

THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT CENTURY SUPERMARKET TOMOHON**PENGARUH GAYA KEPEMIMPINAN TERHADAP KINERJA KARYAWAN DI SUPERMARKET CENTURY TOMOHON**

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Abstract: Leaders are expected to use a leadership style, communication skills, and their knowledge of interpersonal and team dynamics to create an appropriate quality of work life for their employee in the workplace. A leadership style is a combination of a leader's attitude, expertise, character, and values that is exhibited in the leader's behavior. Employee performance is an important factor that contributes to improve the outcomes, behavior and traits of the employees. It helps to improve the productivity of the organization. Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. The aim of this study is to know the influence of leadership style on employee's performance at Century Supermarket Tomohon. This research used simple linear regression analysis with sample of 30 employees. The result shows leadership style has a significant influence on employee's performance at Century Supermarket Tomohon. It have a good influence on employees performance, which makes them able to work effectively and efficiently, able to complete the assigned task, and understand the tasks assigned by the company. Central Supermarket Tomohon should always treat their employee's the same as today. It's improved the employee's performance which is important for the company performance.

Keywords: *leadership style, employee performance*

Abstrak: Para pemimpin diharapkan menggunakan gaya kepemimpinan, keterampilan komunikasi, dan pengetahuan mereka tentang dinamika interpersonal dan tim untuk menciptakan kualitas kehidupan kerja yang sesuai bagi para karyawan mereka di tempat kerja. Gaya kepemimpinan adalah kombinasi dari sikap, keahlian, karakter, dan nilai seorang pemimpin yang diperlihatkan dalam perilaku pemimpin. Kinerja karyawan merupakan faktor penting yang berkontribusi untuk meningkatkan hasil, perilaku, dan sifat karyawan. Ini membantu untuk meningkatkan produktivitas organisasi. Kinerja pegawai meliputi pelaksanaan tugas yang ditetapkan, memenuhi tenggat waktu, kompetensi pegawai, serta efektivitas dan efisiensi dalam melakukan pekerjaan. Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan terhadap kinerja pegawai di Century Supermarket Tomohon. Penelitian ini menggunakan analisis regresi linier sederhana dengan sampel sebanyak 30 karyawan. Hasil penelitian menunjukkan bahwa gaya kepemimpinan berpengaruh signifikan terhadap kinerja karyawan di Century Supermarket Tomohon. Memiliki pengaruh yang baik terhadap kinerja karyawan, yang membuat mereka mampu bekerja secara efektif dan efisien, mampu menyelesaikan tugas yang diberikan, dan memahami tugas yang diberikan oleh perusahaan. Central Supermarket Tomohon harus selalu memperlakukan karyawannya sama seperti saat ini. Ini meningkatkan kinerja karyawan yang penting bagi kinerja perusahaan.

Kata Kunci: *gaya kepemimpinan, kinerja karyawan*

INTRODUCTION

Research Background

In Indonesia, retail industry that consists of many Small and Medium Enterprise (SME) is a business sector that is able to adapt and face market changes. SME are growing rapidly since is relatively neutral and independent of government interference. SMEs contributed significantly to the GDP, which amounted to 60% and the number of workers absorbed by the sector stood at 97% of the total workforce (BPS, 2011). Performance measurement for SMEs is still not well established such as the performance measurement in the big company. It required the identification of the factors affecting performance measurement in the SME as a basis evaluation for SME to improve and enhance its performance. According to Tambunan (2009), small and medium enterprise (SME) is an important driver for economic development and empowerment of local communities. In developing countries such as Indonesia, SMEs face numerous challenges in their growth prospect, such as lack of financial capital, human resource potential, modern technology, and etc. The company must consider the factors that may cause the failure of the company itself seriously. One of the causes of this failure is a factor in managing human resources.

Century supermarket is a trading company engaged in trading household needs located in Century Tomohon has been established since 90's. Since opened Century Supermarket is known as one of the places to shop for household needs in Tomohon. In 2014, the emergence of retail companies like Indomaret and Alfamart make Century Supermarket doing turnover. Decreases in profits makes Century Supermarket reduce their employees so that in some work can be done by just one person. Employees are increasingly shifting from single roles to the rotation of roles and flexible job descriptions. Meanwhile frequent job changes require employees to adapt and be flexible in their work and those who are unable to adapt choose to resign, however there are some employees who can handle multiple tasks and adapt well. To increase the profit of Century Supermarket, the company should have a system such as training and development, leadership style, and reward that can improve the employee performance in case to make the company performance better, so the company can compete with another retail company.

