

THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE: A STUDY AT UNIVERSITAS KARYA HUSADA SEMARANG

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Abstract : This study examines the relationship between leadership styles and employee performance at Universitas Karya Husada Semarang. Using a quantitative approach, the research surveyed 120 employees including academic and non-academic staff. The study measured transformational and transactional leadership styles against employee performance indicators. Data collection utilized standardized questionnaires and performance evaluation records. Results indicate a significant positive correlation between transformational leadership and employee performance ($r=0.685$, $p<0.001$), with particular strength in areas of innovation and job satisfaction. The findings provide practical insights for enhancing leadership effectiveness in higher education institutions.

Keywords: *Leadership style, employee performance, higher education, organizational behavior, transformational leadership*

1. Introduction

Leadership plays a crucial role in shaping employee performance within higher education institutions. As universities face increasing challenges in maintaining competitive advantage, understanding the relationship between leadership styles and employee performance becomes essential (Wijaya et al., 2023).

This study focuses on Universitas Karya Husada Semarang, examining how different leadership approaches impact employee performance across various departments. The research aims to identify effective leadership strategies that enhance employee performance in the academic environment.

2. Research Method

The study employed a quantitative approach conducted from July to December 2024, involving:

1. Data Collection Methods:
 - Multifactor Leadership Questionnaire (MLQ)
 - Employee Performance Assessment Tool
 - Job Satisfaction Survey

2. Sample Characteristics:

- 120 employees (75 academic staff, 45 non-academic staff)
- Random stratified sampling method
- 95% confidence level

Variables examined included leadership styles (transformational, transactional) and performance indicators (job performance, satisfaction, commitment).

3. Results and Discussion
Results

Table 1. Demographic Characteristics of Respondents (n=120)

Characteristic	Frequency (n)	Percentage (%)
Position Type		
- Academic Staff	75	62.5
- Non-academic Staff	45	37.5
Gender		
- Male	52	43.3
- Female	68	56.7
Work Experience		
- <5 years	45	37.5
- 5-10 years	48	40.0
- >10 years	27	22.5

Note: Data collected July-December 2024

Table 2. Leadership Style Assessment Scores

Leadership Component	Mean Score	SD	Range
Transformational Leadership			
- Idealized Influence	4.2	0.6	2.8-5.0
- Inspirational Motivation	4.0	0.7	2.5-5.0
- Intellectual Stimulation	3.8	0.8	2.0-5.0
- Individual Consideration	3.9	0.7	2.2-5.0
Transactional Leadership			
- Contingent Reward	3.7	0.8	2.0-5.0
- Management by Exception	3.4	0.9	1.8-4.8

Note: Scores on 5-point Likert scale

Table 3. Correlation Analysis: Leadership Styles and Performance Indicators

Leadership Style	Job Performance	Job Satisfaction	Organizational Commitment
Transformational	0.685**	0.642**	0.624**
Transactional	0.458**	0.412**	0.389**

*Note: ** Correlation significant at $p<0.001$ *

Table 4. Multiple Regression Analysis of Leadership Impact on Performance

Predictor Variable	β	SE	t	p-value
Transformational Leadership	0.524	0.062	8.452	<0.001 *
Transactional Leadership	0.312	0.058	5.379	<0.001 *
Work Experience	0.245	0.054	4.537	<0.001 *
Department Type	0.189	0.049	3.857	<0.001 *

Note: $R^2 = 0.587$; Adjusted $R^2 = 0.572$; significant at $p<0.05$ *

The results reveal several key findings:

1. Strong positive correlation between transformational leadership and employee performance
2. Higher effectiveness of transformational leadership compared to transactional leadership
3. Significant impact of work experience on performance outcomes
4. Differential effects across academic and non-academic departments

4. Discussion

The findings indicate that transformational leadership has a stronger positive correlation with employee performance ($r=0.685$, $p<0.001$) compared to transactional leadership ($r=0.458$, $p<0.001$). This aligns with research by Santoso et al. (2023) on leadership effectiveness in Indonesian universities.

Multiple regression analysis reveals that transformational leadership is the strongest predictor of employee performance ($\beta=0.524$, $p<0.001$), explaining 58.7% of variance in performance scores.

5. Conclusion

This study provides evidence for the significant impact of leadership styles on employee performance at Universitas Karya Husada Semarang. The findings suggest that transformational leadership approaches are particularly effective in enhancing employee performance in the academic setting.

Practical implications include recommendations for leadership development programs and organizational policy adjustments to support effective leadership practices.

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