



**THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT PT.  
BANK MANDIRI (PERSERO) TBK  
MAKASSAR AREA**

**Zaenal, Abd. Rahman Kadir, Fauziah Umar**

<sup>3</sup>Master of Management, Faculty of Economics and Business, Hasanuddin University;  
enalzmks@gmail.com

<sup>3</sup>Master of Management, Faculty of Economics and Business, Hasanuddin University;  
rahmankadir80@yahoo.com

<sup>3</sup>Master of Management, Faculty of Economics and Business, Hasanuddin University;  
umar.fauziah@yahoo.com

**Abstract**

This study aims to (1) determine whether the democratic, consultative, delegative and participative leadership styles have a positive and significant effect on employee performance PT. Bank Mandiri (Persero) Makassar Area, (2) Among the four leadership styles mentioned above, which leadership style has the most influence on the performance of PT. Bank Mandiri (Persero) Makassar Area. This research was surveyed at PT. Bank Mandiri (Persero) Tbk Makassar Area. The sample selection used the Stratified Random Sampling method. The variables studied were (1) Employee Performance, (2) Democratic Leadership Style, (3) Consultative, (4) Delegative, and (5) Participatory. Then the data obtained is calculated using SPSS (Statistical Package for Social Science) computer program package. The results of the study show that (1) simultaneously democratic, delegative, consultative and participatory leadership styles have a positive and significant impact on employee performance at PT. Bank Mandiri (Persero) Tbk Makassar Area. (2) partially, democratic leadership style makes the biggest contribution to improving employee performance at PT. Bank Mandiri (Persero) Tbk Makassar Area. Therefore, leadership with a democratic leadership style is preferred by employees at PT. Bank Mandiri (Persero) Tbk Makassar Area.  
**Keywords:** *Leadership Style, Employee Performance*

**A. INTRODUCTION**

Improving the quality and systematics of service to the public is part of the development paradigm and a consequence of implementing customer-oriented services. The increasingly complex dynamics of people's lives require a service system that is fast, precise, easy to understand and efficient. Excellent service provided by officers/employees can only be realized through quality improvement, commitment and alignment as a public servant, because the banking world in Indonesia in particular is not like it used to be, where there were only a few banking organizations, where people could not choose, so banking organizations were very needed by society. The current situation has reversed the roles, where with many banking organizations the public has more choices and is more critical.

From an organizational point of view, leadership can be interpreted as the ability or intelligence to encourage, motivate, lead, direct, supervise a number of people or even more people to work together in carrying out activities directed at a common goal, in terms of fostering, directing and moving the organization. To achieve the goals that have been set, it is necessary to have a leader who is supported by employees or employees as executors of activities, and as a driving force for the successful implementation of the main tasks of the organization in achieving its goals.

The number of employees in the work environment often refuses orders, rejects policies, has a low work ethic, and is less loyal to work. According to Thoha (2003:97), it occurs due to the application of an inappropriate leadership style. In fact, humans always create sensations because there are things they want to achieve. So that in the process of getting to his will, it is necessary to hold things that are sensational in nature so that they receive more intensive attention, are friendly, and are full of family values.

The figure of the right leadership style that is coveted by subordinates is behavior that is seen as a source of satisfaction, both for present interests and needs and for a better and brighter future, in the sense that the leader's behavior must be a motivational factor for his subordinates. At Bank Mandiri, the behavior of the leadership seems to greatly influence their motivation and way of working. In relation to this leader's behavior, there are two things that are usually done to his subordinates, namely directing behavior and supporting behavior. These two behavioral norms are placed on two separate and different axes, so that in this way various leadership styles can be identified according to situations and conditions that can affect employee performance.

The involvement of leadership style in spurring performance is already a very significant value and price in operating an organization. Therefore, the relationship between leadership style and performance is a law of tolerance that must be adhered to by every leader who wishes to exceed the target both on time.

Common leadership styles (Lako, 2004:379) are democratic, consultative, delegative and participatory. The four leadership styles are applied by the leader not all at once. If it is possible to use democratic, then democratic is used and so on, in this case a leader must be flexible in carrying out his leadership so that subordinates can work well and are able to produce good performance as well.