Employee performance is an important factor that contributes to improve the outcomes, behavior and traits of the employees. It helps to improve the productivity of the organization. Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. The recent past years, leadership has engaged as a new effective approach for managing the employees and organization at large. This give importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee performance. Leaders are expected to use a leadership style, communication skills, and their knowledge of interpersonal and team dynamics to create an appropriate quality of work life for their followers in the workplace. A leadership style is a combination of a leader's attitude, expertise, character, and values that is exhibited in the leader's behavior. Each style of leadership reflects a leader's beliefs about a follower's capabilities. A follower's perception of leadership style really matters to them, as they do not respond solely to what leaders think, do, say and intend, but to what they perceive leaders are

Research Objective

The research objectives to know the influence of leadership style on employee's performance at Century Supermarket Tomohon.

THEORETICAL FRAMEWORK

Human Resource Management

Human resource management (HRM) is a management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals. According to Nankervis et al. (2011), Human resources management can be simply defined as the convergence of three factors: human beings, resources and management, where human beings have the actual and potential resources (knowledge, skills, and capabilities) that can be harnessed through effective management techniques to achieve short and long term organizational goals as well as personal needs. In other words, Human Resources Management is the process of hiring and developing employee to become better and more productive like organization's want them to be.

Employee Performance

Employee performance is measured using several methods based on the organizational preferences and the performance management system in practice over there. The performance management system defines the performance measures for employees i.e. the criteria to quantify and calculate the level of performance (Imran and Tanveer, 2015). Employee performance is the productivity or result of the employee while doing the job. Employee performance means employee productivity and output as a result of employee development. Performance refers to the accomplishment of something or mere working effectiveness. In an organization performance is realized at the levels of organization, process and individuals and the interrelationships among these will define the vantage points of the organization. Person's performance is a function of several factors, but perhaps it can be boiled down to three primary concerns: ability, motivation, and environment (Snell and Bohlander 2010).

Leadership Style

Leadership can be seen as a group process, an attribute of personality, the art of inducing complaisance, an exercise of influence, a particular type of action or behavior, a form of persuasion, a power relationship, an instrument to achieve goals, the result of an interaction, a differentiated role or initiation of a structure (Bass, 2000). Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (Abdalla, 2010). It is the result of the philosophy, personality and experience of the leader. There are several leadership styles such as: autocratic, bureaucratic, charismatic, democratic, participative, situational, transformational, transactional, and laissez faire leadership (Griffith-Kranenburg, 2013). Leadership style is an important consideration as it influences employee attitudes and behavior (Mester et al., 2003).

Transformational Leadership

Boonzaier (2008) said that transformational leaders develop strong emotional bonds with their followers through the use of individual attention, vision, and inspiration, and direct their followers toward the future and create organizational cultures of creative change and growth. This type of leadership is considered to be more proactive and more involved in the work of the employees (Jansen, 2013).

Transactional Leadership

Transactional leadership is commonly described as an exchange commitment where the employee receives a reward in exchange for accomplishing specific objectives (Yukl, 2006). Most studies propose that with transactional leadership, employees tend to be more motivated (Jansen, 2013). Transactional leaders motivate followers through setting goals and providing rewards on the achievement of these goals (Boonzaier, 2008).

Participative Leadership

Participative leadership is well-defined as a leader's non-authoritative behavior that provide opportunities to its junior employees to bring creative ideas and take part in the decision making process for quality and innovative decision (Sarti, 2014). In participative leadership, the leader boosts its subordinates to express their ideas and suggestions to enhance organizational productivity (Li and Tan, 2013).

Democratic Leadership

The democratic leader helps the leader and the team to share decision-making. Arguments and compliments are offered critically and within the community a sense of responsibility is created. Until issuing general or specific orders through which subordinates feel free to act, the leader communicates with subordinates (Bhargavi and Yaseen, 2016). The superior encourages the subordinates to take advantage of their initiative and continue to contribute. The leaders even offer guidance in performing the role to the subordinates.

Supportive Leadership

Supportive leadership is the behavior, which focuses on the wellbeing of employees and has a deep concern for the needs, preferences and satisfaction of employees (House, 1971). Leaders who are aware of their duties and responsibilities and able to encourage their subordinates are considered to be supportive leaders.

