

**ANALYZING LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE  
(Study at PT. Bank Mandiri Area Manado (Persero) Tbk.)**

*ANALISIS GAYA KEPEMIMPINAN DAN KINERJA KARYAWAN  
(Studi Pada PT. Bank Mandiri Area Manado (Persero) Tbk)*

By:

**Gabriel Dave Janma Karisoh**

*Faculty of Economics and Business,  
International Business Administration (IBA), Management Program,  
University of Sam Ratulangi Manado*

Email: [Gabriel.karisoh@yahoo.com](mailto:Gabriel.karisoh@yahoo.com)

**Abstract:** In this global era, every organization seeking to improve the quality of work of employees in order to generate productive employee. Employees play a major role in running the organization. Therefore, their productivity must be increased in order to be well performed. This study aims to determine the influence of leadership style and employee performance. In this study, population where is drawn for employees of Bank Mandiri Area Manado, Data was conducted by interviews with 15 respondents. This research utilizes a qualitative approach to examine and explore experience in-depth interviews. The results and conclusion showed that the Leadership Style significantly effect employee performance. While employee performance is also influenced by the working environment and employee engagement. Mangement of Bank Mandiri Area Manado should apply democratic leadership style to their employees and include them in decision-making process. In order to create a conducive working environment and leaders to be more productive. While employees must continue doing the best and motivating each other to be rewarded by Bank Mandiri Area Manado because of their performance.

**Keywords:** *human resources management, leadership, leadership style, employee performance*

**Abstrak:** Era global saat ini, setiap organisasi berusaha untuk meningkatkan kualitas kerja karyawan untuk menghasilkan karyawan yang produktif. Karyawan memainkan peran utama dalam menjalankan organisasi. Oleh karena itu, produktivitas mereka harus ditingkatkan agar dilaksanakan dengan baik. Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan dan kinerja karyawan. Populasi penelitian, diambil dari karyawan Bank Mandiri Area Manado, data dilakukan dengan mewawancarai 15 responden. Penelitian menggunakan pendekatan kualitatif untuk meneliti dan mengeksplorasi pengalaman melalui wawancara mendalam. Kesimpulan penelitian menunjukkan Gaya Kepemimpinan secara signifikan mempengaruhi kinerja karyawan. Sementara kinerja karyawan juga dipengaruhi oleh lingkungan kerja dan keterlibatan karyawan. Manajemen Bank Mandiri Area Manado sebaiknya menerapkan gaya kepemimpinan demokratis untuk karyawan dan melibatkan mereka dalam proses pengambilan keputusan. Dalam rangka menciptakan lingkungan kerja yang kondusif dan pemimpin menjadi lebih produktif. Sementara karyawan diupayakan untuk terus melakukan yang terbaik dan memotivasi satu sama lain, dan membuat mereka merasa dihargai agar dapat meningkatkan kinerja mereka.

**Kata kunci:** *sumber daya manusia, kepemimpinan, gaya kepemimpinan, kinerja karyawan*

## INTRODUCTION

### Research Background

Human resources is an important factor in the survival of an organization both private and public organizations because human is an element of regulatory and executive of each organization's activities. Human resource is crucial to realize the organization's success in achieving the goals set. Organization is two or more people who have purpose to achieve their own goals. Every organization must have their leader to lead their organization. If the organization is good but the leader is not capable to lead the organization it will be a problem to the organization itself. If we want the organization run well it depends on their leaders.

Nowadays, the main problem is how the leadership of Indonesia that has the integrity to make changes for the betterment of Indonesia itself. In last two years ago a good step into the presidential election Jokowi Indonesia and all know as what has been done for Solo and Jakarta. Jokowi get the respect because of the hard work for people not for himself. Jokowi is a real example of how to be a good leader, as presented in the vision and mission Jokowi before becoming president. Jokowi is clear that Indonesia wants to make changes for the better, and therefore need to work together on it is to that change. As for the slogan of Jokowi is Work, Work, Work, expected we all work, work, and work and go to work but work only for the benefit of the people.

Economic activity of a country is related to the banking industry, where the banking industry plays a strategic and important role in the economic system. Bank works to bridge both communities who can help each other. People who have excess funds can store their money in savings, deposit or current account at the bank. While the people whom need funds for working capital or other needs can obtain money through loan in the form of credit offered by the bank.

