

## How Leadership Style Influence Achievement Work

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### Abstract

The goal of this study is to examine the impact of situational leadership style on employee job performance. This study employs a quantitative technique and a saturation sampling strategy due to the small population size of less than 97. This study hypothesis was answered using simple linear regression, correlation coefficient, and coefficient of determination. The findings of this study indicate that situational leadership style has a favorable and substantial impact on employee job performance.

**Keywords:** Situational leadership style, work performance, Influence

### Introduction

Every organization expects its employees to constantly improve their work performance in carrying out their duties and responsibilities (Yudiani, 2019), so the organization must make efforts to develop human resources both through the leadership of each organizational unit, as well as through other efforts to improve the quality of human resources carried out both within and outside the organization. Work performance may be measured in terms of work quality, quantity, engagement, planning skills, effort in carrying out tasks, and total accomplishment (Yudiani, 2022).

High performance is defined as completing a high workload and achieving work outcomes that exceed the organization's expectations. Yudiani (2022) defines job performance as the completion of prescribed duties based on abilities, experience, seriousness, and time constraints. To attain good work performance, the leader's job and leadership style are critical, since they impact employee work performance.

Situational leadership is a leadership style that plays a role in

This leadership style is very significant in training subordinates because it allows leaders to adjust their leadership style to the demands and work environment of their business. The situational leadership style is more focused on the requirements of the team, with the leader being very sensitive to his subordinates and constantly taking the time to teach the team in order to encourage members to become more developed and autonomous in their job. The situational leadership style is always honest in recognizing the truth of present situations and has the bravery to confess it, and the most essential aspect is that the leader is able to delegate work to his subordinates, allowing his team to grow.

The situational leadership style influences employee job performance by understanding what workers believe about organizational needs, and the leader maintains active contact with his staff. The leader's attitude will decide the team's growth and success within the company, as well as the employee's accomplishment. Leadership theory, which is connected to tight superior-subordinate interactions, implies that leaders treat followers or subordinates equally (Yudiani, 2020), and that leaders apply the same approach equitably to persons in their different work units.

Palembang City's Department of Trade, Industry, Cooperatives, and Small and Medium Enterprises is a government body with a significant role and duty in promoting MSMEs' empowerment and growth. It takes a leader with his unique leadership style to optimize the strategic plans he encounters. Given the complexities of the challenges at hand, leaders must be able to take an active role in problem resolution. However, the leadership's attitude toward understanding various conditions and problems that arise in their environment has not changed significantly, according to one of the employees in the Trade Development Sector, who stated that leaders' attempts to solve problems create ambiguity, making it

difficult for subordinates to take action. acts that are consistent with the leader's desires, particularly when it is difficult for the leader to work with his subordinates as a whole and only with those in whom he has faith. Such situations seem to have a significant impact on workers' capacity to develop themselves, as well as decreasing their job performance.

## Literature Review

### Situational Leadership Style

Leadership comes from the word lead, which contains the meaning of directing, fostering or managing, leading and showing or influencing. Leaders have a big responsibility both physically and spiritually for the success of the work of the organization they lead, so becoming a leader is not easy and not everyone will have the same ability in carrying out their leadership. According to Stephen P. Robbins (2013), leadership is the ability to influence a group towards achieving goals.

### Work Performance

Yudiani (2022) defines work performance or performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. What is meant is that every job responsibility given to employees will shape the quantity and quality of their work results to determine the achievements of their workers.

## Methods

This study employs a quantitative technique, which involves evaluating specific ideas by studying the connection between variables. Research variables (situational leadership style and job performance) are assessed using research equipment, allowing numerical data to be examined using statistical processes.