Previous Studies

Wendy Lor and Zubair Hassan (2017) examines the leadership influence on employee job performance, in this case, in the jewelry industry in Malaysia. Various studies tried to examine leadership style and its influence on employee performance, job performance, firm's performance and commitment. The results was mixed, some are positive and some are negative. In the past, most of the research have taken various leadership styles that are cited under different leadership theories. This study has selected leadership styles such as supportive, participative, servant, transactional and transformational leadership styles as independent variables that are assumed to have direct influence on employee job performance, which is the dependent variable. A survey self-rating scale questionnaire was developed using past literature to examine leadership styles and employee performance. A sample of 115 respondents were recruited using simple random probability sampling technique. The collected data was recorded and analyzed using SPSS 22.0. The finding showed that only supportive and transformational leadership behavior positively and significantly influences employee performance at workplace. They found the other three leadership behavior such as servant, participative and transactional leadership behaviors are not significant in influencing employee performance.

Ushe Makambe and Gaone Joy Motlatsi Moeng (2019) extricated the nexus between leadership style and employee performance at a selected bank in Botswana, focusing on the transactional, transformational, and participative leadership styles. The study adopted a positivist research paradigm coupled with a survey research design, while a quantitative methodology was used to collect data through a self-administered questionnaire. The study population comprised 433 employees from which a sample of 200 was randomly selected. Data was analyzed through the Statistical Package for Social Sciences (SPSS), culminating in statistical techniques such as factor analysis, regression analysis and Analysis of Variance (ANOVA). The results of the study revealed that there was a significant utilization of the participative, transformational, and transactional leadership styles at the selected commercial bank. However, while the use of the participative and transactional leadership styles had a positive and significant influence on employee performance, the transformational leadership style's effect was insignificant.

N. Iqbal, S. Anwar, and N. Haider (2015) investigated the effect of leadership styles practiced in an organization and their effect on employee performance. The purpose of this study is to understand the effect of different leadership styles autocratic, democratic, and participative style- on employee performance. The objectives that guided the study were; to investigate the effect of autocratic leadership styles affect employee performance, to investigate the effect of democratic leadership styles on performance and to analyze the effect of participative leadership styles on employee performance in an organization. The study followed the qualitative approaches, Secondary research will be integrated. The reason for this is to be able to provide adequate discussion for the readers that will help them understand more about the issue and the different variables that involve with it. On the other hand, sources in secondary research will include previous research reports, newspaper, magazine and journal content. Existing findings on journals and existing knowledge on books will be used as secondary research. The interpretation will be conducted which can account as qualitative in nature. To validate the research objective different scholarly views are presented of each independent variable effect on the dependent variable. At the end it was concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon. And participation leadership style is most useful in long term and effect on employees is positive.

Conceptual Framework

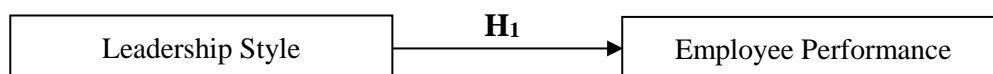


Figure 1. Conceptual Framework

Source: Theoretical Framework, 2021

Figure 1 show that starts from the theory of factors that influencing employee performance. Leadership style is added in the framework as the independent variable, which is the factor that influences employee performance. Furthermore, this research is designed to analyze the variable leadership style influence employee performance at Century Supermarket Tomohon. Employee performance is selected as dependent variable.

Research Approach

This research type is causal which uses quantitative type of research. Quantitative research or quantitative method (Sugiyono, 2013) defined as research method based on positivism paradigm that used to investigate specific population or samples. This research used quantitative method. The method used in this research is simple linear regression analysis. This research investigate the influence of leadership style on employee performance at Century Supermarket Tomohon.

Population, Sample Size, and Sampling Technique

The population in this research is the employee at Century Supermarket Tomohon. The sample is 30 employees at Century Supermarket Tomohon. The researcher used Bored sampling for this research because this technique determining sample if all members of population are used as a sample. This technique is often conducted when the amount of population is relative small, or research which wishes to make generalizing with small mistake. According to the theories above, the sample in this research is 30 respondents which are all the employee at Century Supermarket Tomohon.

Data Collection Method

In this research the questionnaire distributed to the employee at Century Supermarket Tomohon. Questionnaires are distributed to respondents so they can respond directly on the questionnaire. Questionnaires are administrated personally without any coercion by the researcher. There were two sections in the questioner. The first section asked about respondent's identities and the second asked about things that related with the variables.