At Bank Mandiri it can be seen that the four leadership styles are applied and produce different performance, possibly because the implementation of the leadership style of these leaders may not be clearly understood by employees, so the most appropriate leadership style to use still needs to be researched further, because the performance of the employees themselves depends on the application of the leadership style used by the leaders. Bank Mandiri aims to become a Regional Champion Bank in Southeast Asia, in other words to become a bank that is reckoned with by banks outside Indonesia in general and in Southeast Asia in particular. Therefore Bank Mandiri must strive to continuously develop and improve, especially in human resources so that it can immediately achieve the noble vision of the organization. In recent years Bank Mandiri has carried out comprehensive

development programs both by recruiting from outside and developing employees within the organization itself.

To face the expected increasing need for human resources, Bank Mandiri does not only rely on standard human resource development programs. Currently, Bank Mandiri's HR development strategy is directed at making each individual at the bank a versatile workforce and focusing on sustainable development, building leadership capabilities, strengthening the effectiveness of cultural development and implementing the most practical human capital management. Starting from the real conditions that occurred at PT. Bank Mandiri, especially in the Makassar Area, as well as theoretical arguments that contain the relationship between leadership issues and increased performance.

## B. METHODS

### Research sites

This research will be carried out at PT. Bank Mandiri Makassar Area having its address at Jalan Kartini No. 12-14 Makassar. While the research design used is a causal design, where the relationship between one variable and another variable or how a variable affects other variables can be analyzed.

### Population and Sample

As for the population of this study are all employees at the office of PT. Bank Mandiri Makassar area. Based on secondary data from the H & D section in 2023 the number of employees is 1,003 people. For more details, it can be seen in table 1 below:

Table 1. Number of Employees at PT. Bank Mandiri (Persero) Makassar Area

No.	Position/Work Unit	Amount	Percentage (%)
1	Area Manager	1	0.001
2	Operations Manager	1	0.001
3	Branch head	6	0.598
4	assistant manager	138	20,638
5	Customer service	255	38,136
6	Tellers	290	43,369
7	Verifier	41	6.132
8	Accounting	11	1,097
9	Back office	133	19,890
10	Basic Employee	127	18,993
Amount		1003	100

Source: PT Bank Mandiri (Persero) Makassar Hub Area, 2023

the sample in this study is 15% of the population, this is based on the opinion of Arikunto (1998: 120) which suggests that if the population is larger or above 100 people, then the recommended sample size is between 10% - 15% or 20% - 25%.

Table 2. Number of Sample Respondents at PT. Bank Mandiri (Persero) Makassar Area

No.	Position/Work Unit	Amount	Percentage (%)
1	assistant manager	21	14.00
2	Customer service	38	25.33
3	Tellers	44	29.33
4	Verifier	6	4.00
5	accounting	2	1.33
6	Back office	20	13.33
7	Basic Employee	19	12.67
	Amount	150	100.00

Source: Data processed in 2023

### Method of collecting data

Data Data collection methods are techniques or methods used to collect data.

#### 1. Library Research (Library Research)

Library research is carried out through collecting and studying relevant literature.

#### 2. Field Research (Field Research)

Data collection through field research was carried out by observing the research location. The techniques used in this way, are:

- a) Interviews, namely by conducting direct questions and answers with respondents in the field to obtain information related to research.
- b) Questionnaires are data collection by preparing a list of questions for each respondent.
- c) Documentation, namely data collection by tracing and studying documents and other written reports that have something to do with this research.

### Data analysis method

To test the proposed hypothesis, the analytical method used in the analysis process is as follows:

1. Descriptive Analysis, this analysis is used to provide a complete picture of the activities of the organization's apparatus in the role of improving the quality of human resources.
2. Quantitative analysis using multiple linear regression analysis method to see the effect of these four leadership styles on employee performance with the following formula (Efferin, 2008: 180):

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + + b_4X_4 + e_i$$

### C. OPERATIONAL DEFINITION

- A. Democratic leadership style is a leadership style that prioritizes the principles of cooperative work. Therefore, the democratic leadership style is more oriented towards empowering subordinates and views success as a collective result. Indicators of this leadership style are giving employees confidence in their duties and responsibilities, involving employees in solving problems, making special policies

without going through the leadership, and paying attention to the interests of the organization.