Leadership style is one of the important factors that affect the whole company to increase or decrease their quality of company. The main reason why leadership style is an important factor to a group or organization to achieve it is goals is because without good leadership company may not achieve their goals; even the employee performance is run badly. The one important factors that can show the company, whether its a good or bad company. It is always based on the leaders, who are responsible to the company. Good leaders are made, not born. Good leaders develop through a never-ending process of self-study, education, training, and experience (Jago, 1982). So, a leadership can be train. And a good leader has an idea of goodness, respective goals and willing to keep focusing on these goals, even in difficult time. Leader must make a good decision in difficult time and can find a solution to solve the problem in company. A good leader must be original, cares strongly about the certain ideas that deserve robust concern and is a person of prudence.

Employees are precious assets in the company. Without employee, the business of company cannot run or start. Employee is the engine of company; employee job is to help company achieve the objective or goals of company. So be an ethical leadership is very important to increase the employee performance. In company, there are many people with different perception, gender, and age. Thus the way to manage and lead them must be careful, because the attitude of the employee is not same. In addition, from the CEO of Bank Mandiri Indonesia east Mr Harry Rukmana said "research developments in the field of human capital shows that employee satisfaction is no longer considered as an indicator of the company is success in maintain the employee. There is a new indicator that is believed to encourage employee performance, which is employee engagement" from what was he said earlier. Agree, that Bank Mandiri is a bank that is very concerned about the success of companies that engage leaders and employees of Bank Mandiri themselves. Based on research background, researcher is interested to take the title analyzing of leadership style and employee performance (Study at PT. Bank Mandiri Area Manado (Persero) Tbk).

### Research Objectives

The purposes of this study to know:

1. The leadership style at Bank Mandiri Area Manado.
2. The employee performance at Bank Mandiri Area Manado.

## THEORITICAL FRAMEWORK

### Employee Performance

Darden and Babin (1994) said employee's performance is a rating system used in many corporations to decide the abilities. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude this theory from what they said before, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement.

### Employee Performance Measurement

This approach connects measures throughout an organization to translate high-level objectives into lower level activities. Then, measures are imposed on individual employees to monitor their performance of these activities (Platts & Sobotka, 2010). Performance criteria need to be unambiguous, clearly explained, relevant to the work tasks undertaken by employees and achievable. The criteria should not include factors beyond the control of the individual employee. Supervisors also need to be trained to provide regular, meaningful and constructive feedback. Employees should also be provided with appropriate training and development opportunities to overcome weaknesses in performance identified through the appraisal process. this theory is explain about what the meaning of employee performance measurement to improve employee performance to be better than before.

### Leadership Style

The concept of leadership was originally developed in folk psychology to explain the factor of social influence on groups (Jaskaran & Sri-Guru, 2014). Eze (2010) defined leadership as the possession by one the ability to get others to play along with and to say the least, 'obey him'. Iheriohanma (2009) sees leadership as the ability of a person to lead. He posits that leadership functions within contexts and situations. The term leadership therefore can be defined as the exercise of influence in a social situation in which the followers' (influences) attribute leadership qualities to the leader (influencer). Leaders are leaders because other people view them as such. It must be noted that not all leaders are effective managers and not all managers are effective leaders. To be a simple meaning of leadership style is how the leaders implementation their characteristic of leadership to the organization.

### Leadership Style Types:

#### Autocratic Leadership Style

This leadership style is often classified as the classical approach (Swarup, 2013). It is a style of leadership where a manager is the most powerful entity, the primary decision maker and authority (Gordon, 2013). This style of leadership is based on the traditional premise that leaders are good managers who direct and control their people. This autocratic leadership style means there is no space to employee opinion while does decision-making.

#### Democratic Leadership Style

The democratic leadership is also known as participative leadership style. It is a leadership style that encourages employees to participate in decision-making process in the organization. A democratic manager keeps his employees informed about everything that affects their work and shares decision-making and problem solving responsibilities (Swarup, 2013). Different with autocratic leadership style, democratic leadership style it give so many space to the employee to explore their ability while do decision-making.



### **Bureaucratic Leadership Style**

Michael (2010) argues that in bureaucratic leadership, it is the policies that drive execution, strategy, objectives and outcomes in the organization. In this leadership style, the leaders will bring the employee to the their tasks based on the procedures and rules based on their organization.

### **Charismatic Leadership Style**

Charismatic leadership style is the leadership style that has his influence springing mainly from the personality of the leader (Eze, 2010). This is because charismatic leadership has the potential to help an organization rise above unsatisfactory performance and internal cultural restrictions to develop a positive interface with its operating environment (Stephen, 2013). The charismatic leadership style is one of the best leadership styles when the leaders may influence, motivating, and inspire their employee to achieve company's goals.

