



## The Influence Of Leadership Style On Employee Performance At PT. Suracojaya Abadimotor, Daya Bumi Tamalanrea Permai (BTP) Branch, Makassar City

<sup>1</sup>Reinaldy Ericson Pasangka, <sup>2</sup>Anwar, <sup>3</sup>Burhanuddin

<sup>1,2,3</sup>Makassar State University, Indonesia.

<sup>1</sup>[reinaldyericsonpasangka@gmail.com](mailto:reinaldyericsonpasangka@gmail.com), <sup>2</sup>[anwar@unm.ac.id](mailto:anwar@unm.ac.id), <sup>3</sup>[burhanuddin@unm.ac.id](mailto:burhanuddin@unm.ac.id)

\*Correspondence Email: [reinaldyericsonpasangka@gmail.com](mailto:reinaldyericsonpasangka@gmail.com)

**Abstract:** This study aims to analyze the influence of leadership style on employee performance at PT. Suracojaya Abadimotor, Daya Bumi Tamalanrea Permai (BTP) Branch, Makassar City. The problem of this study began with the fluctuation of employee performance, which indicated less than optimal implementation of leadership style in the company environment. The method of research employed is a quantitative approach, utilizing a descriptive type of research. The population in this study amounted to 30 employees, and all of them were sampled through a saturated sampling technique. Data were collected through questionnaires, observations, and interviews, and analyzed using simple linear regression with the help of partial tests (*t*-tests). The findings indicated that the leadership style positively and significantly influenced employee performance, with a significance value of 0.001 (less than 0.05). The coefficient of determination ( $R^2$ ) value of 0.330 indicates that leadership style contributed 33% to improving employee performance, while the remaining 67% was influenced by other factors outside this study. These findings indicate that the leader's ability to communicate, provide direction, and build harmonious working relationships is a dominant factor that can enhance employee productivity. Thus, the better the implementation of the leadership style, the better the employee performance.

**Keywords:** Leadership, Style, Employee, Performance.

### INTRODUCTION

In any organization, whether public or private, leadership style is a crucial factor influencing employee performance. Effective leadership not only reflects a leader's ability to direct and control the organization but also plays a role in building motivation, work morale, and individual responsibility within it. Abdurachman (2023:5) defines leadership as the effort to influence others by providing encouragement and guidance to achieve common goals. Thus, organizational success depends heavily on the extent to which leaders can adapt their leadership style to the characteristics and conditions of the employees they lead.

In the context of human resource management, leadership effectiveness is closely linked to performance achievement. Employee performance can be defined as the work results achieved by individuals according to their assigned roles and responsibilities (Alifuddin, 2021:124). Performance improvement cannot be achieved without leadership that provides direction, support,



and motivation. Adaptive leaders will create a conducive work environment where employees feel valued and motivated to optimally achieve organizational goals.

Empirical phenomena show that leadership style plays a significant role in determining the productivity and quality of employee performance in the business sector, including the automotive industry. PT. Suracojaya Abadimotor, Daya Bumi Tamalanrea Permai (BTP) Branch, Makassar City, as a company engaged in the automotive trade, requires employees who have high competence and a strong commitment to their work. However, initial observations showed fluctuations in employee performance from January to May 2025. Based on internal company data, aspects of work quality, responsibility, and initiative decreased from month to month. Initial interviews with management and employees revealed a perception gap: employees considered that leaders lacked supervision and coaching, while leaders considered that some employees lacked initiative and responsibility in completing tasks.

This situation indicates a problem in the implementation of leadership styles that could potentially impact overall employee performance. In line with Abdurachman's (2023:7) opinion, a leadership style that fails to provide clear direction and supervision can lead to decreased employee motivation and work productivity. Therefore, it is important to further examine how the implementation of leadership styles at PT. Suracojaya Abadimotor, Daya Bumi Tamalanrea Permai (BTP) Branch, Makassar City, affects employee performance.