Operational Definition of Research Variable

1. Leadership Style. The manner and approach of providing direction, implementing plans and motivating people or employee at Century Supermarket Tomohon in efforts toward goal accomplishment.
(Indicators: Transformational Leadership, Transactional Leadership, Participative Leadership, Democratic Leadership, Supportive Leadership)
2. Employee Performance. Something the employees at Century Supermarket Tomohon do for the company either it is bad performance or good performance.
(Indicators: Employee Productivity, Accomplishment, Action, Competency, Effort)

Data Analysis Method**Validity and Reliability Test**

To analyze the validity of questionnaires, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured. Reliability test is established by testing for both consistency and stability of the answer question. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran, 2006).

Simple Linear Regression Analysis Model

Simple Linear Regression is a method used to fit the best straight line between a set of data points. After a graph is properly scaled, the data points must "look" like they would fit a straight line, not a parabola, or any other shape. The line is used as a model in order to predict a variable y from another variable x. A regression line must involve 2 variables, the dependent and the independent variable. Finding the "best-fit" line is the goal of simple linear regression. To know how the two variables, influence, the researcher uses Simple Linear Regression Analysis technique. Linear regression analysis is used to determine the changes that occur in the dependent variable (variable Y), the value of dependent variable based on the value of independent (variable X) is known. By using linear regression analysis, it will measure the change of dependent variable based on the change of independent variable. Linear regression analysis can be used to determine the effect of changes that will occur based on the influence that existed in the previous time period. Simple linear regression formula, which is as follows:

$$[y = a + \beta x]$$

Y : Employee Performance (Dependent Variable)

a : Intercept

β : Regression Coefficient of Each Variable

X : Leadership Style (Independent Variable)

RESULT AND DISCUSSION

Result

Reliability Test

The minimum value of Cronbach's alpha must be 0.6. It is better if the value is above 0.6 (Sekaran, 2006). The table above shows that Cronbach's Alpha $>$ 0.6.

Table 1. Reliability Test

No	Variables	Standard Deviation	Cronbach's Alpha
1	Leadership Style	0.600	0.804
2	Employee Performance	0.600	0.897

Source: Data Processed, 2021

Table 1 shows the Cronbach's Alpha values of all indicators are above 0.60, it means that all the variables (leadership style and employee performance) in this research is considered reliable and can be used to retrieve data.

Validity Test

This research use Pearson Correlation formula. The purpose of validity test is to know whether the instrument is valid or not. If the correlation coefficient between the value of one indicator and the total value of all indicators is positive and $\geq R_{table}$ (0.396) then the instrument is considered as valid (Sugiyono, 2013).

Table 2. Validity Test

Variable	Item	R _{count}	R _{table}	Status
Leadership Style (X)	X _{.1}	0.476	0.396	Valid
	X _{.2}	0.559	0.396	Valid
	X _{.3}	0.636	0.396	Valid
	X _{.4}	0.647	0.396	Valid
	X _{.5}	0.643	0.396	Valid
	X _{.6}	0.469	0.396	Valid
	X _{.7}	0.752	0.396	Valid
	X _{.8}	0.588	0.396	Valid
	X _{.9}	0.745	0.396	Valid
	X _{1.0}	0.501	0.396	Valid
Employee Performance (Y)	Y _{.1}	0.599	0.396	Valid
	Y _{.2}	0.615	0.396	Valid
	Y _{.3}	0.756	0.396	Valid
	Y _{.4}	0.786	0.396	Valid
	Y _{.5}	0.739	0.396	Valid
	Y _{.6}	0.656	0.396	Valid
	Y _{.7}	0.825	0.396	Valid
	Y _{.8}	0.756	0.396	Valid
	Y _{.9}	0.869	0.396	Valid
	Y _{.10}	0.632	0.396	Valid

Source: Data Processed, 2021

Table 2 shows that all the indicators of each variable is $\geq R_{table}$ (0.396), all the indicators of each variable is valid and can be used on this research.

Multiple Linear Regression Analysis**Table 4. Simple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.827	.544		1.520	.140
Leadership Style	.828	.129	.771	6.397	.000

Source: Data Processed, 2021

Simple linear regression analysis model is used to determine the impacts of independent variable on a dependent variable. Computerized calculation ensures the accuracy of the analysis. From the result of the table above, the model is defined as:

$$Y = 0.827 + 0.828x$$

The interpretation of the equation is:

- Constant 0.827 shows the influence of leadership style (X) to employee performance (Y). Meaning that if independent variable is equal to zero, the implementation on employee performance (Y) is predicted to be 0.827.
- 0.828 is the slope in leadership style (X) meaning if there is one unit increasing in X then Y is predicted to increase by 0.828.