### **Laissez-Faire Leadership Style**

Laissez-faire is a French phrasing, which means "leave it be". It describes leaders who allow their people to work on their own (Alan, 2013). The term laissez-faire was originally used relative to mercantilism, and is defined in economics and politics as an economic system that functions best when there is no interference by government, and is considered a "natural" economic order that procures the maximum well-being for the individual and extends to the community (Ronald, 2011). This leadership style that give the freedom to employee when their do the tasks, it will be effectively when the leaders monitoring their employee what the main objective that should to be achieved.

### **Situational Leadership Style**

Paul Hersey and Kenneth Blanchard first developed the concept of situational leadership in 1969 (Richard, 2013). The theory was first introduced as "life cycle" theory of leadership and later renamed situational leadership theory in 1972 (Mwai, 2011). The situational approach to leadership is based on the assumption that each instance of leadership is different and therefore requires a unique combination of leadership, followers, and leadership situation (Richard, 2013). This leadership style is always prepare something based on the situation that happens in organization, sometime it will be great, some time will be tough. It needs more skill from the leaders to anticipate every situation that could be happens.

### **Transformational Leadership Style**

He claimed that transformational leadership is observed when leaders encouraged followers to boost the level of their morale, motivation, beliefs, perceptions, and coalition with the objectives of the organization. Burns stresses further that a transformational leader needs to have a solid understanding of the necessary goals to be successful and be articulate in explaining those goals and the method through which they are to be achieved (Cited in Rich, 2013). This leadership style is great when leaders and employee is working together, because this leadership style is when leaders want to encourage their employee to the best to achieve their objectives.

### **Previuos Research**

The Impact Of Leadership Style on Employee's Performance in an Organization by Ikenga and Osabiya (2015). Effective leadership and management are widely heralded a key priority for national and regional development, yet the process by which training enhances them and development and how they impact upon performance remain poorly understood. There is lack of reliable data to link management and leadership development with leadership capability and individual and organizational performance and the evidence 'suggest a more complex relationship between them' than often assumed.

## RESEARCH METHODS

### Types Of Research

Method that will be used to analyze this research is a qualitative analysis method. Qualitative research is considered useful to understanding the meaning of experience, actions and events perceived by people in relation to the complexity of their natural behaviors (Pidgeon & Henwood, 1996).

### Location and Time Studies

This research is conducted in Bank Mandiri Area Manado. This company is located at Jl. Dotulong Lasut No 15. Those informants are the employees who worked in Bank Mandiri Area Manado. The informants are a pair of supervisor and their employee that was taken from different divisions of the company.

### Research Procedures

Steps of the research are as follows:

1. Asking a consent letter to collect data from administration at college.
2. Applying a consent letter to head of Human Resources Department in Bank Mandiri Area Manado.
3. Checking each division to get the informants who are willing to be interviewed.
4. Interviewing the informant then writing diary.
5. Data collection analysis.
6. Reporting the Results

### Population and Sample

Population in this research is the permanent employees of PT. Bank Mandiri Area (Persero) Tbk. Manado. The sample size of this research is 15 permanent employees of PT. Bank Mandiri Area (Persero) Tbk. Manado.

### Data Collection Method

The sources of the data collected are from two methods of data sources, which are primary data and secondary data. According to Sekaran dan Bougie (2009:369) Primary data can be collected through some methods such as interview, Questionnaires and Observation. This data collected directly by the researcher for the purpose of the researcher. The collection of primary data in this research is through interview. In qualitative research, researcher conducts an in-depth and open-ended interview where the respondents are interviewed face-to-face and they can answer the entire question with more details.

### Data Validity Method

The validity of qualitative research is sometime doubted because of the research subjectivity, less of control in interview questions and incredible resources. The validity of this research needs to be checked with:

1. **Credibility:** this aspect can prove the validity of the research process and result. The interview result analysis with the document examinations, which is daily, noted, picture, and previous study theory and it will be matched with the observation.
2. **Transferability:** the result of this research can be implemental in other situation and conditions and the researcher has a responsibility in giving accurate data systematically to provide better understanding.
3. **Conformability:** the way in providing data of the result that matches with the data collection on the fields. The validity can be obtained through discussion with people who are not included in the research that have the connection with this research.

## Data Analysis Method

The interviews were audio recorded and transcribed. Interview transcripts analyzed using thematic analysis. Thematic analysis was useful for reporting the experiences, meanings and the reality of participants (Braun & Clarke, 2006). Thematic analysis is a method for identifying, analyzing, and reporting patterns (themes) within data. It minimally organizes and describes your data set in (rich) detail. However, it also often goes further than this, and interprets various aspects of the research topic (Boyatzis, 1998).

