



Does leadership style still affect employee performance in the Millennium era?

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ABSTRACT

This study aims to determine the effect of leadership style on employee performance in the current digital era. In this study, sampling using a saturated sample technique that is equal to 32 people or the entire population is sampled. The results showed that the t-count value was 6.554 while the t_{table} value was 2.00488 so it can be explained that the t_{count} value (6.170) > from t_{table} (2.04227) so it can be concluded that there is a significant influence between leadership style on employee performance in the digital era when this. This research proves that until now the leadership style is still effective to encourage better performance at all levels.

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INTRODUCTION

In various fields, especially organizational life, the human factor is the main problem in every activity in it. Organization is a consciously coordinated social unit with a reactive boundary that can be defined, working continuously to achieve goals. All actions taken in every activity are initiated and discovered by humans who are employees (Fosberg & Nelson, 1999; Hurduzeu, 2015; Patiar & Wang, 2020).

One of the targets of human resource processing in the management function of the organization is related to leadership, namely someone who is appointed and recognized by employees as someone who is worthy of leading them. A leader in an organization must be able to create harmonious relationships with his employees, including fostering cooperation, directing and encouraging work passion in employees, so as to create positive motivation that will lead to maximum intention and effort (performance) supported by various facilities to achieve organizational goals. Leaders as a part of management who play an important role in influencing and showing attitudes and behavior towards individuals and groups, so that according to their leadership style. (Iskamto, 2019; Iskamto et al., 2020; Ratnasari et al., 2019; Yulihardi et al., 2022).

Thus, it can be ascertained that the behavior of a leader will affect the psychological condition of employees, there are employees who see, observe and imitate the behavior displayed by the leadership

in carrying out their work in accordance with their expectations. If the leadership style behavior displayed by the Kampar Camat leader is felt to be in accordance with the employee's expectations, it will have an impact on employee performance, on the contrary if the leadership behavior displayed by the Kampar Camat leader is not in accordance with his expectations, it will have an unfavorable effect on the performance of his employees.

The word performance is a translation from English, namely from the word performance. The word performance comes from the word to performance which means to display or carry out. Performance means work performance, work implementation, work achievement, work performance or work appearance.

Performance is the result of work that can be achieved by each person or group in an organization in accordance with their respective authorities and responsibilities in achieving organizational goals. Employee performance is an achievement in carrying out the tasks assigned to him to achieve the goals that have been set. In order for the organization's goals to be achieved, it is needed.

Another factor that can support the performance of an employee is referring to the behavior they can think can make employees work according to procedures. Assumptions are made if employees behave as expected in the provisions, namely behaving well, will give good results. This assumption is based on an analysis of the behavior of employees who perform well. If so, other employees who behave the same way will perform well. So that the better the leadership style, the better the employee's performance will be.

Organizations need to take steps to develop and improve the quality of employees. Optimal performance depends on the behavior reflected by the leadership style of the Kampar Camat. This behavior includes the attitude and discipline of employees in carrying out the tasks performed. Performance appraisal is a process of evaluating employee performance which is carried out by the leader systematically based on the work assigned to him. Leaders who assess employee performance, namely direct employee superiors, and indirect supervisors.

So one of the factors that need to be considered regarding the leadership style applied by the head of the Kampar sub-district office is how the leadership style applied by the leader can support the performance of the Kampar sub-district office employees to be better. Information about leadership style is one of the important components that will affect employee performance. Study (Ansori, 2021; Bahrum & Sinaga, 2015; Iskamto, 2020; Iskamto et al., 2021; Khairizah et al., 2017) shows that leadership style has an effect on employee performance. On the other hand research (Khairizah et al., 2017; Lewa & Subowo, 2009) shows that leadership style has no effect on employee performance. Of the two contradictory findings, this study intends to review the findings of previous studies. To test whether leadership style has an effect on employee performance at the Kampar sub-district office.

LITERATURE REVIEW

Definition Leadership Style

According to Kartono in Kumala & Agustina (2018: 27), states that "Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates".

According to Thoha's opinion in Retnowulan (2017:101) Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others to achieve his goals.

According to Hidayat (2018:143), leadership style is a pattern of behavior designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. and motivate employees so that it is expected to produce high productivity.

Leadership Style Indicator

According to Lisa Paramita (2017, 3) the Leadership Style indicators state the following:

1. Decision Making Ability Decision making is a systematic approach to the nature of the alternatives faced and taking the action that according to calculations is the most appropriate action.
2. Motivating Ability Motivating ability is the driving force that causes a member of the



organization to be willing and willing to mobilize his or her ability (in the form of expertise or skills) energy and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives. previously.

3. Communication Skills Communication skills are skills or abilities to convey messages, ideas, or thoughts to other people with the aim of those other people understanding what is meant well, directly verbally or indirectly.

4. Ability to Control Subordinates A leader must have the desire to make others follow his wishes by using personal power or position effectively and in its place.