Hypothesis Testing

T-test was conducted to identify the relation between independent variable and dependent variable partially or individually. This test is done by comparing t_{count} with t_{table} with the level of significance is 45% ($\alpha = 0.05$). The hypothesis testing in this test will be: If $t_{count} > t_{table}$ then H_0 is rejected and H_1 is accepted, and if $t_{count} < t_{table}$ then H_0 is accepted and H_1 is rejected.

Table 7. T-Test Output

Variable	t_{count}	t_{table}	Description
Leadership Style (X)	6.397	2.068	Accepted

Source: Data Processed, 2021

Table 7 were found the t_{count} for independent variable which is leadership style (X), $t_{count} = 6.397$ and $t_{table} = 2.068$. Since the t_{count} is bigger than t_{table} then H_0 is rejected and H_1 is accepted, it means that variable leadership style is significantly influences employee performance. Generally, means leadership style (X) have significant influence employee performance at Century Supermarket Tomohon.

Discussion

Handoko (2003) argues that leadership is the ability someone has to influence other people to work towards their goals and objectives. Rivai and Sagala (2009) explain that leadership is an influencing process in determining the goals of an organization or agency, motivating followers' behavior to achieve goals, influencing to improve follower culture, and directing processes into positive activities that have to do with work in the organization or agency. According to Robbins (2006) leadership is the ability to influence a group to achieve goals. Furthermore, according to Thoha (2003) leadership is an activity to influence the behavior of others or art influences human behavior both individuals and groups. A leader has a responsibility to provide guidance and share the knowledge to the employee for a better performance and make them expert for maintaining the quality of work. Iqbal, Anwar, and Haider (2015) show that all the leadership style factors have a significant and positive influence toward employee performance. As elaborate by Myron Rush and Cole the participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions. Another previous research by Makambe and Moeng (2019) shows there was a significant utilization of the participative, transformational, and transactional leadership styles at the selected commercial bank. However, while the use of the participative and transactional leadership styles had a positive and significant influence on employee performance, the transformational leadership style's effect was insignificant. Also, Lor and Hassan (2017) concluded that supportive and transformational leadership practices were the most suitable and effective two styles in influencing employees to improve their current job performance. According to the result above, this research supported the previous research by Iqbal, Anwar, and Haider (2015), Makambe and Moeng (2019), and Lor and Hassan (2017). The

result of this research shows that leadership style has a positive and significant influence on employee's performance at Century Supermarket Tomohon. The term of leadership style is the attitude or behavior of the leader that impact the performance of the employee. At Central Supermarket Tomohon, the employee think that managers or the owner has a good behavior such as have an inspirational motivations, individualized considerations, and intellectual stimulations enables to motivate employees to improve their job performance. The managers or owner become a role model with a character "leading with action not just talk". The employees are provided a development or coaching so that their actions in accordance with the applicable rules. Not only provided by a development, the employee's be rewarded if they were able to do the job that was ordered properly. The managers or the owner like to include the employees to participate in decision making and easy to accept an ideas and suggestions from them. The employee's performance at Century Supermarket also turn out positive because the managers or owner built a trust and good communication with the employees, always giving them a solution on every problems and tried to make the workplace feels like home. That kind of leadership style give a good influence on employees performance, which makes them able to work effectively and efficiently, able to complete the assigned task, and understand the tasks assigned by the company.

CONCLUSION AND RECOMMENDATION

Conclusion

This research is conducted to analyze the variable leadership style in which is influencing employee's performance at Century Supermarket Tomohon. After the result and the discussion on previous chapter it can be concluded that leadership style has a significant and positive influence on employee's performance at Century Supermarket Tomohon. The leadership style at Century Supermarket give a good influence on employees' performance, which makes them able to work effectively and efficiently, able to complete and understand the tasks assigned by the company.

Recommendation

There are three recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. Based on the result of this research, leadership style has a significant and positive influence on employee's performance. Its mean managers engage in behaviors such as inspirational motivations, individualized considerations, and intellectual stimulations enables to motivate employees increase their performance.
2. The managers or owner also have leadership behaviors such as listening and caring when the employee have problems, providing positive feedback, building confidence, good communication, trust, and creating a comfortable workplace for the employee.
3. Central Supermarket Tomohon should always treat their employee's the same as today. It's improved the employee's performance which is important for the company performance.

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