant effect on performance. |

| Researcher/year | Title/Aims of the study | Methods | Research results |
|---|--|---|---|
| Winda Arifin Damayanti, Sampeadi, I Ketut Mawi Dwi Payana (2015) | Performance at the Ilir Timur 1 Palembang Sub-District Office. The Effect of Leadership Style and Organizational Climate on Performance Through Job Satisfaction in Employees of PT. Perkebunan Nusantara X Jember | Quantitative | The results revealed that leadership style (X1) has a direct effect on employee performance (Y) PTPN X Jember. The results of this study indicate that leadership style has a significant effect on employee performance. |
| Ferry Hardian Kusdi, Rahardjo Moch, Soe'oed Hakam (2015) | THE EFFECT OF STYLE LEADERSHIP ON PERFORMANCE EMPLOYEES (STUDY ON EMPLOYEES FIXED SERVICE PANASONIC CENTER LETTERS) | Quantitative | The results showed that based on the results of the t test, it was found that the democratic leadership style variable had the largest t value and beta coefficient. So that the democratic leadership style variable has the strongest influence compared to other variables, the democratic leadership style variable has a dominant influence on employee performance. |
| Muhammad Yusuf, Zainal Arifin, Iqbal Firdausi. (2021) | The Influence of Leadership Style and Employee Competence with Organizational Climate as an Intervening Variable on Employee Performance in Educational Institutions | Quantitative | The findings show that there is a strong, positive and significant relationship between leadership style and educational staff performance. Leadership style also has a direct influence and effect on employee performance through organizational climate as an intervention variable. |
| Suci Rahmadani, Andi Awaliya Anwar, Mega Marindrawati Rochka (2019) | INFLUENCE ANALYSIS LEADERSHIP STYLE TO THE CLIMATE ORGANIZATION JKN ERA NURSES IN CITY HOSPITAL MAKASSAR | Quantitative | Based on the results of research on the influence of leadership style on nurses' organizational climate and job satisfaction at Makassar City Hospital, it can be concluded that there is a significant influence of leadership style on organizational climate at Makassar City Hospital. The higher the transformational leadership style, the better the organizational climate. |
| Nawoseing'ollan & Roussel (2017) | <i>Influence of Leadership Style on Employees Performance: A study of Turkana County, Kenya</i> | <i>Mix Method and exploratory survey design</i> | This research shows that there is no perfect leadership style, but according to this research, affiliative and authoritative leadership styles affect employee performance. |
| Bakara and Sukiwo (2015) | The Effect of Leadership Style on Employee Performance at Hotel Travelers Suites Medan | Quantitative, simple linear regression | Leadership style has a positive and significant effect on employee performance at Travelers Suites Hotel Medan. |

| Researcher/year | Title/Aims of the study | Methods | Research results |
|----------------------------------|--|----------------------------------|---|
| Gede and Piartini (2018) | The Effect of Leadership on Employee Performance Moderated by Work Motivation at Bpr Se- Sukawati District Gianyar | Associative | Leadership has a positive and significant effect on employee performance |
| Kurniawan (2018) | The influence of leadership style on employee performance Dimas Printing Palembang City | Quantitative / simple regression | It was found that leadership style has a significant influence on performance. |
| Utami (2017) | The Effect of Work Motivation, Leadership Style and Job Stress on the Performance of Police Members. Case Study on Lendah Sector Police | Quantitative | The results showed that work motivation, leadership style and work stress simultaneously affect the performance of police officers. Of the three variables, leadership style partially affects the performance of police officers. While work motivation and work stress partially have no effect on the performance of members of the Lendah Police Department. |
| Pt, Paramita, & Tbk (2018) | THE INFLUENCE OF AUTHORITARIAN LEADERSHIP STYLE, ORGANIZATIONAL COMMUNICATION, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE PT. ASIA PARAMITA INDAH TBK. MANDOM IN SURAKARTA | Quantitative | The results of this study found that the Authoritarian Leadership Style variable has a negative but insignificant effect on employee performance. Organizational Communication variable has a significant positive effect on employee performance. Work motivation variable has a significant positive effect on employee performance. |
| Agni devi & Megawati, n.d.(2000) | ANALYSIS OF THE INFLUENCE OF AUTHORITARIAN LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION IN THE ROOM DIVISION DEPARTMENT OF SWISS-BELINN HOTEL MANYAR. SURABAYA | Quantitative | The results show that partially the authoritarian leadership style variable has a negative and insignificant relationship, while the work environment variable has a positive and significant relationship to employee job satisfaction. However, together, the two variables have a significant influence on employee job satisfaction and the most dominant variable is the work environment. |
| Wahid rosyidi (2013) | THE INFLUENCE OF LEADERSHIP STYLE ON THE PERFORMANCE OF LIBRARIANS AT PUBLIC | Quantitative | It can be concluded that there is a significant (real) influence between leadership styles (democratic, authoritarian and free) on the performance |