These findings also align with various previous studies that confirm that leadership style has a positive and significant influence on employee performance. Annisa (2021:58), Nurfazirah (2020:92), and Srikandi (2021:117) illustrated that a successful leadership approach can enhance employee motivation, dedication, and performance in multiple industries. The consistency of these research findings strengthens the argument that leadership style is a key determinant of an organization's success in improving employee performance.

Based on the basic theoretical, empirical phenomena, and previous research results, this study was conducted to analyze the influence of leadership style on employee performance at PT. Suracojaya Abadimotor, Daya Bumi Tamalanrea Permai (BTP) Branch, Makassar City. This study is expected to provide empirical contributions to the development of leadership and performance theory, as well as provide practical input for company management in improving leadership effectiveness and human resource productivity.



## **METHOD**

This study uses a quantitative approach with a descriptive method that aims to determine the effect of leadership style on employee performance at PT. Suracojaya Abadimotor Daya Bumi Tamalanrea Permai (BTP) Branch, Makassar City. The quantitative approach focuses on the collection and analysis of numerical data to test hypotheses statistically (Anwar et al., 2025:81). According to Sugiyono (2019:13), quantitative research is conducted to examine a population or sample to test a predetermined hypothesis. This research was conducted for one month after the 2025 research proposal seminar stage at the company's location, located at Jalan Bumi Tamalanrea Permai, Tamalanrea District, Makassar City.

The population of this study was all employees of PT. Suracojaya Abadimotor Daya Bumi Tamalanrea Permai Branch (BTP Makassar City, totaling 30 people. Because the population was less than 100 people, the entire population was used as a sample. The study used a saturated sampling technique (Sugiyono, 2019:81; Yulianti, 2022:39). The variables used consisted of independent variables (leadership style) and dependent variables (employee performance). Leadership style is defined as a leader's approach in interacting and influencing their subordinates to achieve organizational goals, which is measured through indicators of nature, habits, temperament, character, and personality. Meanwhile, employee performance is defined as the results of individual work based on quality, quantity, timeliness, effectiveness, independence, and work commitment. Both variables were measured using a five-point Likert scale with a value range from 1 (strongly disagree) to 5 (strongly agree).

The research data consists of primary data obtained through questionnaire distribution, observation, and direct interviews with respondents, as well as secondary data sourced from books, journals, reports, and related company documents. Before analysis, the research instruments were tested for validity and reliability. Data analysis was conducted descriptively, quantitatively, and inferentially using simple linear regression analysis with the equation  $Y = a + bX + e$ , where Y is employee performance, X is leadership style, and e is error. Partial tests (t-tests) were used to determine the significant effect of leadership styles on employee performance. In addition, classical assumption tests, including normality and heteroscedasticity tests, were also conducted to ensure the reliability of the regression model used.



## RESULTS AND DISCUSSION

The results of the descriptive analysis show that:

1. The average value of the total score of the leadership style variable is 108.40, which is categorized as good.
2. The average value of the total score of the performance variables employee of 103.00 is categorized as good.

### Validity Test and Reliability

The validity test was carried out by comparing the calculated r value with the r table at a significance level of 5% ( $n = 30$ ;  $r \text{ table} = 0.361$ ).

Variables	Item	r count	r table	Information
Leadership Style (X)	X1	0,945	0,361	Valid
	X2	0,857	0,361	Valid
	X3	0,912	0,361	Valid
	X4	0,941	0,361	Valid
	X5	0,761	0,361	Valid
	X6	0,938	0,361	Valid
	X7	0,850	0,361	Valid
	X8	0,871	0,361	Valid
	X9	0,885	0,361	Valid
	X10	0,903	0,361	Valid
Employee Performance (Y)	Y1	0,825	0,361	Valid
	Y2	0,840	0,361	Valid
	Y3	0,817	0,361	Valid
	Y4	0,799	0,361	Valid
	Y5	0,714	0,361	Valid
	Y6	0,811	0,361	Valid
	Y7	0,859	0,361	Valid
	Y8	0,678	0,361	Valid



Y9	0,758	0,361	Valid
Y10	0,778	0,361	Valid
Y11	0,811	0,361	Valid
Y12	0,875	0,361	Valid

**Table 1.** Questionnaire Instrument Validity Test

The results show that all items in the Leadership Style (X) and Employee Performance (Y) variables have a calculated  $r >$  table  $r$ , so they are declared valid.