- B. Consultative leadership style is a leadership style by utilizing the ability of staff or subordinates to serve as thinking partners by consulting to obtain a decision. In other words, subordinates are directly involved in determining a policy. Indicators of this leadership style The indicators are employee involvement in decision making, the relationship between leaders and staff, and communication between employees.
- C. Delegation leadership style is a leadership style in the form of giving encouragement to take initiative, so that organizational goals can be achieved properly. The weakness of this leadership style is the level of competence of subordinates who may not be able to pay close attention to the leader's instructions. Therefore, the leader must continue to supervise and guide him. Indicators of delegation are giving assignments by order, giving work based on ability, relations with outsiders, and giving authority to determine organizational goals.
- D. Participatory leadership style is: a leadership style in which the leader gives confidence in the ability of staff to complete responsibilities. The indicators are the contribution of superiors in the formulation of organizational goals, the cooperative relationship between leaders and staff, and the level of communication between employees.
- E. Employee performance is: an achievement / work results achieved by an employee in carrying out their duties. The assessment indicators are the quality of work, the quantity of work and the timeliness of completion of work.

#### D. RESEARCH RESULT

The results of research on 150 respondents at Bank Mandiri Makassar Area in 2023 From the regression equation, it is obtained that the influence of democratic leadership style (X1) with a coefficient value of 0.237 means that every increase in democratic leadership style by 1 unit will increase employee performance by 0.237. t count of 3.940 with a significance level of 0.000 ( $\text{sig} < 0.05$ ) which indicates that there is a positive and significant influence on employee performance. Consultative leadership style (X2) with a coefficient value of 0.124 means that every 1 unit increase in consultative leadership style will increase employee performance by 0.124. t count of 2.102 with a significance level of 0.037 ( $\text{sig} < 0$ ,

Delegative leadership style (X3) with a coefficient value of 0.148 means that every increase in the delegative leadership style by 1 unit will increase employee performance by 0.148. tcount of 3.812 with a significance level of 0.000 ( $\text{sig} < 0.05$ ) which indicates that there is a positive and significant influence between the delegative leadership style on employee performance. Participatory leadership style (X4) with a coefficient value of 0.240 means that every increase in participatory leadership style by 1 unit will increase employee performance by 0.240. t count of 3.502 with a significance level of 0.001 ( $\text{sig} < 0.05$ ) which indicates that there is a positive and significant influence between participatory leadership styles on employee performance.

1. The results of the analysis show that the democratic leadership style, consultative leadership style, delegative leadership style and participatory leadership style together have a positive and significant influence on employee performance at Bank Mandiri Makassar South Sulawesi Area.
2. The results of the partial test analysis show that the four leadership styles, namely democratic leadership style, consultative leadership style, delegative leadership style, and participative leadership style, have a positive impact on improving employee performance at Bank Mandiri Makassar Area. Among the four styles, the democratic leadership style approach has the greatest influence, this means that this style is highly favored by employees at the Bank Mandiri Area Makassar, South Sulawesi.
3. The results also show that the determinant coefficient (R<sup>2</sup>) is 0.607 or 60.7%, this indicates that the independent variables jointly affect the dependent variable by 60.7%. While the remaining 39.3% is influenced by other variables not included in the model.