## RESULT AND DISCUSSION

### Interview

The interview is conducted using semi-structured interview to of fifth teen informants. The interview is employees in lower, middle, and top level management who participate in this interview. The shortest interview is within twelve minutes and the longest is twenty-five minutes.

### Informant 1

Informant 1 working in Bank Mandiri was actually new employee, Informant 1 originally wrote fraudulent entry through the ODP program for invited friends. Informant 1 entered turns out well and finally had approximately 3 months here. Informant 1 working here is not only about the salary but rather how existing learning about management systems and work in this bank which is one of the largest banks in Indonesia, is helping me for the future to create the same company with the existing standards. In Bank Mandiri Informant 1 had admired figure as a matter to teach me to be a leader in the future. Informant 1 was work here but still in accordance with the SOP. The leaders here works according to their capacity not even being the boss but they can be a motivator to the employees in order to create a conducive working environment, thus its helping employees achieve their targets.

### Informant 2

Informant 2 worked in Bank Mandiri of the year 2009 and now entrusted as CAO in micro banking cluster in Manado 2, Bank Mandiri Area Manado. Every worker in needed of salary but it also works for prestige, status, and make new friends or community and of course to practice and implement our knowledge that we learned. Informant 2 saw examples from my boss. In Bank Mandiri cultural values become the benchmark for achieving the goal. At Informant 2 work takes more creativity because the work here is always changing. Good leaders must be able to be good in communicate, for example 2-way communication, if 2-way communication attempt, it will be more easier for the leaders to know the problems that occur and it will be easier to find a solution for the management and employees that already know each other. Communication happens for make everyone can work well to achieve the goal for the bank. Here, when we work certainly get a better appreciation of the bank's own self and vice versa when we are not working properly or not achieve the target they will give you some penalty in order to push them self.

### Informant 3

Informant 3 has been working in Bank Mandiri for two years at the micro cluster 1 department, as CA. Informant 3 work here for my career, as well as making friends, because for me, money is number 2. Informant 3 really admire boss, because he is a charismatic leader, because a leader should not only complain, but should be a role model and guidance. He is a leader who is inspiring and has good initiatives. The leader here is given the freedom to be creative but still directed. The leaders uphold the values of Bank Mandiri. They uphold honesty and discipline. Bank Mandiri will always give appreciated when we reach the target, otherwise to who can not achieve their target, the leader will give instruction to them who can not achieve their target. Here we work in accordance with the directives of the central office for any period the quantity we are different



**Informant 4**

Informant 4 work in Bank Mandiri more than 20 years, exactly 28 years, Informant 4 work has been more than a quarter century. Informants 4 working at the e-channel. Informant 4 worked at Bank Mandiri more than just money. Informants 4 working for family. Bank Mandiri already be the right choice. Informant 4 do not admire the leadership of it is nature. But more to the ways finishing work. Overall the leader in here has been good and in their capacity as a leader. But each of them has a different way of leading. Informant 4 working with full freedom, but must be in accordance with the SOP.

**Informant 5**

Informant 5 worked at Bank Mandiri since 2006, now working on Customer Service, and only a few months in the Bank Mandiri Area of Manado. Informant 5 working first for the responsibility of children to parents, after that I work for myself. Work in Bank Mandiri good future prospects, as there are certain stages. Informants 5 do not admire but Informant 5 respect them. Not all the leaders, but there is a leader, as a leader he became coach for me that he also trained me to work better. We have the freedom to work but after all the way we should be after the SOP. In here we should very attentive to our target, if we work as very definite on targets its an appreciation. The leaders still lacking because the leaders is not just a boss but must be a coach. If the Customer service here works in accordance portion, and need more creativity, which requires empathy, because empathy is important to responds the customer complaints. The cooperation here is very good. Without the cooperation the job will definitely heavy. It takes more initiative in customer service for many new tasks that often we can do at the time even while working. So we should have keep actively to ask. Informant 5 do not like the authoritarian leader. Because a good leader is depends on how he/she understand the subordinates. Because there is must be reciprocity, Everything must fit on existing standards.