Reliability test using the Cronbach's Alpha method, if the calculated value of Cronbach's alpha  $>$  0.60, reliability can be accepted because it is reliable or consistent.

Variables	Cronbach Alpha	Information
Leadership Style (X)	0,970	Reliable
Employee Performance (Y)	0,947	Reliable

**Table 2.** Test Reliability

The results showed an  $\alpha$  value of 0.970 for the Leadership Style variable and 0.947 for the Employee Performance variable. Because both values were greater than 0.60, the research instrument was declared reliable.

**Normality Test**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual	
N		30	
Normal Parameters <sup>a,b</sup>	Mean	,0000000	
	Std. Deviation	10,21552370	
Most Extreme Differences	Absolute	,123	
	Positive	,095	
	Negative	-,123	
Test Statistic		,123	
Asymp. Sig. (2-tailed) <sup>c</sup>		,200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>and</sup>	Say.	,293	
	99% Confidence Interval	Lower Bound	,281
		Upper Bound	,304

a. Test distribution is Normal.



- b. Calculated from data.
- c. This is a lower bound of the true significance.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

**Table 3. Normality Test Results**

The normality test was performed using the Kolmogorov-Smirnov method. The results showed a significance value of  $0.200 > 0.05$ , indicating that the data were normally distributed and met classical assumptions.

**Heteroscedasticity Test**

Heteroscedasticity testing can be performed by looking at the significance value (Sig.) in the Coefficients table from the residual regression results. The basis for decision-making is as follows:

- 1. If the significance value (Sig.)  $> 0.05$ , then the data is not distributed heteroscedastically.
- 2. If the significance value (Sig.)  $< 0.05$ , then the data is distributed heteroscedastically.

		Coefficients <sup>a</sup>			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	3,371	4,313		,782
	TOTAL_X	,137	,116	,218	1,181

Dependent Variable: Employee performance

**Table 4. Heteroscedasticity Test Results**

Based on the results of the heteroscedasticity test above, it can be concluded that the research data meet the heteroscedasticity test criteria because the significance value is  $0.248 > 0.05$ .

**Simple Linear Regression**

Based on data analysis using simple regression calculations with the Statistical for Product and Service Solution (SPSS) version 24, the following results were obtained:

		Coefficients <sup>a</sup>	
		Unstandardized Coefficients	Standardized Coefficients
Model			



		B	Std. Error	Beta	t	Say.
1	(Constant)	62,216	5,703		10,909	<,001
	LEADERSHIP STYLE	,564	,152	,575	3,716	<,001

a. Dependent Variable: Employee performance

**Table 5.** Simple Linear Regression

Regression analysis is used to determine the effect of Leadership Style (X) on Employee Performance (Y). The regression equation is obtained as follows:

$$Y = 62.216 + 0.564X + e$$

Based on the above functions, it can be concluded that:

- a. The constant value of 62.216 shows that if the Leadership Style variable (X) is considered constant, the Employee Performance value (Y) is 62,216.
- b. The regression coefficient for the Leadership Style variable (X) is 0.564 and is positive. This means that if Leadership Style increases by 1 percent, Employee Performance will increase by 0.564. The coefficient is positive. It means there is a positive relationship between leadership style and employee performance.