The study population consisted of all 54 workers from Palembang City's Department of Trade, Industry, Cooperatives, and Small and Medium Enterprises. Because the population is less than 97, the sampling strategy is a saturated sample, in which everyone of the population is sampled except for the leaders in this study site (locus), who are the objects being evaluated, resulting in a sample of 50 respondents. Data collecting method. The questionnaire in this study is a closed question concerning the respondent's view of their situational leadership style and the outcomes of their job performance. Data was gathered using a structured questionnaire on a scale of 1 to 5. The questionnaire employed in this study is a direct and structured questionnaire, which means it is presented directly to respondents and includes a checklist of accessible evaluation scales. The questionnaire's questions are prepared using a Likert scale with five possibilities, and each level is given a score ranging from the lowest level with a score of 1 to the highest level with a score of 5.

## Results and Discussion

### Simple linear regression

To find out the coefficient level of influence of situational leadership style on work performance, it can be seen in the following table.

Table 1 Coefficients of the Influence of Situational Leadership Style on Job Performance.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std.Error	Beta		
1	(Constant)	15.778	4.109		3,846	0,000
	Situational Leadership Style	0,749	0,117	0,678	6,382	0,000

a. Dependent Variable: Job Performance

Source: Processed data (Out Put SPSS), 2022

Table 1 shows that the influence of Situational leadership style on Work Performance, the analysis results show that the value of a is 15.778, b is 0.749, so that the shape of the equation line is  $Y = 15.778 + 0.749X$ . This means a constant of

15.778, while the regression coefficient The regression coefficient is positive, so it can be said that the direction of influence of the situational leadership style variable (X) on the work performance variable (Y) is a positive relationship.

To prove the direct influence of Situational leadership style (X).

towards work performance (Y), criteria are used, namely determining the t table using the n-k method or

$50 - 2 = 48$  at alpha 0.05 so we get a t table of 1.677, where:

If t count  $\geq$  t table, then H0 is rejected, meaning there is an influence of X on Y

If t count  $<$  t table, then H0 is accepted, meaning there is no influence of

then H0 is rejected, meaning that situational leadership style (X) has a significant effect on work performance (Y).

Thus, the hypothesis of this research states that "there is a significant influence of traditional leadership styles on employee work performance"

To find out the influence of Situational leadership style on work performance, you can see the following table:

**Table 2 Model Summary for the Influence of Situational Leadership Style on Job Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.678a	0,459	0,448	2,561

a.Predictors: (Constant), Situational leadership style

Source: Processed data (Out Put SPSS), 2022

Table 2 above shows that the R value of 0.678 indicates that the relationship is positive and is in the strong category, while the R Square value of 0.459 indicates that the magnitude of the influence of Situational leadership style on work performance is 45.9% and is in the medium category, while the rest is influenced by variables others that were not examined in this study.

## Discussion

Hypothesis testing shows that Situational leadership style has a significant direct effect on work performance where t count  $>$  t table ( $6.382 > 1.677$ ). Situational leadership style has an influence that cannot be ignored in increasing employee work performance, this means that leaders are able to adapt to situations or circumstances in the organization they lead so that all employees can improve their work performance.

The findings of this research are supported by research by Nasir, et.al (2020).

concluded that there is a positive and significant influence of situational leadership on work performance. The findings of this research confirm that work performance is most influenced by situational leadership, leaders are examples who must understand everything about the situation of their employees, because each individual has their own role in carrying out work activities, some have a serious character and there are those who are just stupid enough to complete their routine. . In fact, an employee is required to provide the best work results so that they can benefit the organization or themselves individually.

This research is strengthened by research conducted by Sari, et.al (2021) that situational leadership has a positive and significant effect on work performance. Just as employees understand the importance of quality in work, quality shows perfection and satisfaction for every employee. Work

quality is a result that can be measured by the effectiveness and efficiency of work carried out by human resources or other resources in achieving organizational goals or objectives efficiently and effectively. This is what causes one organization to compete with another in terms of improving quality, whether it is improving the quality of human resources through work performance

## Conclusion

Situational leadership style has a positive and significant effect on employee work performance. Leaders must be able to see the situation or ability of their employees in giving direction or delegating tasks so that employees are able to carry out their duties and responsibilities so that each employee can improve their work performance.

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