**Informant 6**

Informant 6 working at Bank Mandiri and have entered for 2 years; Informant working at the micro banking Manado 2. Especially as a agent of E-cash Manado. Informant 6 works is not just talking about money; the main reason Informant 6 work is for the family. Informant 6 admires my boss because he can give a good motivation to subordinates, can be a teacher for subordinates and provide solutions when there are problems. In terms of its discretion is still lacking. The real leader must be wise in making decisions but for now it is not good enough. In Informant 6 daily employment, Informant 6 was given the freedom to work but in accordance with the SOP. All that is done here should be in accordance with the cultural values that Bank Mandiri as well. Bank Mandiri had a vision and mission that is both so very important for us to understand the vision and mission of Bank Mandiri with a same way of thinking. We will be appreciated when it reaches the target, otherwise if it does not reach the target then we will be given a penalty.

**Informant 7**

Informant 7 working at Bank Mandiri is already 12 years and 7 months, more precisely here Manado area Bank Mandiri has been running for three months. Informant 7 works in human capital. Informant 7 works not just for the money (money oriented) but Informant 7 work to build my career. Bank Mandiri will support us but we also depend on the efforts to achieve it. Informant 7 admires the leadership because there are people who have the ability even from their own leadership style. The leaders work in accordance with the authority and their corridors. Leadership gives me the opportunity to be a creative employee that also should still be in accordance with the SOP.

**Informant 8**

Informant 8 working at Bank Mandiri for 25 years and 3 month; Informant 8 working the CAO Manado cluster 1. Informant 8 working for living, career, and comfort and then Informant 8 work in Bank Mandiri. Informant 8 admires leaders at their wisdom. My boss could go down immediately when there is a problem, they even become a role model. The leaders here have acted in their capacity as leaders. Informant 8 works with freedom but must be in accordance with the SOP.

**Informant 9**

Informant 9 working at Bank Mandiri for 20 years and Informant 9 current position is a business support manager. Finally, Informant 9 work more than just for money. Informant 9 works for the family's needs. Informant admires this kind of leadership in spite of the various advantages and disadvantages of them. Informant 9 admires them because of the systematic work, how to solve problems, how to analyze problems and how to move the work team. And these figures are on Bank Mandiri. The leader in Bank Mandiri work in accordance with their duties and authority. Bank Mandiri is very granted freedom but still provided guidelines to perform tasks. Culture in Bank Mandiri is very strong and it is become the basis for all employees. Examples; TIPCE is not merely in memorized but we need to practice.

**Informant 10**

Informant 10 working at Bank Mandiri approximately for 4 years, after graduating from IBA Unsrat, first Informant 10 worked in customer service. Now Informant 10 works at the secretary of Bank Mandiri Manado area. First Informant 10 worked for the demands of older people but as time went on Informant 10 was working for myself and it is not about the salary. Informant 10 admires on my leader because he was a leader but rather think about the welfare of employees. He was also inspired, that a leader must be able to support employees. All aspects of a leader Informant 10 think it was infested leader in Bank Mandiri Manado area.

**Informant 11**

Informant 11 working at Bank Mandiri from 1990, precisely now has been 26 years of working in Bank Mandiri. Now Informant 11 working as human resources and general affairs in Bank Mandiri Manado Area. Yes, for Informant 11 to make money was the main thing but the work is not just to make money, work had to satisfy our selves. How can we enjoy our work? The point is wherever we work; we have to enjoy the work. For me, Informant 11 do not admire the leadership but Informant 11 trying to adjust what he liked and Informant 11 leadership is to achieve the objectives of the bank. In Informant 11 opinion, the leaders in Bank Mandiri have already done what was their job as a leader.

**Informant 12**

Informant 12 worked in Bank Mandiri since 2010, Informant 12 working at the business support (Service Quality Officer). Basically the job for the money but besides that it is also working to develop myself to be better and of course also for my career so that the money is number 2 overall. Why Informant 12 happy working in Bank Mandiri? Bank Mandiri was very attentive to good employee performance, so that people development is good. All depends on each individual to achieve the target we want. Of course, every leader has good and bad sides. Depending on the our self we want to take sides in which each leader in Bank Mandiri, because in bank Mandiri there is good people we called it "Mandirians Unggul" to be sure we all were at Bank Mandiri are the ones who have good character. As a leader in Bank Mandiri, everything is very appropriate. In here we do not know as a boss but more to known as a coach. Boss and coach is different, coach was not just leave command but also want to move together and most of the boss did not want to know about the detail of the work, while the coaches want to know in detail the work we do.