**Partial Hypothesis Testing (t-Test)**

A partial hypothesis test (t-test) was used to test the significance of the influence of each independent variable, namely Leadership Style (X), on the dependent variable, Employee Performance (Y). The results of the analysis using SPSS showed:

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Say.
1	(Constant)	62,216	5,703		10,909	<,001
	LEADERSHIP STYLE	,564	,152	,575	3,716	<,001

b. Dependent Variable: Employee performance

**Table 6.** Partial Test (t-Test)



Based on the results obtained, it shows that the significance value of the Leadership Style variable (X) is  $0.001 < 0.05$ , and the calculated t value is greater than the t table value, namely  $3.716 > 1.69726$ . So it can be concluded that the hypothesis is accepted, meaning that there is a significant influence between leadership style and employee performance.

### **Analysis Coefficient of Determination ( $R^2$ )**

The coefficient of determination ( $R^2$ ) is used to measure how well a model explains the variation in the dependent variable. The results of the analysis using the SPSS program are shown in the following table:

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,575 <sup>a</sup>	,330	,306	8,553

Predictors: (Constant), LEADERSHIP STYLE  
Dependent Variable: EMPLOYEE PERFORMANCE

*Table 7. Coefficient Determination ( $R^2$ )*

In the table, the coefficient of determination (R Square) is 0.330 or 33 percent. This shows that the percentage influence of the Leadership Style variable on Employee Performance is 33 percent. The remaining 67 percent is influenced or explained by other variables not included in this research model.

### **CONCLUSION**

This study empirically proves that leadership style has a positive and significant effect on employee performance at PT. Suracojaya Abadimotor, Daya Bumi Tamalanrea Permai (BTP) Branch, Makassar City. The results of the simple linear regression analysis show a significance value of  $0.001 (<0.05)$ , which confirms that leadership style has a strong relationship to improving employee performance. The coefficient of determination ( $R^2$ ) value of 0.330 indicates that leadership style contributes 33% to variations in employee performance, while the remaining 67% is influenced by other factors not examined in this study.

These findings strengthen the hypothesis that leadership effectiveness plays a strategic role in increasing employee productivity and work commitment. A participatory, communicative



leadership style that fosters positive interpersonal relationships has been shown to drive improved individual and team performance. Conceptually, these research findings support leadership theories that emphasize the importance of communication skills, empowerment, and subordinate involvement in achieving organizational goals.

In terms of implications, this study provides practical contributions to company management in designing effective leadership development strategies to create a productive and collaborative work environment. However, limitations of this study lie in its relatively small sample size and focus on a single independent variable. Therefore, further research is recommended to expand the research objects and variables, such as motivation, compensation, and work environment, to obtain a more comprehensive picture of the factors influencing employee performance.

## REFERENCE

- Abdurachman, D. (2023). *Gaya Kepemimpinan Strategis & Green Human Resource Management dalam Membangun Teamwork*. (N. Rahayu, Ed.) (p. 205). Rajawali Pers.
- Alifuddin, H. M. (2021). *Manajemen Sumber Daya Manusia: Pendekatan Teoritis dan Praktis dalam Bidang Pendidikan (Edisi Pertama)*. Rajawali Pers.
- Anand, A. R. F. (2022). *Pengaruh Gaya Kepemimpinan Terhadap Motivasi Kerja Pegawai Pada Biro Umum Bagian Keuangan Kantor Gubernur Sulawesi Selatan*.
- Annisa, N. (2021). *Pengaruh Gaya Kepemimpinan Kepala Puskesmas Terhadap Kinerja Tenaga Kesehatan di Puskesmas Labakkang Kabupaten Pangkep*. Universitas Negeri Makassar.
- Anwar; Hamka, Rezky Amalia; Aslam, Annisa Paramaswary; Aswar, Nurul Fadilah; Hasdiansa, Ilma Wulansari; Abadi, Rahmat Riwayat; Syahrul, Khaidir; Azhari, A. (2025). *Pedoman Penulisan dan Evaluasi Tugas Akhir Skripsi (I. M. Musa, Chalid Imran; Sahabuddin, Romansyah; Ramli, Anwar; Tawe, Amiruddin; Haeruddin (Edisi Pertama))*. Rajawali Pers.
- Fahroby, A. (2020). *Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada PT. Rusindo Expertiza Inspekciya Pekanbaru*. Universitas Islam Riau.
- Hasibuan, M. S. P. (2019). *Manajemen Sumber Daya Manusia (Edisi Revisi)*. Bumi Aksara.
- Amaliah Hatta, Muhammad Yusuf, & Nurinaya, N. (2024). *The Influence of Leadership Style and Workload on The Performance of Employees of PT. Pelabuhan Indonesia (Persero) Regional*



