

**UPSHOT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE
(Case Study of PT. MANDOM INDONESIA TBK SURABAYA BRANCH)**

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Abstract

In a company, human resources are considered the most important and determine the success of a company, humans act as managers of the production factors used in company operations. Human resources in a company are said to be unique because basically humans find it difficult to free themselves from conflicts of interest such as the interests of the organization and the interests of the individual himself. It is impossible for a company to operate its activities without humans. No matter how simple a company is, human resources are the core of the company's activities so that the company is the result of activities of humans by humans and for humans. Human resources that support the smooth achievement of company goals are employees who have the ability to work well, have initiative, creativity, high responsiveness and the ability to carry out assigned tasks effectively managing human resources really depends on the character of the leader. Leadership style greatly influences the achievement of an organization's goals, where it influences employee performance. Therefore, a company definitely needs a leadership role in controlling the company to achieve common goals. The existing data shows that the three independent variables, namely autocratic, democratic and control-free, are able to explain the dependent variable, namely employee performance (Y). The partial test results show that the autocratic variable (X1) has a positive and significant effect on employee performance with a significant value of 5,234.10-05 <0.05. Partially, the democratic variable (X2) has a positive and significant effect on employee performance with a significant value of 7,419.10-07 <0.05. Partially, the independent control variable (X3) has a positive and significant effect on employee performance with a significant value of 1,697.10-06 <0.05.

INTRODUCTION

Background of the problem

Today's very fast development of the business world is the main influence on the development and progress of various companies in Indonesia. However, in line with these developments, not all companies are able to overcome the obstacles they face, judging from the aspect of their human resources, which play an important role in these changes and developments.

In a company, the leadership characteristics and attitudes of a leader to influence other people are very determining in achieving organizational goals. According to Indriyo Gitosudarmo and I Nyoman Sudita, (1997) leadership is a process of influencing the activities of individuals or groups to achieve goals in certain situations. Human resources in a company are said to be unique because basically humans find it difficult to free themselves from conflicts of interest such as the interests of the organization and the interests of the individual himself. It is impossible for a company to operate its

activities without humans. No matter how simple a company is, human resources are the core of the company's activities so that the company is the result of activities of humans by humans and for humans. This is what happened at PT. Mandom Indonesia Tbk, which is a cosmetics or personal care company, has a leadership style that is very necessary to achieve the targets or goals it will achieve. The leadership style applied is expected to be able to create harmonious communication between leaders and employees or one employee and another employee in order to improve their performance. In this case, the leader is responsible for the company's sub-organizations so that they function as an integrated unit in pursuing the goals the company wants to achieve, therefore the leader must be able to provide guidance to subordinates, ensure that they are motivated and create favorable conditions for carrying out their activities. the job.

LITERATURE REVIEW

Theoretical Basis

Leadership Style

Leadership is the ability to influence others to achieve goals with enthusiasm (David, Keith, 1985). According to Veitzhal Rivai (2004), leadership is the process of influencing or setting an example for followers through the communication process in an effort to achieve organizational goals. According to Achmad Suyuti (2001), what is meant by leadership is the process of directing, guiding and

influencing the thoughts, feelings, actions and behavior of other people to be moved towards certain goals. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals (Heidjrachman and Husnan, 2002:224). Meanwhile, according to Tjiptono (2001: 161), leadership style is a method used by leaders to interact with their subordinates. Another opinion says that style Leadership is a pattern of behavior

(words and actions) of a leader that is felt by others (Hersey, 2004:29).

Leadership Theory

The leadership style of a leader can basically be explained through three theoretical schools as follows:

1. Genetic Theory (heredity)
2. Social Theory
3. Ecological Theory

Leadership variables

Leadership variables according to Chapman (Indriyo Gitosudarmo and I Nyoman Sudita, 1997: 127) are:

- a) How to Communicate
- b) Providing Motivation
- c) Leadership Ability
- d) Decision-making

Leadership Skills

Leaders use different types of skills, namely:

- a) Technical Skills (Technical Skills)
- b) Human Skills (Human Skills)
- c) Conceptual Skills (Conceptual Skills)

Leadership Traits

According to Edwin Ghiselli, the qualities that a leader must have are:

- Ability to act as a supervisor or carry out basic management functions, especially directing and supervising the work of other people.
- The need for achievement at work, including the search for responsibility and the desire to succeed.
- Intelligence, including wisdom, creative thinking and thinking power.
- Assertiveness or the ability to make decisions and solve problems skillfully and precisely.