**Informant 13**

Informant 13 working has been thru at Bank Mandiri for 6 months. Informant 13 works at Credit Administration Officer (CAO). Informants 13 also work in Bank Mandiri Manado area can we say is practically new. For Informant 13 work is more than just about the money. Informant 13 work in Bank Mandiri is not because of the background of my parents, it is because life is needed settings, so Informant 13 wanted to try new things and of course develop my knowledge in finance. For now Informant 13 still seeking information. But since Informant 13 works in the credit department, now Informant 13 even more get to understand about credit. Informants 13 do not admire the leadership in Bank Mandiri Area Manado.



**Informant 14**

Informant 14 worked at the Bank Mandiri for 3 years. Informant 14 worked at the ECO (Electronic Channel Operation). Informant 14 work more than about money, which is my main work is for the family and Informant 14 feel it was the right choice to work in Bank Mandiri, because the career path in Bank Mandiri is guaranteed. Informant 14 admires my boss about how he is working to achieve the goal. Informant 14 think the leader has been working in accordance with their capabilities and standards in Bank Mandiri. My boss here not merely as my boss but he gives directives to me in the work.

**Informant 15**

Informant 15 worked in Bank Mandiri for 4 years. Informant 15 worked as the security for Bank Mandiri. Informant 15 works for more than just money. Which is important for me is to work here, Informant 15 feel assured. Informant 15 admires the leadership of the bank security itself and of course the leader in Bank Mandiri Area Manado. Because they not just a boss but become role models for me and the leadership of the bank Manado area was very good; we are often given insights for us. Informant 15 think the leaders, there has been steady since the Bank Mandiri runs, actions and words are very appropriate when they become Informant 15 boss.

**Discussion****A. Factor-Factor that influence Employee Performance Based On the Interview Transcription, Following Themes Are With drawn In Analysis at Bank Mandiri Area Manado:**

1. Leadership Style
2. Environment
3. Employee Satisfaction
4. Bonus
5. Employee Engagement

**B. Factor-Factor that influence Leadership Style based on the interview at Bank Mandiri Area Manado:**

1. Culture
2. Belief
3. Character of People

**C. Leadership Style at Bank Mandiri Area Manado:**

1. Charismatic Leadership Style
2. Laissez-Faire Leadership Style
3. Transformational Leadership Style

**D. Relationship between Leadership Style and Employee Performance at Bank Mandiri Area Manado.**

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, 1993). So, leadership without people just likes company without employee. Every leader has their style. The style of leader is based on their culture, belief, and character, even their experience. We can not separate leadership and leadership style. While Employee Performance what the employee has done in one period time of work. Based on the interview, more than five or overall respondent said if the leaders are good, the performance of employee will be good too. Leaders in Bank Mandiri are good, from the answers of the respondents most of leader at Bank Mandiri Area Manado are absolutely capable to be their leader. The leader is not just becomes a "boss" but can control, communicative, and help employee to finish the job. Leader at Bank Mandiri Area Manado is care about their employee. Leader at Bank Mandiri Area Manado try to make their employee work 100% during employee activities to finish their job. Bank Mandiri Area Manado, employees

always have a target to achieve, the leaders in Bank Mandiri Area Manado fully support to their employees, and the leader tries to make their employees to successfully achieve their goals.

#### **E. Relationship Between Environment and Employee Performance at Bank Mandiri Area Manado.**

Environment is the conditions or situation in where person lives. It just where you lives at, how the conditions there, do you happy to lives at there or not. Why environment is one of the factors that influence employee performance is because where you lives in the comfortable and beautiful places, of course you do not have a reason to say “this is place is not good” but otherwise if you lives when the situation and condition is comfort you will feels happy and do you will do your best. According to the some of the informants said, “Informants are happy and feel comfort when working in Bank Mandiri Area Manado. It is not just because the environment of the building probably; air conditioner is good or the building is very nice, but it is because the internal environment of employee of Bank Mandiri Area Manado is good.

The employee is so kind and smart. Even their have so much things to do or their tasks is not finish yet, but there is always smile one to another and having jokes to make “happy work”. According to the researcher based on the interview; if your happy at work of course you will do the best even the tasks is to much. The point here is because Bank Mandiri Area Manado provide good environment to their employees to work with good relations one to another employees.

#### **F. Relationship Between Employee Satisfaction and Employee Performance at Bank Mandiri Area Manado.**

Employee Satisfaction is the key to get the maximum employee performance just like the Starbucks motto “ happy employee is best to work”. While employee performance is the key to company achieve their goals. When the performance of employee going badly the question is why? The relationship between Employee Satisfaction and Employee Performance is the leaders in company or organization must know how the feel of the employees when they in work activities. We can not blame employee if the leader is can not understand how to makes employees feel happy when they in work activities. From the data based on interview, more 50% said “the they are happy working at Bank Mandiri Area Manado” there is so much reason why they are happy. Example is when the leaders of Bank Mandiri Area Manado always making their employee feel happy in work activities. The point is when you know to make your employees feel happy they know what they must do. It means when the employee is happy without angry face or more instructions to the employee, the employee will do their work the best as the employee can.