5. Responsibilities A leader must have responsibilities to his subordinates. Responsibility can be interpreted as an obligation that must bear, assume responsibility, bear everything or give responsibility and bear the consequences.

6. Emotional Control Ability The ability to control emotions is very important for the success of our lives. The better our ability to control our emotions, the easier it will be for us to achieve happiness.

Performance

According to Mangkunegara (2014: 9) it is concluded that "Human Resource Performance or work performance is the result of work or work (output) both quality and quantity achieved by human resources over a period of time in carrying out their work assignments in accordance with the responsibilities given.

According to Rivai & Basri in Masram (2017:138) stated: "Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets as well as predetermined criteria that have been determined beforehand. agreed together".

According to Wibowo (2010:4) Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How the organization values and treats its human resources will affect its attitudes and behavior in carrying out performance.

Employee Performance Indicator

Budianto, (2015) states that there are several benchmarks that can be used to assess employee performance are as follows:

1. Work quality. Quality of work refers to the results (output) of work that has been carried out by employees.

2. Target. Goals or targets given to employees to meet the needs and desires of the agency.

3. Cooperation.

Cooperation is work that can be done by individuals but is done simultaneously by two or more people with the aim of making the work lighter.

4. Responsibility. Responsibility is an attitude that is very important in doing a job.

5. Communication. Communication is the process of delivering messages by one person to another to inform, change attitudes, opinions, or behavior, either verbally (directly) or indirectly (through the media).

6. Outlook. Insight is a view, opinion, understanding of existing knowledge.

7. Creativity. Creativity is a tendency to generate ideas or possibilities that may be useful in solving problems, communicating with others, and always innovating in solving problems that are being faced.

Influence of Leadership Style on Performance

According to Suwatno and Priansa (2014:148), leaders must be able to communicate clearly and

accurately to focus on the goals to be achieved in order to influence the behavior and performance of their followers.

Mulyadi(2015:42) leadership is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are mastered and often applied by a leader. It can be concluded that leadership style is a leader's behavior that affects subordinates.

METHODOLOGY

In this research, the writer takes place at the Kampar Sub-District Office which is located at Jl. Raya Pekanbaru-Bangkinang KM 50-Air Tiris. Primary data collection in this study was done by distributing questionnaires to all civil servants at the Kampar sub-district office. In this study, sampling using saturated sample, that is according to Sugiyono if the population is less than 100 or equal to 100 people, then all the population is sampled, so the number of samples studied is 32 people. A data analysis is quantitative or statistically by using SPSS version 23 to test the hypothesis which has been set.

RESULT AND DISCUSSION

The results of the validity test, reliability test, and normality test that the data distributed are appropriate/feasible to use in research.

Simple Linear Regression Test

Regression analysis is used to determine the effect of one or more independent variables on the dependent variable. Based on the data processing of simple linear regression analysis with the help of the SPSS program, the results obtained are as shown in the table below:

Table 1: Simple Linear Regression

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	8,401	4.996	1,682	.103
	Leadership Style	.636	.103	6.170	.000

a. Dependent Variable: Employee Performance

Based on table 1, the simple linear regression equation is obtained as follows $Y = 8401 + 0.636X$. This equation can be interpreted as follows: Constant of 8,401 it means without leadership style, or value leadership style = zero (0) then the employee's performance is 8,401 unit. The regression coefficient value is 0,636 indicates if the variable leadership style increased by 1 unit, then the employee's performance at Kampar sub-district office will increase by 0,636 unit.

Partial Test (t test)

Based on the processed results of table 2, the t-count value is 6,170 while the value of t_{table} is 2.04227, it can be explained that the value of t_{count} (6.170) > of t_{table} (2.04227), so it can be concluded that there is a significant influence between leadership style on employee performance.

Coefficient of Determination (R²)

The coefficient of determination (R²) is used to determine the percentage of the contribution or contribution of the independent variable Leadership Style (X) to the dependent variable performance (Y). The results of the coefficient of determination can be seen in the table below:

Table 2: Coefficient of Determination Value

Model	R	R Square	Adjusted R	Std. Error of the Estimate
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			Square	
1	.748a	.559	.545	3.84036

Based on table 2 above, it can be obtained that the R_square value or coefficient of determination is 0.559 which means that the influence of the independent variable/leadership style on the dependent variable/employee performance is 55.9% while the remaining 44.1% is influenced by other independent variables that are not observed in this study.

Conclusion

Based on the results obtained, a conclusion can be drawn in this study, namely: The results of the t_test obtained that the leadership style variable has a significant effect on the employee performance variable. Based on the results of data processing, the value of t_count (6.170) > from t_table (2.04227). The coefficient of determination has a value of 0.559 which means that the influence of the independent variable/leadership style on the dependent variable/employee performance is 55.9% while the remaining 44.1% is influenced by other independent variables not observed in this study.

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