- Self-confidence or view of oneself as the ability to face problems.

- Initiative or ability to act independently, develop a series of activities and find new ways of innovation.

Leadership Typology

Leadership style is a way a leader uses to interact with his subordinates. (Tjiptono, 2001: 161). The characteristics of a leader are based on basic patterns such as: Directing, namely the leader coaching and directing subordinates on the tasks given to their subordinates, supporting, namely the leader supporting the work of subordinates, participating, namely the leader asking and using suggestions from subordinates. (Rivai, 2006:64). According to Ralph and Ronald quoted by Winardi (2000:79) leadership styles are divided into three types, namely:

1. Autocratic type

This type of leadership tends to give individual attention when giving praise or criticism, but tries to be more impersonal and friendly rather than openly hostile.

Characteristics:

- a) Leaders dictate subordinates' techniques and steps in working every day
- b) Leaders ignore the opinions or opinions of their subordinates
- c) Leaders make their own decisions
- d) Leaders pay less attention to the interests and welfare of subordinates and use a threatening approach if mistakes or deviations occur from their subordinates.

2. Democratic type

Subordinates are also encouraged to improve their abilities and self-control and accept large responsibilities. Leaders will be more sporty in accepting input from their

subordinates even though the final authority in decisions lies with the leader. Characteristics:

- a) The leader gives subordinates the opportunity to determine the method
- b) completion of work.
- c) The leader invites subordinates to participate in the decision-making process.
- d) Leaders provide solutions to every problem their subordinates have

Leaders always coordinate with their subordinates in implementing work activities.

3. Laissez Faire type (free of control) Leadership at will gives absolute freedom to the group. Characteristics:

- a) Leaders give freedom to subordinates regarding their work and responsibilities.
- b) Leaders give freedom to subordinates to express ideas,
- c) suggestions and opinions.
- d) Leaders believe that their subordinates are able to carry out their duties well.

Leaders let their subordinates choose the methods they want to carry out their duties.

Understanding performance

Hasibuan, (2007) states that performance is a manifestation of the work carried out by employees which is usually used as a basis for evaluating employees or organizations. Good performance is a step towards achieving organizational goals. So efforts need to be made to improve performance. But this is not easy because there are many factors that influence a person's performance. As'ad, (2000) states that performance is the results achieved by a person according to the standards

applicable to the job in question. Dharma, (2001) states that something is done or a product/service produced or provided by a person or group of people.

Bernardin and Russel, (2000) state that performance is a record of gains resulting from the function of a particular job or activity during a particular work period. Simamora, (2004) states that performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee meets the requirements of a job. Rivai, (2008) stated that performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company. Employee performance is very important in the company's efforts to achieve its goals.

As for measuring employee performance, we can look at several aspects, including:

1. Employees carry out their duties in accordance with the provisions
2. Employees complete work on time
3. Employees at work care about using costs effectively
4. Employees are able to work well without supervision from superiors

Performance Goals

Performance is the activity of managing organizational resources to achieve organizational goals. Goals are about general direction, broad in nature, without time limits and not related to specific achievements within a certain time period. Goals are an aspiration.

If people know and understand what is expected of them and take part in forming those expectations, they will give their best

effort to get it. The capacity to meet expectations depends on the level of capacity that individuals and teams can achieve.

Performance Goals

A performance target is a specific statement that explains the results that must be achieved, when, and by whom the target to be achieved is completed. Its nature can be counted, achievements can be observed, and can be measured. Goals are hopes.

