

The Influence of Leadership Style on Employee Performance at Nusantara Surya Sakti (NSS) Soppeng Branch

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Abstract

This study aims to examine the effect of leadership style on employee performance at Nusantara Surya Sakti (NSS) Soppeng. The research utilizes a descriptive approach combining qualitative and quantitative methods, including interviews, questionnaires, and literature review. A total of 31 employees from NSS Soppeng participated in the study. The data were analyzed using simple linear regression to assess the relationship between leadership styles and employee performance. The results reveal a significant positive effect of leadership style on employee performance, with leadership behavior influencing productivity, job satisfaction, and task completion. This study contributes to the understanding of how different leadership styles impact employee motivation and performance in the Indonesian automotive industry. However, the study is limited by its focus on one branch of NSS and a small sample size. The findings suggest that improving leadership practices, especially in decision-making and employee engagement, can enhance performance. Further research is recommended to explore additional factors influencing performance, such as communication skills and organizational culture, and to extend the study across multiple branches for generalizability.

Keywords:

Leadership style, employee performance, regression analysis, organizational behavior, Indonesian automotive industry.

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INTRODUCTION

An important element in the sustainability of an organization is people. People are the most important asset in any organization, and the diversity of individuals in an organization can be a source of strength if managed well. In an increasingly complex and diverse world, organizations that are able to manage individual diversity well are more likely to achieve long-term success (Adawiah & Bahariah, 2023). Respecting and leveraging diversity as a strength is one of the keys to success in building a strong and sustainable organizational culture. the role of the leader in mobilizing and aligning individuals in the organization is critical. A leader has a crucial responsibility in achieving organizational goals (Umar et al., 2022).

Leadership is the activity or art of influencing the behavior of others, either individually or in groups. It involves one's ability to inspire, motivate, and direct others toward the

achievement of predetermined goals. leadership does not necessarily have to be constrained by bureaucratic rules or manners (Asmini et al., 2023). While organizational rules and structures are important for maintaining order and stability in an organization, effective leadership often involves creative, adaptive, and innovative elements. an expert in management and leadership, emphasizes the importance of recognizing this natural leadership (Adawiah et al., 2022). Leadership is not just about position or power, but also about the ability to inspire, motivate and guide others towards achieving goals. In many situations, natural leaders can have a significant and positive impact (Asmini, Andi Adawiah, 2023). The goals of an organization are often achieved through means and execution determined by the leader or supervisor. The role of leaders in directing, coordinating, and motivating their members is crucial in achieving organizational goals (Adawiyah, 2024).

A leadership style that pays little attention to the fate and interests of its team members can have a negative impact on work productivity and the overall organizational climate. A leadership style that does not care about the well-being, development, and needs of team members can reduce motivation, increase stress levels, and lead to high employee turnover. Therefore, an effective leadership style must pay attention to and influence the attitudes, actions, and behaviors of team members to achieve organizational goals. According to Effective leadership style aims to unite individual or group goals with organizational goals, and this reflects the importance of managing relationships between people in the organizational structure (Adawiah & Putra, 2024). According to recognition of the importance of human resources or labor in an organization is very important. Human resources are a vital element and key to achieving organizational goals.

Performance is the result of work that can be measured in terms of quality and quantity that can be achieved by an employee or individual in carrying out tasks in accordance with their responsibilities (Ibrahim, Suhairi, 2024). Performance reflects the extent to which individuals meet the expectations and standards that have been set in their work. employee performance is very important in achieving organizational or divisional goals within a company. Employee performance is one of the key factors in organizational success. At the Nusantara Surya Sakti (NSS) Soppeng Branch Office, good employee performance is needed so that the work can be completed properly. Therefore, the role of a leader is very influential in creating effective employee performance in his division or team. Leaders have a key role in motivating, guiding, and directing employees towards achieving organizational goals (Paais & Pattiruhu, 2020).

The performance of human resources (HR) in an organization is a work achievement that includes work results (output) both in terms of quality and quantity (Siraj et al., 2022). Performance is measured based on the achievements that have been achieved by individuals or teams over a certain period of time in carrying out their duties in accordance with the responsibilities that have been given to them. The quality and quantity of these work results are important indicators in assessing the extent to which individuals or teams have succeeded in achieving their goals and contributing to the success of the organization.

Based on observations made by researchers, several problems were found at Nusantara Surya Sakti (NSS) Soppeng Branch including many employees who came late to the office, office work that was not completed on time and the lack of employee discipline in obeying the rules at Nusantara Surya Sakti (NSS) Soppeng Branch. This can be seen from the fact that there are still many employees who are outside the office during working hours and some employees who do not immediately work when the break time is over. In addition to these problems, many argue that the lack of employee performance is also due to the leadership style possessed by the Head

of the Soppeng Branch of BPJS Health which is considered insufficient in directing the duties of employees so that coordination of team work runs very slowly.