| Researcher/year | Title/Aims of the study | Methods | Research results |
|---------------------------|--|--------------|---|
| Nurhamiden & Trang (2015) | UNIVERSITY LIBRARIES IN SURABAYA THE INFLUENCE OF LEADERSHIP STYLE, COMMUNICATION, AND DIVISION OF WORK ON POLICE PERFORMANCE IN POLDA SULUT MANADO | Quantitative | of librarians at State University libraries in Surabaya. The results showed that leadership style, communication, and division of labor simultaneously had a significant effect on police performance, but the division of labor was not significant. The leadership of the Traffic Directorate of the Manado Sulut Police Highway Patrol Section must further improve the leadership style and communication between members so that the tasks distributed can be completed properly. |

Based on the findings presented in Table 1, several things can be noted. First, the findings show that most of the results of previous studies indicate a positive and significant relationship between leadership style and employee performance. Only a small part of these various studies shows the opposite, that leadership style has no influence on personnel performance. From this study it was found that leadership style had no significant and positive effect on employee performance. However, competence and compensation have a positive effect on employee performance at PT Pertamina Makassar. From other research shows, based on the results of the t test, it is found that the democratic leadership style variable has the largest t value and beta coefficient. So that the democratic leadership style variable has the strongest influence compared to other variables, the democratic leadership style variable has a dominant influence on employee performance (Hardian, 2015). According to Yusuf et al. (2021), there is a strong, positive and significant relationship between leadership style and educational staff performance. Leadership style also has a direct influence and effect on employee performance through organizational climate as a variable intervention (Kim & Van der Bruggen, 2010; Vits & Gelders, 2002).

In addition, various studies that have been conducted show that analyzing the relationship between leadership style and personnel performance is mostly done to review performance using various variables. In this case, leadership style then becomes one of the dependent variables used to analyze personnel performance. There are few studies specifically conducted to reveal the relationship between the two. This then shows that leadership style is only one of the factors considered to influence personnel performance. But then this also shows that a more in-depth review of the relationship between the two is needed by exploring the relationship between the two specifically. This can be done by further reviewing the components in leadership style such as authoritarian leadership style and other leadership styles that will affect personnel performance. Many reviews of the relationship between leadership style and personnel performance in this case have been conducted in the context of organizations in Indonesia. Only a small number take the context abroad (Suliman, & Al Harethi, 2013; Mutonyi et al., 2020; Jing et al., 2011). Therefore, it can then be generalized that the performance of personnel in Indonesia is influenced by the leadership style in the organization where they work. This can be considered as a natural thing because basically Indonesian people place social interaction between superiors and subordinates as one of the important components in their daily lives. Therefore, the leadership style will affect how they work and then also have an impact on performance (Syaiful & Astuty, 2022; Barra Novoa, 2021).

5 Conclusion and Policy Implications

Based on the discussion of the research findings that have been carried out, there are several conclusions. First, leadership style has a significant and positive influence on member/personnel performance. This is based on the findings that most studies show a positive and significant relationship between the two variables. Secondly, leadership style is only one of the factors considered to influence employee performance, so this can be reviewed simultaneously with other factors to test its influence on employee performance. Finally, employee performance in Indonesia is influenced by the leadership style of the organization where they work. Conceptually, the results of this study have

confirmed that the effect of leadership style on employee performance is significant and positive. This then implies that employees view leadership style as important to be able to improve their performance. a good leadership style will encourage them to carry out tasks well, thus ultimately improving their performance. Therefore, the implication of this research for management is that the creation of a good leadership style in the workplace is crucial. So the organization must be able to create a good leadership style for its employees. This is mainly so that these employees feel comfortable and then encourage them to work even harder. This is especially true in the context of organizations in Indonesia where individuals generally place social relationships as important. However, it cannot be denied that performance is not only influenced by leadership style. Therefore, organizations should be able to develop various ways to improve the performance of police officers/personnel, depending on the organization to which they belong.

Furthermore, the results show that the review of the relationship between leadership style and employee performance is dominated by research with quantitative methods. Therefore, future research in analyzing the relationship between the two can use a qualitative review. The use of qualitative methods is expected to provide a more in-depth picture of what kind of leadership style is considered to have an impact on employee performance. A more in-depth analysis can also be carried out on the components in the leadership style that affect performance. This will show further how leadership style affects employee performance. Furthermore, this study has limitations because only a portion of journal literature on the relationship between leadership style and employee performance was used as a reference. A more comprehensive analysis is then needed to further enrich the insight into the relationship between the two. Therefore, future research can conduct a meta-analysis of various existing studies. Meta-analysis will provide a statistical overview of various scientific reviews related to leadership style and employee performance.

Conflict of interest statement

The author declared that he have no competing interests.

Statement of authorship

The author have a responsibility for the conception and design of the study. The author have approved the final article.

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