As a target, performance includes elements including:

- a. The Performers, namely people who carry out the performance
- b. The Action or Performance, which is about the action or performance carried out by the performer
- c. A Time Element, shows the time when the work was done
- d. An Evaluation Method, about how to assess how work results can be achieved, and
- e. The Place, shows the place where the work is carried out

Factors Affecting Performance

Organizational leaders are very aware of differences in performance between one employee and another, which are under their control, even though employees work in the same place, their productivity is not the same. "Broadly speaking, this difference in performance is caused by two factors, namely: individual factors and work situations." As'ad, (1998)

According to Mahmudi (2005), the factors that influence performance consist of five factors, as follows:

1. Personal/individual factors, including: knowledge, skills, abilities, self-

confidence, motivation and commitment possessed by each individual.

2. Leadership factors, including: quality in providing encouragement, direction and support provided by managers and team leaders.

3. Team factors, including: the quality of support and enthusiasm provided by teammates, trust in fellow team members, the cohesiveness and closeness of team members.

4. System factors, including: work systems, work facilities or infrastructure provided by the organization, organizational processes and performance culture within the organization.

5. Contextual (situational) factors, including: pressure and changes in the external and internal environment.

Performance assessment

Dharma, (2001) states that almost all performance appraisal methods consider the following things:

- 1) Quantity is the amount that must be completed
- 2) Quality, namely the quality produced
- 3) Timeliness, namely whether or not it matches the planned time.

Furthermore, Simamora, (2004) stated that: "Performance assessment should not be understood narrowly, but can produce various types of performance which are measured in various ways. The key is to measure performance frequently and use that information for mid-period corrections."

Mitchell (in Sedarmayanti, 2001) states that: "performance includes several aspects, as follows.

- 1) Quality of work
- 2) Promptness
- 3) Initiative
- 4) Capabilities
- 5) Communication

Meanwhile, Simamora (2004) stated that employee performance is actually assessed based on five dimensions. Among others :

- 1) Quality
- 2) Quantity
- 3) Project completion
- 4) Collaboration
- 5) Leadership

Tohardi, (2002) proposed that the performance elements to be assessed are as follows:

- 1) Loyalty (loyalty)
- 2) Work performance
- 3) Responsibility
- 4) Obedience
- 5) Honesty
- 6) Initiative
- 7) Leadership

Bernardin and Russell (in Martoyo, 2000) proposed six primary criteria that can be used to measure performance as follows:

- 1) Quality
- 2) Quantity
- 3) Timeliness
- 4) Cost Effective
- 5) Need for Supervisor
- 6) Interpersonal Import

The application of standards is necessary to find out whether employee criteria are in accordance with the expected targets, as well as to see the magnitude of deviations by comparing actual work results with expected results. Therefore, the existence of a standard standard is a benchmark for performance that will be evaluated.

Performance Appraisal Party

The appraiser plays an important role in the performance appraisal process. From the assessment carried out by the appraiser, the final results of the appraisal process will be obtained which have the possibility of making this appraisal process truly genuine as a result of an objective appraisal process. According to Rivai (2004:314), there are several parties who are assessors in an assessment process, including:

1. Superior (direct superior, indirect superior).
2. Direct reports (if the employee being assessed has direct reports).
3. Assessment by colleagues.
4. Assessment by several related parties.

Apart from that, the parties who are the assessors of an assessment process must have provisions so that the direction of this assessment can be clearer and more measurable. The conditions that an appraiser must have are as follows

- 1) Be objective
- 2) Fair
- 3) Consequential
- 4) Follow the specified steps

The 360-Degree method is a performance assessment method that focuses on the approach to the party carrying out the assessment. In its implementation, the use of this method takes assessments from parties around the employee being assessed. This effort was made considering that superiors are no longer the only source of performance appraisal information (Mathis and Jackson, 2002:91).

According to Schuler and Youngblood (1986:253), there are several ways of assessing performance that can

strategically reveal subordinate performance in a comprehensive manner. The various performance assessments are:

- 1) Superior assessment
- 2) Self-assessment
- 3) Peer or team member assessment
- 4) Subordinate assessment

Performance Appraisal Methods

An important aspect of a performance appraisal system is clear standards. The main target of these standards is the identification of critical elements of a job. This standard is the benchmark for someone to carry out their work. The standards that have been set must have a comparative value which in its application must be able to function as a means of comparing the work performance of an employee with other employees who do similar work.