4 Makassar. *International Journal of Economic Research and Financial Accounting*, 2(3).

<https://doi.org/10.55227/ijerfa.v2i3.131>

Hidayat, R. (2022). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai Dewan Perwakilan Rakyat Daerah Kabupaten Jeneponto.

Kartono, K. (2016). *Kepemimpinan: Apakah Kepemimpinan Abnormal itu*. Jakarta: Rajawali Pers.

Mangkunegara, A. P. (2015). *Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya.

Mutmainnah. (2022). Pengaruh Kepemimpinan Terhadap Kinerja Pegawai Kantor Camat Rumbia di Kabupaten Jeneponto.

Notoadmojo, S. (2018). *Pengembangan Sumber Daya Manusia*. Rineka Cipta.

Nurfazirah. (2020). Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Pegawai Kantor Kecamatan Sinjai Selatan. Universitas Negeri Makassar.

Nurjanna. (2022). Pengaruh Gaya Kepemimpinan dan Kompensasi terhadap Kepuasan Kerja pada Perangkat Desa Bontolanra Kecamatan Galesong Utara Kabupaten Takalar. Universitas Negeri Makassar.

Pasolong, H. (2016). *Metode Penelitian Administrasi Publik (Edisi ke 3)*. Alfabeta.

Robbins, Stephen P.; A. Judge, T. (2017). *Organizational Behavior (Edisi ke 17)*. Pearson Education.

Rustandi, A. (2016). *Gaya Kepemimpinan: Pendekatan Bakat Situasional*. Armico.

Sedarmayanti. (2017). *Perencanaan dan Pembangunan Sumber Daya Manusia Untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. Refika Aditama.

Siagian, S. P. (2016). *Sistem Informasi Manajemen (Edisi ke 2)*. PT. Bumi Aksara.

Siagian, S. P. (2019). *Manajemen Sumber Daya Manusia (Edisi Pertama)*. Bumi Aksara.

Soeyitno, A. H. (2013). Hubungan Antara Persepsi Karyawan Terhadap Gaya Kepemimpinan Partisipatif Atasan Dengan Kinerja Karyawan Di Rs Muji Rahayu Surabaya. *Jurnal Psikologi Industri dan Organisasi*, Vol 2 No 2.

Sopiah, & Sangadji, E. M. (2018). *Manajemen Sumber Daya Manusia Strategik*. Andi.

Syahrul, K. ., Srikandi, S., & Aslam, A. P. . (2023). Pengaruh Gaya Kepemimpinan, Motivasi Kerja Dan Komitmen Terhadap Kinerja Pegawai Kantor Kecamatan Mamajang Kota Makassar.

*Economics and Digital Business Review*, 4(2), 496–505.

<https://doi.org/10.37531/ecotal.v4i2.818>



- Sugiyono. (2013). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sukhaeri, A. A. (2021). *Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Tingkat Kinerja Pegawai Puskesmas Herlang Kabupaten Bulukumba*. Universitas Negeri Makassar.
- Sunyoto, D. (2012). *Manajemen Sumber Daya Manusia*. Caps.
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia (Edisi ke 9)*. Kencana Prenada Media Group.
- Wibowo. (2017). *Manajemen Kinerja (Edisi ke 5)*. Rajawali Pers.
- Widodo, S. E. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Pustaka Pelajar.
- Yulianti. (2022). *Pengaruh Motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Sentral 88 Makassar*. Universitas Negeri Makassar.
- Zainal, V. R. (2016). *Manajemen Sumber Daya Manusia Untuk Perusahaan: Edisi ketiga*. Rajawali Pers.