## REFERENCE

- Anoraga, Panji. 2001. *Leadership Psychology*. Jakarta; Rineka Cipta
- Arikunto, Suharsimi. 1996. *Research Procedures A Practice Approach*. Jakarta; Rineka Cipta.
- Baedawi, 2004. *The Influence of Leadership Style on Employee Performance at the Office of the Department of Religion in Bantaeng Regency*. Master's thesis - Indonesian Muslim University. Unpublished
- Bechtell, Michele. 1997. *Management Compass*. Jakarta; Halirang.
- Bethel, Skeile Murray. 1994. *Changing Circumstances*. Jakarta; Script Formation.
- Cahyono, Cheppy Harry. 1984. *Leadership Psychology*. Surabaya; National Business.
- Eims, Leroy. 2003. *Characteristics of Effective Leadership*. Bandung. Kalam Alive Foundation.
- Efferin, Sujoko; Hadi Darmadji, Stefanus; Tan, Yuliawati. 2008. *Accounting Research Methods: Revealing Phenomena with Quantitative and Qualitative Approaches*. Science Graha, Yogyakarta.
- Faustino C. Gomas, 1999, *Human Resource Management*. Andi Offset, Yogyakarta.
- Irmim, Soejitno. 2004. *Weaknesses of Indonesian Managers*. Jakarta; Sayma Media.
- Henry Simamora, 1997, *Human Resource Management*. STIE, YPKN, Yogyakarta.
- Kartono, Kartini, 1992, *Leadership and Leadership: What is an Abnormal Leader?*. PT. Raja Grafindo Persada, Jakarta
- Keating, Charles J. 1986. *Leadership Theory and Its Development*. Yogyakarta; Canisius.
- Lako, Andreas. 2004. *Leadership and Organizational Performance, Issues, Theories and Solutions*. Yogyakarta; Anger Books.
- Mathis, Robert L. and John H. 2001. *Human Resource Management Volume 1*. Jakarta; Salemba Four.
- Moekijat. 1999. *Human Resource Management (Personnel Management)*. Bandung; Mander Forward
- Mulyono, Mauled. 1993. *Application of Productivity in Organizations*. Jakarta: Earth Script.
- Magpie, Kencana. 2004. *Handbook of Organizational Performance, Behavioral Analysis and Management*. Jakarta; PT. King of Grafindo Persada.
- Permadi. K. 1996. *Leaders and Leadership in Management*. Jakarta; Rineka Cipta.
- Rivai, Veithzal. 2004. *Tips for Leading in the 21st Century*. Jakarta; PT. King of Grafindo Persada.

- Salusu, J. 1996. *Strategic Decision Making for Public Organizations and Nonprofit Organizations*. Jakarta: PT. Gramedia Widiasarana.
- Sedarmayanti. 1995. *Human Resources and Work Productivity*. Bandung. Mander Forward.
- Siagian, Sondang P. 2002. *Tips for Increasing Work Productivity*. Jakarta; Rineka Cipta.
- Soejitno. 2004. *40 Habits That Will Ruin Your Career*. Poor; Bayumedy Publishing.
- Stoner, James AF and Charles Wanhel. 1993. *Planning and Decision Making in Management*. Jakarta; Rineka Cipta.
- Sudarmayanti. 1996. *Work Procedure and Work Productivity*. Bandung; Mander Forward.
- Sudjana, Nana, 1991, *Demands for the Preparation of Scientific Papers: Papers-Thesis-Desertations*. CV. New Light, Bandung
- Sudjana, 1993, *Regression and Correlation Analysis Techniques for Researchers*. Tarsitro, Bandung.
- Sutarso. 2001. *Fundamentals of Administrative Leadership*. Yogyakarta; Gadjah Mada University Press.
- Syafie, Inu Kencana. 2001. *Introduction to Government Science*. Bandung; Rafika Aditama.
- heaps. 1994. *The Key to Success in Management and Leadership*. Bandung; Indonesia Publishing House.
- Thoha, Miftah. 1999. *Leadership in Management A Behavioral Approach*. Jakarta; PT. King of Grafindo Persada.
- Syafie, Inu Kencana. 2001. *Introduction to Government Science*. Bandung; Rafika Aditama.
- Umar, Hussein. 2003. *Human Resources Research in Organizations*. Jakarta; PT. Gramedia Pustaka Utama.
- Welches, Jack. 2002. *The Jack Welch Lexion Of Leadership*. Yogyakarta; Andi Offset.
- Wecks, John. 1996. *Dispute Opinion Without Hurt*. Yogyakarta Andi Offset.
- Winardi, J. 2002. *Motivation and Motivating in Management*. Jakarta; PT. King of Grafindo Persada.