Performance assessment methods are generally grouped into:

3 types, namely: (1) Result-based performance evaluation, (2) Behavior-based performance evaluation, (3) Judgment-based performance evaluation, as follows, (Robbins, 2003):

1. Performance assessment based on results (Result-based performance evaluation).
2. Performance assessment based on behavior (Behavior Based Performance Evaluation).
3. Performance assessment based on judgment (Judgement-Based Performance Evaluation). These dimensions are usually the focus of this type.
 - Quantity of work
 - Quality of work
 - Job knowledge

- Cooperation
- Initiative
- Personal qualities

Performance Measurement Criteria

The criteria for a performance measure according to Armstrong and Baron (1998: 227) should be:

- a. Linked to strategic objectives and measuring what is organizationally important and drives business performance.
- b. Relevant to the goals and accountability of the team and interested individuals.
- c. Focusing on measurable output and task completion and how people act and how they behave.
- d. Indicates the data that will be available as a basis for measurement
- e. Adaptable, by seeking information that will indicate the extent to which expectations can be met
- f. Be as precise as possible in relation to the measurement intent and data availability.

Classification of Performance Measures

Size families relate to size types that can be classified as follows.

- a. Productivity
- b. Quality
- c. Timeliness
- d. Cycle Time

Performance Measurement Evaluation

Performance evaluation assesses whether the performance assessment has been carried out correctly, whether the review and coaching system has been running correctly and whether the methods used in

measuring performance are appropriate and carried out correctly by an objective assessor. Evaluation of performance measurement is carried out to improve performance measurement methods in the future so as to provide objective conclusions for the organization and foster trust in employees.

Improving Performance Evaluation

The performance evaluation process has the potential to cause problems. Evaluators can act generously. Halo effects and similar errors or using the process for political purposes. Can unconsciously inflate evaluations (positive leniency), lower evaluations (negative leniency), or emphasize measurements of one characteristic and ignore measurements of other characteristics (halo error).

Some raters bias their evaluations by unconsciously favoring people who have the same qualities and traits as them (similarity error). Some evaluators see the evaluation process as a political opportunity to reward or punish employees they like or dislike. Although there are no safeguards that will guarantee accurate performance evaluation. The suggestions below are provided to make the process more objective and honest.

- A) Emphasizes Behavior Rather Than Attitude
- B) Record Performance Behavior In A Diary
- C) Using Multiple Evaluators
- D) Evaluate Selectively
- E) Training Evaluators
- F) Provide Workers With Process Protection

Performance Appraisal Barriers

"Assessments that are carried out well according to their function will greatly benefit the organization, namely they will be able to improve performance. However, in the process of conducting a good performance appraisal, there are several causes of errors in performance appraisal" (Sedarmayanti, 2009) as follows:

- 1. Halo effect. Occurs when the appraiser's personal opinion about an employee influences performance announcements.
- 2. Central tendency error.
- 3. It can be too weak and it can be too hard.
- 4. Personal prejudice.
- 5. Influence of final impression.

Benefits of Performance Appraisal

Regarding the benefits of performance appraisal, Sedarmayanti (2009) stated are as follows :

- 1. Improve work performance
- 2. Provide fair employment opportunities
- 3. Training and development needs
- 4. Compensation adjustments
- 5. Promotion and demotion decisions
- 6. Diagnose job design errors
- 7. Assess the recruitment and selection process

Hypothesis

Based on the background of the problem, problem formulation, research objectives, and literature review that have been previously discovered, the hypothesis in this research is:

- 1. That leadership styles, namely, autocratic, democratic and free of control, simultaneously have a significant effect on the performance of PT employees. Mandom Indonesia Tbk, Surabaya branch.
- 2. That leadership styles, namely, autocratic, democratic and free of control, partially have a significant effect on the performance of PT employees. Mandom Indonesia Tbk, Surabaya branch.

3. That the democratic leadership style has a dominant influence on the performance of PT employees. Mandom Indonesia Tbk, Surabaya branch.