The problem in this study is whether leadership style has a positive and significant effect on employee performance at Nusantara Surya Sakti (NSS) Soppeng Branch. Based on the formulation of the problem, the purpose of this study was to determine the effect of leadership style on employee performance at Nusantara Surya Sakti (NSS) Soppeng Branch.

METHOD

Type of Research

The type of research used is Descriptive Research: This research aims to describe the relationship between variables X and Y. This may involve collecting data to show patterns or trends in the relationship between these two variables.... This study aims to determine the relationship between leadership style and employee performance at Nusantara Surya Sakti (NSS) Soppeng Branch.

Population and Sample

Population refers to the entire group of individuals, objects, or elements that have certain characteristics or attributes and can be the subject of a research, analysis, or study. The population includes all relevant elements for specific research purposes, and this may vary according to the research context. In this research, the population is all employees at Nusantara Surya Sakti (NSS) Soppeng Branch, which is a total of 31 people. According to Arikunto (2013), a sample is a subgroup or part taken from a larger population for research or analysis purposes. Samples are used to represent the overall population with the expectation that the results found in the sample can be applied or generalized to a larger population. The sampling method in this study is the saturated sampling method, meaning that all populations are sampled. Therefore, the sample in this study amounted to 31 people.

Data Collection Method

The data collection methods used in this study are as follows:

1) Interview

Interview is one of the methods commonly used in research to obtain information directly from respondents through questions and answers. In interviews, the question and answer interaction tends to take place in one direction, namely from the researcher to the respondent. Interviews are also conducted with a systematic approach, where the questions asked are designed with specific research objectives in mind.

2) Literature Study

Literature study is an approach that involves searching, reviewing, and analyzing written sources such as books, scientific journals, previous research, and other sources relevant to the research topic.

3) Questionnaire

Questionnaires are one of the commonly used data collection methods in research. Data is retrieved through responses provided by respondents to questions in the questionnaire, Likert Scale usually consists of a statement or question followed by a number of answer options that reflect the respondent's level of agreement or disagreement with the statement. The answer options in the Likert Scale are generally scaled with numbers or words that cover a range of perceptions from positive to negative. Examples of Likert Scale answer options with 5

numbers, as you mentioned: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1)

Data Analysis Technique

To determine the effect of leadership style on employee performance at Nusantara Surya Sakti (NSS) Soppeng Branch, a simple linear regression model is used with the following formula:

$$Y = a + bX$$

Where:

Y = Employee Performance

a = Constant (Y cutoff point)

X = Leadership Style

b = Regression coefficient (leadership style).

RESULTS AND DISCUSSION

Description of Respondent Characteristics.

The quantitative approach provides advantages in collecting data that can be measured objectively, conducting statistical analysis to test hypotheses, and producing findings that can be used as a basis for making generalizations and predictions. By using statistical analysis, research can determine the extent of the relationship or influence between the variables studied).

A description of the characteristics of respondents based on gender is presented in the following table.

Table 1. Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage
Male	14	45,2
Female	17	54,8
Total	31	100

Source: Primary Data Processed (2024)

Table 1. provides information on the gender distribution of respondents in this study. Based on the table, there were 14 respondents (45.2%) who were male, and 17 respondents (54.8%) who were female. Description of the characteristics of respondents based on length of work is presented in the following table.

Table 2. Characteristics of Respondents Based on Length of Service

Length of Service	Frequency	Percentage
1-3 years	10	32,3
> 3 years	21	67,7
Total	31	100

Source: Primary Data Processed (2024)

Table 2 provides information on the distribution of employees' length of service. Based on the table, there are 10 respondents (32.3%) who have worked for 1-3 years while those who work for more than 3 years are 21 respondents, which is 67.7%.

The validity test used in this study is the *Corrected Item Total* formula with a significant

level of 5% ($\alpha = 0.05$), which means that items are considered valid if the value is significantly correlated with the total score. The results of this study on the indicators of the leadership style variable (X) and employee performance (Y) in this study were declared valid. The following table presents the results of the validity test of the statement items of the research respondents:

Table 3. Validity Test

Variables	Statement Item (30 Respondents)	Corrected Item Total Correlation (r _{count})	R _{table} ($\alpha=0.05$)	Result Description
Style Leadership (X)	Item 1	0.844	0,361	Valid
	Item 2	0.813	0,361	Valid
	Item 3	0.668	0,361	Valid
	Item 4	0.745	0,361	Valid
	Item 5	0.775	0,361	Valid
	Item 6	0.529	0,361	Valid
	Item 7	0.715	0,361	Valid
	Item 8	0.819	0,361	Valid
	Item 9	0.644	0,361	Valid
	Item 10	0.774	0,361	Valid
	Item 11	0.736	0,361	Valid
	Item 12	0.640	0,361	Valid
	Item 13	0.722	0,361	Valid
	Item 14	0.856	0,361	Valid
	Item 15	0.853	0,361	Valid
Performance Employees (Y)	Item 1	0.852	0,361	Valid
	Item 2	0.731	0,361	Valid
	Item 3	0.633	0,361	Valid
	Item 4	0.711	0,361	Valid
	Item 5	0.645	0,361	Valid
	Item 6	0.613	0,361	Valid
	Item 7	0.480	0,361	Valid
	Item 8	0.684	0,361	Valid
	Item 9	0.441	0,361	Valid
	Item 10	0.466	0,361	Valid

Source: Processed data (2024)

If $r_{(count)} > r_{(table)}$ then the items of the statement items are declared valid, and if the value of $r_{(count)} < r_{(table)}$ then the items of the statement items are declared invalid. It is known that the value of r_{table} with a significant level of 5% ($\alpha=0.05$) is 0.361 (see r_{table}) and this value is compared with the $r_{calculated}$ value. The $r_{calculated}$ value of this test is in the *Item-Total Statistic (Corrected Item Total Correlation)* column. The table above shows that from the statement items that have a correlation value greater than $r_{(table)}$ (0.361), the statements from the table above are declared valid.

Discussion

Based on simple linear regression analysis, the results show that there is a positive and significant effect of leadership style on employee performance at Nusantara Surya Sakti (NSS) Soppeng Branch. This shows that in carrying out their work employees at Nusantara Surya Sakti (NSS) Soppeng Branch who produce certain jobs are determined by how the leader interacts in

the company.

The results of the analysis of respondents' responses which also strengthen the results of the analysis above, on the variable leadership style on the *telling* dimension, superiors tend to be good before providing work activities, instructing specifically to employees, providing work activities directing, supervising employee work and saying what work is prioritized first.

In the *selling* indicator, the results showed that the leader is good at handing over work to employees by offering what will be done, providing support in carrying out work, and providing support to employees for work enthusiasm.

In the participate indicator, the results showed that leaders would not find it difficult to include employees who already have high abilities, participate employees if there are obstacles, in decision making always leave it to employees to decide, and feel happy if they have employees who have the ability and willingness.

In the *delegating* indicator, the results showed that leaders show a high work-ready attitude, have maturity in thinking, leaders are able to direct employees to be able to demonstrate their work abilities and expertise, and delegate authority to their employees.

Overall, the results of respondents' responses are in the good category, which means that when the leadership style at Nusantara Surya Sakti (NSS) Soppeng Branch is further improved, it will encourage employees to improve their performance. The results of this study are not in line with research conducted by Nurjanah (2008), Pratama (2016), Khairizah, Noor & Suprpto (2018) which states that leadership style has a direct positive and significant effect on employee performance.

CONCLUSIONS AND SUGGESTION

Based on the results of the research and discussion that has been presented in chapter V, it is concluded that the research findings are in accordance with the research objectives. The conclusion in this study is that there is an influence of leadership style on employee performance at Nusantara Surya Sakti (NSS) Soppeng Branch. From the data analysis, the coefficient of determination or (R^2) in this study is 0.596 or 59.6%, meaning that employee performance at the Soppeng Branch BPJS Health Office is influenced by the leadership style variable by 59.6% and the remaining 40.4% is influenced by other variables not examined in the study.

Based on the conclusion, some suggestions that can be Organizations need to develop ongoing training and development programs to improve employee competence and skills to match the demands of the latest business and technology . Companies must implement an effective and selective recruitment system to ensure that the recruited workforce has the qualifications and abilities that match operational needs . Organizations must ensure compliance with labor regulations and related laws to avoid legal risks and improve the company's reputation.

This study produces findings that leadership style is a predictor of employee performance at the Soppeng Branch BPJS Health Office which has a considerable influence, so it is recommended that company leaders and related directors be able to improve aspects of leadership style such as *telling* or how to instruct, *selling* or how to offer work, *participating* or how leaders invite subordinates to contribute to the agenda / work program, and *delegating* or the effectiveness of leaders in appointing and coordinating employees according to their expertise.

Future researchers are advised to add other variables that may be predictors that affect employee performance variables such as communication factors, culture or the personality of the employees themselves. In addition, the object of research can be tested with other service company sectors such as financial services

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