#### **G. Relationship Between Bonus And Employee Performance at Bank Mandiri Area Manado.**

Bonus is the main reason why employees do the best at work. Bonus is the something that everyone wants and needs. The fact, based on the interview Informants said “Bank Mandiri are always take care their employee performance” means Bank Mandiri will give bonus to the employee when their work is well. For example like informants “when you do your best you will be choices from Bank Mandiri to become participants in Bank Mandiri training in Jakarta” it just for the example. Bank Mandiri always care about the employee performance with so many bonuses. The point is why Bank Mandiri is one of the best bank is because the bonus itself. But remember Bank Mandiri Area Manado do not just give bonus but there is must a reason why Bank Mandiri gives bonus.

#### **H. Relationship Between Employee Engagement and Employee Performance at Bank Mandiri Area Manado.**

Result on interview, the most Informants said that employee engagement is important to improve their quality of work. Employee Engagement can make the employees has a sense of belonging towards where the company they work. Bank Mandiri is really care about Employee Engagement, example: In Bank Mandiri there is so many employee engagement program like, Bank Mandiri can provide the best employee of Bank Mandiri to take Master Degree at 10 best university around the world. One of the informants said “his reason to work in

Bank Mandiri is because to take that opportunity. From all the relationship, the researcher all of them has a significant impact to Bank Mandiri Area Manado for their improvement quality and quantity whether it is service or product from Bank Mandiri.

## CONCLUSION AND RECOMMENDATION

### Conclusion

From the result in the previous chapter, there are several points that can be concluded from the research. First point is about the leadership style at Bank Mandiri Area Manado.

1. The Leadership Style is crucial factor to Employee Performance; if the leader is good employee performance will good too.
2. Leadership Style is the key to increase Employee Performance because from the data of the respondents, if the leadership style is good, the performance will be good too.
3. Charismatic Leadership Style is the most popular in Bank Mandiri Area Manado
4. Bank Mandiri in case Bank Mandiri Area Manado is the bank who cares of their employee performance, Bank Mandiri choose leader based on their capability not by their family or friend.
5. Internal Environment is the main factor to make Bank Mandiri success.
6. Bank Mandiri is really care about Employee Performance it called Employee Engagement.

### Recommendation

Based on the conclusion, there are several recommendation expected to be a helpful contributions to the management of Bank Mandiri, those are:

1. To Company; Bank Mandiri is one of the best company in Indonesia. The leaders at Bank Mandiri Area Manado (in case) are capable to make their company achieve goals. But remember leader without employee is useless. Leader need employee to work together to achieve goals. It means communication from 2 ways is important; leader should hear what employee say, otherwise employee too.
2. Bank Mandiri need to improve their Leadership Style, as the number one in Indonesia, while they goals in 2020 is to be 1<sup>st</sup> bank In ASEAN. Just like the quotes "there is no one perfect" Bank Mandiri must to keep improve to achiever 99,999% of perfect.
3. Bank Mandiri is the one who will care about their employee performance, so it means the employee will do everything to get their promotion by the leader. The leaders should be careful because of it, they will use fraud or bad things to get the promotion. The point is the leader should be careful to choose who are capable to get promotion.

## REFERENCE

- Alan, M. 2013. Leadership Styles. *Article*. (<http://www.ofd.ncsu.edu/wp-content/leadership>). Retrieved January 20, 2016. Pp: 1.
- Boyatzis, R. E. 1998. *Transforming qualitative information: Thematic analysis and code development*. Thousand Oaks, CA: Sage. Retrieved April 18, 2016.
- Braun, V. & V, Clarke 2006. Using thematic analysis in psychology. *Qualitative Research in Psychology*, Vol. 3(2). ([http://eprints.uwe.ac.uk/11735/2/thematic\\_analysis\\_revise](http://eprints.uwe.ac.uk/11735/2/thematic_analysis_revise)). Retrieved April 11, 2016. Pp. 77-101.
- Darden, William R & Barry, J Babin. 1994. Exploring the Concept of Affective Quality: Expanding the Concept of Retail Personality. *Journal of Business Research* 29 (February 1994). (<http://www.sciencedirect.com/science/journal/01482963>). Retrieved January 21, 2016. Pp. 101-109.
- Eze, H.C. 2010. Leadership in Organization. *Journal of Nigerian Institute of Management*, Vol. 46 (1). (<http://eujournal.org/index.php/esj/article/download/5645/5471>). Retrieved February 21, 2016. Pp. 29-35.