Companies that have competence in the fields of marketing, manufacturing and innovation can make its as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny,

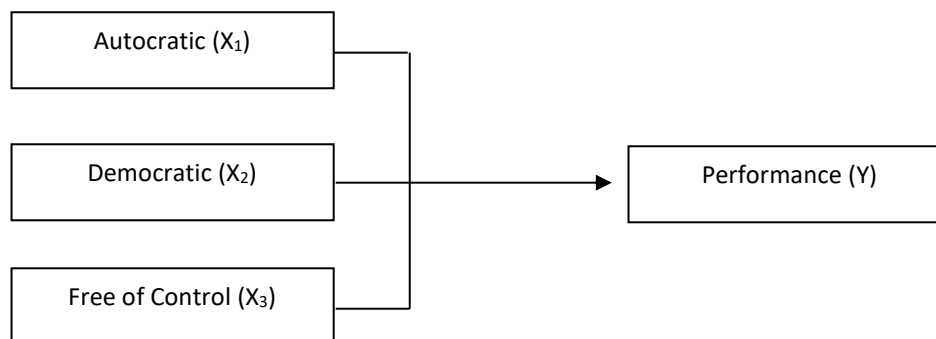
2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14). Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis (Kumala Dewi, Indri et al, 2022 : 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150)

RESEARCH METHODS

Conceptual Framework

The conceptual framework of this research can be explained in the following image:

Conceptual Framework Drawing



Population and Sample

Population

The research population is the entire research object which can be humans, animals, plants, air, symptoms, values and so on. Populations consist of two types, namely finite populations (can be determined) and infinite populations (cannot be determined). This research is all employees of PT. Mandom Indonesia Tbk,

Surabaya Branch, totaling 33 people from all departments.

Sample

A sample is a procedure where only a portion of the population is taken and used to determine the desired traits and characteristics of a population. Samples from research in filling out questionnaires to determine the influence of leadership style variables, namely, autocratic, democratic and control-free on the

performance of PT employees. Mandom Indonesia Tbk, Surabaya Branch, where the number of samples determined in this research was 30 (thirty) people.

Identification and Operational Definition of Variables

In writing this thesis the author will define operational variables in research to make it easier to solve problems that will be discussed later.

Based on the research conceptual framework as stated above, operationally in this research each variable is defined as follows:

1. Independent Variable

Independent variables are other variables, acting as causes or influencing other variables which are included as independent variables. In this research, there are 3 independent variables which will be calculated as follows:

- a. Autocratic (X1): This is a leadership style where decision making in all matters is centered on a leader. Subordinates only have the right to carry out tasks arranged by the leader.
- b. Democratic (X2): This is a leadership style where in making decisions for the benefit of the organization, a leader includes or works together with his subordinates, either represented by certain people or participating directly.
- c. Free of control (X3): This is a leadership style that is mostly used in group decisions, in this case the leader will submit decisions to the wishes of the group and responsibility for carrying out the work to his subordinates.

Meanwhile, the measurement method is based on a Likert scale as follows:

- 1) Strongly Disagree (STS) is given a score = 1
- 2) Disagree (TS) is given a score = 2
- 3) Undecided (R) is given a score = 3
- 4) Agree (S) given a score = 4
- 5) Strongly Agree (SS) is given a score = 5

The above procedure is used to determine the score value for each variable which is obtained by adding up the weight of the answers divided by the number of questions, or using the formula:

$$X_i = \frac{X_{i1} + X_{i2} + \dots + X_{in}}{n_i}$$

Where:

X_i = Score of the i th independent variable i

$X_{i1}, X_i, \dots X_{in}$ = The score for the first indicator corresponds to the n th independent variable

n_i = number of indicators of the i th independent variable

X_i = Score of the i th independent variable

$X_{i1}, X_i, \dots X_{in}$ = Score for the first indicator corresponding to the n th independent variable

n_i = number of indicators of the i th independent variable

2. Dependent Variable

Dependent variables are variables that depend on other variables or variables that can be influenced by other variables. Included in the dependent variable is employee performance (Y).

- a) Employee Performance (Y): is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, the method of measurement is based on indications such

as quality, initiative, cooperation, knowledge of work, responsibility, time utilization and reliability. Meanwhile, the measurement method is based on the levels of the Likert scale as follows:

- 1) Strongly Disagree (STS) is given a score = 1
- 2) Disagree (TS) is given a score = 2
- 3) Simply Agree (CS) is given a score = 3
- 4) Agree (S) given a score = 4
- 5) Strongly Agree (SS) is given a score = 5

Sampling Technique

In writing this thesis the author used a sample and for sampling the simple random sampling method was used, where this method gives the researcher the freedom to determine the population members who are included in the sample using a population of 33 non-directorate employees and leaders. Meanwhile, sampling was carried out using a random sampling method of 30 people

In writing this thesis the author tries to analyze the meaning of the population and sample based on expert opinions, namely as follows:

In writing this thesis the author tries to analyze the meaning of the population and sample based on expert opinions, namely as follows:

According to Suharsini (1990), the definition of population and sample is that a sample size of less than 100 people can be said to be close to a normal distribution. Meanwhile, Dajan (1991) provides the definition of sample, namely if the sample size is 30 people, it can be said to be close to a normal distribution. Basically in this

research all employees at PT. Mandom Indonesia Tbk, Surabaya Branch. However, the sample size needs to be determined for research. In this study the number of samples was 30 people out of a total of 33 people. And this research was carried out using the multiple linear regression method and this analysis aims to determine the effect of the independent variable on the dependent variable.

Data Analysis Techniques

What is meant by data analysis techniques is the activity of processing data collected both from the field and from the library to become a tool for the results of new discoveries or in the form of proof of hypotheses.

Based on the results that have been collected through data collection by collecting a list of questions, a tabulation list and data simplification will then be created. Next, analysis was carried out using microstat tools. In analyzing the problem, the author groups the data into two parts consisting of:

1. Qualitative Analysis

This is a method of processing data in the form of descriptions or statements to be collected and then analyzed and later used as material to draw conclusions from the research results.

2. Quantitative Analysis

This is a data processing method using statistical calculations which are then analyzed and later used as material to draw conclusions from the research results.

As for the steps taken by the author in this analysis and in this research, the data analysis technique that will be used is multiple linear regression with a total of 4

analytical variables with the following analysis model: (Anton Daja, 1994: 235).

$$\hat{Y} = a + b_1 \cdot X_1 + b_2 \cdot X_2 + b_3 \cdot X_3 + e$$

Where :

\hat{Y}	= employee performance
a	= constant
X_1	= autocratic
X_2	= democratic
X_3	= free of control
e	= uncontrolled variable or error (error rate)
b_1	= regression coefficient of variable X_1
b_2	= regression coefficient of variable X_2
b_3	= regression coefficient of variable X_3

Hypothesis Testing

Proving the hypothesis is carried out using statistical tests, while the steps taken using multiple linear regression analysis to test the hypothesis include the F test (simultaneous) and the T test (partial)

ANALYSIS AND DISCUSSION RESULTS

Analysis and Hypothesis Testing

In this research, what was carried out was to analyze the extent of the influence of autocratic, democratic and free control on employee performance. Testing this hypothesis uses the multiple linear regression formula. The equation is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where :

Y	= Employee performance
β_0	= Constant
$\beta_1, \beta_2, \beta_3$	= Regression coefficient
X_1	= Autocratic
X_2	= Democratic
X_3	= Free of control
e	= Confounding variables outside the independent variable

The calculation results in this analysis use the SPSS for Windows release 15.0 program as listed in the attachment, in more detail can be explained as follows:

The multiple linear regression equation from the calculation above is:

$$Y = 0,3991 + 0,4753 (X_1) + 0,6758 (X_2) + 0,5456 (X_3) + 0,3567$$

Meanwhile, this equation can be explained as follows:

1. The constant (β_0) of 0.3991 indicates that if autocratic (X_1), democratic (X_2), and free of control (X_3) are equal to zero or constant, then employee performance will increase by 0.3991.
2. The regression coefficient for autocratic (X_1) is 0.4753. This means that if autocratic (X_1) increases by 1 unit, then employee performance (Y) will increase by 0.4753.
3. The regression coefficient for democratic (X_2) is 0.6758. This means that if democracy (X_2) increases by 1 unit, then employee performance (Y) will increase by 0.6758.
4. The regression coefficient for free control (X_3) is 0.5456. This means that if free control (X_3) increases by 1 unit, then employee performance (Y) will increase by 0.5456.
5. The standard error (e) value in this study was 0.3567.