- Gordon, J.R. 2013. Autocratic Leadership Style. *Article*. (<http://www.action-wheel.com/authocratic-leadership-style.html>). Retrieved January 20, 2016. Retrieved January 20, 2016. Pp. 1.
- Iheriohanma, E.B.J. 2009. Organizational Knowledge Leadership and Employee Productivity: A Study of Imo State, Nigeria Civil Service. *IFE Psychologica: An International Journal of Psychology*, 17 (2). (<http://search.proquest.com/openview/6d042e3df1463195b0d19959447c3651/1?pq-origsite=gscholar>). Retrieved January 20, 2016. Pp. 121-138.
- Jago, A. G. 1982. Leadership: Perspectives in theory and research. *Management Science*. <http://pubsonline.informs.org/doi/abs/10.1287/mnsc.28.3.315>. Retrieved January 20, 2016. Pp. 315-336.
- Jaskaran, S.D. & G.S. Sri Guru. 2014. Challenges of Organizational Behaviour: Leadership and its Impact on Performance of Employees: A case Study of a Public Sector Bank in Mohali. *Journal of Business Management & Social Sciences Research*, Vol. 3(11), (<http://www.borjournals.com/a/index.php/jbmssr/article/view/1866>). Retrieved January 21, 2016. Pp. 33-50.
- Michael, A.G. 2010. Leadership Style and Organizational Impact. *Article*. (<http://www.ala.apa.org/newsletter>). Retrieved January 22, 2016. Pp. 1.
- Mwai, E. 2011. Creating Effective Leaders through Situational Leadership Approach. Unpublished *Bachelor's Thesis*. JAMK University of Applied Sciences. (<http://www.theseus.fi/handle/10024/33027>). Retrieved January 22, 2016.
- Newstrom, D. 1993. *Leadership Style*. (<http://www.nwlink.com/~donclark/leader/leadstl.html>). Retrieved April 22, 2016. Pp. 1.
- Ikenga, Emem & Babatunde Osabiya. 2015. The Impact of Leadership Style on Employee's Performance in an Organization. *Public Policy and Administration Research ISSN. ISSN 2225-0972(Online) Vol.5, No.1, 2015*. <http://www.iiste.org/Journals/index.php/PPAR/article/view/19209>. Retrieved January 22, 2016. Pp. 2224-5731.
- Pidgeon, N. & K Henwood. 1996. *Grounded Theory: practical implementation*. In J.T.E. Richardson (Ed), *Handbook of Qualitative Research Methods for Psychology and the Social Sciences* (pp. 86-101). The British Psychological Society. UK. Retrieved January 22, 2016. Pp. 86-101.
- Platts, K. W. & M. Sobotka. 2010. Enhancing Business success: The Role of Performance Management. When the uncountable counts: An alternative to. *Business Horizons*, 53. (<http://www.sciencedirect.com/science/article/pii/S0007681310000339>). Retrieved January 22, 2016. Pp. 349—357.
- Rich, H. 2013. *How to Apply Transformational Leadership at your Company*. (<http://www.cio.com/articles/735121/how>). Retrieved January 22, 2015.
- Richard, P. C. 2013. *Leadership is an Action, Not a Word*. ([http://www.1000ventures.com/business\\_guide/crosscuttings/leadership\\_situational.html](http://www.1000ventures.com/business_guide/crosscuttings/leadership_situational.html)). Retrieved April 12, 2015.
- Ronald, G. 2011. Encyclopedia of Leadership. *Article*. (<http://www.knowledge.sagepub.com/view/leadership/n189.xml>). Retrieved January 23, 2016. Pp. 1.
- Sekaran, U. & R. Bougie 2009. *Research Methods for Business: A Skill Building Approach*. 5th edition. Jhon Wiley and Sons Ltd, United Kingdom.
- Stephen, F. 2013. The Dark Side of Leadership. *Journal of Leadership and Organizational Studies*, Vol. 13(1), (<https://www.scribd.com/doc/120132675/The-Dark-Side-of-Charismatic-Leadership>). Retrieved 23 January, 2016. Pp. 24-43.
- Swarup, B. 2013. Leadership. *Article*. (<http://www.hrfolks.com>). Retrieved January 23, 2016. Pp. 1.