The value of the coefficient of determination (R^2), which is calculated from Appendix 3, is 0.6433 or 64.33%, which means that the variables autocratic (X_1), democratic (X_2), and free of control (X_3) can explain employee performance (Y)

of 64.33% while 35.67% is influenced by other factors outside the model.

To determine the close relationship between the independent variable and the dependent variable simultaneously, you can see the magnitude of R (correlation coefficient). It is known that R (correlation coefficient) is 0.8020 or 80.20%, which means that the relationship between the independent variable and the dependent variable is strong.

To prove the truth of the hypothesis proposed by the researcher, it is necessary to test the results of the analysis using the F test and t test which can be described as follows:

1. Simultaneous Influence Analysis (F Test)

Used to determine the simultaneous influence of autocratic (X1), democratic (X2), and free control (X3) on employee performance (Y).

Table of F Test Calculation Results

Model	Sum of Squares	Df	Middle Square	F Counting	Significance
Regresi	6,1057	3	2,0352	15,6313	5,175.10 ⁻⁰⁶
Residual	3,3860	26	0,1302		
Total	9,4917	29			

Source: Appendix 3

The calculation results show that the calculated F is 15.6313.

By using a significance level of $\alpha = 0.05$ and degrees of freedom (df) the numerator is 3 and the denominator is 26 so it is known that the F table is 2.98

Because calculated F (15.6313) > F table (2.98), H_0 is rejected and H_a is accepted, so Table of t test calculation results

it can be concluded that autocratic (X1), democratic (X2), and free control (X3) simultaneously have an influence. which is significant for employee performance (Y).

2. Partial Influence Analysis (t Test)

Used to determine the partial influence of autocratic (X1), democratic (X2), and free control (X3) on employee performance (Y).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
	B	Std. Error	Beta			Partial
1 (Constant)	,3991	,1274		3,1324	,0043	
Otokratik (X1)	,4753	,0984	,5738	4,8322	5,234E-005	,6879
Demokratik (X2)	,6758	,1045	,7982	6,4693	7,419E-007	,7854
Bebas Kendali (X3)	,5456	,0888	,7673	6,1446	1,697E-006	,7695

a. Dependent Variable: Kinerja Karyawan (Y)

a. Autocratic Influence (X1) on employee performance (Y)

Using a significance level of $\alpha = 0.05$ and degrees of freedom (df) = 26 using a two tail test, the t table is 2.0555.

From the calculations we get t calculated at 4.8322, because t calculated > t table 2.0555, then H_0 is rejected at the level of significance of 5%. So that partially autocratic (X1) has a significant effect on employee performance (Y). This shows that if there is a change in the autocratic variable (X1) then there will be a change in employee performance (Y).

The partial r value for the autocratic variable (X1) is 0.6879, meaning that the autocratic variable (X1) is able to explain the employee performance variable (Y) by 68.79%.

b. Democratic Influence (X2) on employee performance (Y)

Using a significance level of $\alpha = 0.05$ and degrees of freedom (df) = 26 using a two tail test, the t table is 2.0555.

From the calculations we get t calculated at 6.4693, because t calculated > t table 2.0555, then H_0 is rejected at the level of significance of 5%. So that partially democracy (X2) has a significant effect on employee performance (Y). This shows that if there is a change in the democratic variable (X2) then there will be a change in employee performance (Y).

The partial r value for the democratic variable (X2) is 0.7854, meaning that the democratic variable (X2) is able to explain the employee performance variable (Y) by 78.54%.

c. The Effect of Freedom of Control (X3) on Employee Performance (Y)

Using a significance level of $\alpha = 0.05$ and degrees of freedom (df) = 26 using a two tail test, the t table is 2.0555.

From the calculations we get t calculated at 6.1446, because t calculated > t table 2.0555, then H_0 is rejected at the level of significance of 5%. So that partially free control (X3) has a significant effect on employee performance (Y). This shows that if there is a change in the independent control variable (X3) then there will be a change in employee performance (Y).

The partial r value for the independent control variable (X3) is 0.7695, meaning that the independent control variable (X3) is able to explain the employee performance variable (Y) by 76.95%.

Discussion

In the research conducted above, it is known that autocratic (X1), democratic (X2), and free of control (X3) influence employee performance (Y) with a calculated F value (15.6313) > F table (2.98) and a value significance of $5,175.10 \cdot 10^{-6} < 0.05$.

This is in accordance with Siagian's theory (2005: 145) "...an effective leader is a leader who is able to show the path that can be taken by his employees so that employee performance will increase and be able to have a positive impact on the continuity of the company".

According to Locke (2004: 85), more emphasis is placed on the effects that leaders have on their subordinates. Subordinates feel confident, recognized, loyal and respectful towards the leader and motivated to do something better, which will create increased employee performance."

Partial test results show that there is an influence between democracy on employee performance. From the calculation results, the calculated t value is (6.4693) > t table (2.0555) and the significant value is (7,419.10-07) because it is smaller than 0.05, so H_0 is rejected and H_1 is accepted. This means that partially democracy has a significant effect on employee performance

(Y). The partial r value for the democratic variable is (0.7854), meaning that the democratic variable is able to explain the employee performance variable (Y) of 78.54%. To support this, what needs to be done is that leaders always maintain good communication with employees, leaders try to help solve problems faced by employees, leaders always involve their employees in making decisions and leaders always coordinate with employees to carry out their work activities.

Partial test results show that there is an influence between freedom of control on employee performance. From the calculation results, the calculated t value is (6.1446) > t table (2.0555) and the significant value is (1,697.10-06) because it is smaller than 0.05, so H_0 is rejected and H_1 is accepted. This means that partial freedom of control has a significant effect on employee performance (Y). The partial r value for the independent control variable is (0.7695), meaning that the independent control variable is able to explain the employee performance variable (Y) of 76.95%. To support this, what needs to be done is for leaders to provide opportunities for employees to interact in solving problems, leaders try to understand the problems of the employees they lead, leaders are able to provide solutions to employees when problems occur at work and leaders provide support and motivation to employees. in work.

The dominant variable is the democratic variable (X2) because the partial correlation value in the coefficients table is 78.54% greater than the partial correlation value of the other independent variables. So it can be said that the democratic variable (X2) has the most dominant influence on the dependent variable employee performance (Y). This research will be conducted in three phases : measurement model (external

model), structural model (internal model), and hypothesis testing. (Pramono Budi,et al., 2023 ; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98)

CONCLUSION

1. The hypothesis which states that autocratic (X1), democratic (X2), and free of control (X3) simultaneously has a significant effect on employee performance has been proven to be true. This is indicated by the calculated F value (15.6313) > F table (2.98) and a significance value of $5,175.10-06 < 0.05$.
2. Meanwhile, partial testing shows that the autocratic variable (X1) significantly influences employee performance, this is indicated by the calculated t value of 4.8322 > t table 2.0555 and a significance value of $5,234.10-05 < 0.05$.
3. The democratic variable (X2) partially has a significant influence on employee

performance, this is indicated by the calculated t value of $6.4693 > t \text{ table } 2.0555$ and a significance value of $7,419.10^{-07} < 0.05$.

4. The independent control variable (X3) partially has a significant effect on employee performance, this is indicated by the calculated t value of $6.1446 > t \text{ table } 2.0555$ and a significance value of $1,697.10^{-06} < 0.05$.
5. The democratic variable (X2) has a dominant influence, because the partial correlation value in the coefficients table is 78.54% greater than the partial correlation value of the other independent variables.

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SUGGESTION

1. The company continues to strive to provide complete facilities and equipment to support faster work completion.
2. Leaders or management should foster and improve relationships between employees that are already well established. So that employees will work with full responsibility and indirectly feel appreciated and feel part of the company.
3. The company provides awards for employees who excel, either in the form of material, job training or promotion.

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