



## The Importance of Leadership in Enhancing Work Performance (Case: Education Bureau of Sidenreng Rappang Regency)

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### ABSTRACT

Leadership is one of the most important factors that could influence work performance. The leadership approach starts with the emotional aspect, which could effectively influence work performance in the short or long run. The purpose of this paper is to explore the importance of leadership in enhancing work performance. The paper consists of a quantitative study that looks at how leadership impacts work performance using numerical methodologies. The results of this paper show the positive and significant influence of leadership on work performance. This result reflected the real-life condition in which the quality of leadership affects work performance, since the main approach of leadership indirectly dives into the emotional aspect, which can spark motivation and satisfaction, which in turn lead to high work performance as the result of effort and hard work from the employee.

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## **INTRODUCTION**

Work performance is the key for one's company to achieve their goals, these are due to the fact that work performance determines how effective employee perform, further, work performance is crucial for the success and sustainability of the company, since work performance have the function to monitor how well employee carry out their duty and responsibility, this information will help in improving company ability to form strategies to achieve organizational goals, high productivity, boosting employee morale, reduce costs, and develop competitive advantages. Therefore, by encouraging employee to work well, it will make one's company to be more efficient, effective, engaged, and productive. Work performance often determine as a person effort to carried out a job using their skill, experience, and sincerity, for it to have best result (Niati et al., 2021). Performance also known or interpret as trade, which someone will be rewarded after they successfully completed their duty (Nur'aeni et al., 2022). Company is run by many people, as it has various different section for each process, this makes company run on interdependent on one another, therefore company needed employee with high performance which can be form by skills, experience, and knowledge (Sugiarti, 2021).

There is a lot factors that could influence work performance which one of them being leadership, leadership can be determine as the ability to influence, inspire, and guide individuals or a group people into achieving a common goal, leader is someone with a clear vision, and should be able to communicate that vision for others to follow, leader should also be able to build trust and establish positive relationship with their workmate, empowering them to manage their job and work effectively in order to contribute for the company. Effective leadership require few aspects, which include, communication skills, precise decision making, strategic thinking, empathy, and adaptability. Good leader would reflect the ability to balance the needs of the employee and the organization goals, and also along the way, develop culture excellence, growth and innovation. Nowadays there is a lot of phenomenon that prove the importance of the right leadership style, which often found nowadays is the task-oriented leadership style, leadership style in which characterize by the behaviour of the leader that hold a strict supervise to their subordinates, making sure they carried out their duty, without coaching, and train the subordinates to develop their skill and ability to perform better in the future (Syahrani et al., 2022). The key to success for a company will be lacking when organizational leadership fails to demonstrate transactional leadership that employee would accept, which its main purpose should be easy to understand making employee easier to direct, control, and influenced to achieve company goals (Hajjali et al., 2022). Therefore, leadership is very importance due to its major impact toward the company and the employee, which these factors have to be understood by the executive that their leadership style is good and accepted by the employee. Leadership also requires someone with the knowledge to combine behaviour, and strategy, that apply philosophy, skills, traits, and attitudes to influence their subordinates to achieve company goals (Megawati et al., 2022).

This mark the importance of leadership in order to influence employee performance, there are also several empirical studies that provide evidence of how leadership style affected work performance. There are a lot of leadership style, which has its own uniqueness, one of these leadership styles is Islamic leadership, not far different from others, this leadership apply Islamic materials, that help organization interact with stakeholders continuously, establish new partnerships, detecting new opportunities and develop capabilities to increase organizational performance (Kessi et al., 2022). Other form of leadership is the transformational leadership, this leadership style that are visionary for the future, which the leader will inspire the subordinates to harness their skills and develop their own leadership, this leadership are known to have the capabilities to increase work performance, and further prepare the employee to become future leader (Bakker et al., 2022). Meanwhile a commonly known leadership style, which is transactional leadership, which this leadership determine what employee must done in order to improve organizational performance and achieve its goal, which this organizational performance was build upon employee performance, this is the most common leadership style which most people are worked to get paid, but this leadership style is proven to have able to boost work performance (Nurlina, 2022). Despite of all its form, leadership known to have affected employee ability throughout its process, which every task given are meant to train the ability for the employee to finish, once its finish, it will give sufficient information to perform better in the next similar task, which by then the employee performance will improve in each task given (Ángeles López-Cabarcos et al., 2022). A similar statement comes from another research that stated, leadership affects work performance throughout its implementation, in order to perform more tasks which related to work performance, one must have extensive knowledge and skills about that work. This is obtained through those work, the more often one's performing these tasks, the better they get, which is a good indication for higher work performance, and this cannot be separate from leader role (Qomariah et al., 2022).

Reflecting from this empirical research and evidence, it proven that leadership is one of the keys in order for a company to achieve its goal, which company are established with the group of people as its employee, employee as we know have many specialty and various skills and knowledge for each individual. In order to utilize this, a good management will be needed, and leader is a part of good management, if a leader can blend well and manage to behave in a way that can influence employee, it will become a power that will translate into performance but does it really important. As we know work performance is influence by many factors, which makes leadership one of them, this requires an exploration specifically into leaderships aspect to prove whether leadership work universally in different location as a factor that influence work performance.

## **LITERATURE REVIEW**

### **Leadership Style**

Leadership style is one of the many important factors that could influence work performance, according to Afrizal leadership is a behavioural norm used to influence the others, in for leadership to be effective, the individuals must know their surrounding this include, workplace, satisfaction and many other aspects that could motivates employee to work as hard as they can (Yusuf et al., 2022). What work most to create the best workplace atmosphere is the leadership style that demonstrated shared influence in determining though between supervisor and subordinates in order to conclude the best decision in the decision making (Khasawneh & Elrehail, 2022). There are several indicators that describe a good leadership style that one could embody, which is (1) motivating ability; (2) communicating ability; (3) decision making ability; (4) ability to control emotions; and (5) responsibility (Saputra & Mahaputra, 2022). Positive leadership style will manage influence someone through their mind, which will function as psychological empowerment, and brough positive self-evaluation traits throughout their work in order to improve themselves (Schermuly et al., 2022). It can't be denied that leadership is important, as the leader supposed to use their power, knowledge, intelligence, and skills, to influence and motivated other for the betterment of themselves, and their organization, leadership have a very strong influence on employee attitudes, which also have direct effect toward their work performance (Jamali et al., 2022).

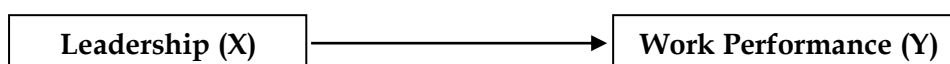
### **Work Performance**

Work performance is a multidimensional concept, there are multiple components, as for its components consist of what specific to particular job and nonspecific performance component of work, other component can be specify as organizationally mandated performance, and innovative work behavior and more spontaneity, other than that its also complex due to its behavior, which consist of idea making, promoting ideas, and realizing ideas (Ramdhan et al., 2022). Work performance is influenced by interaction between ability and motivation which are formed by knowledge and expertise, while motivation form by attitudes and situations (Iis et al., 2022). Complete performance doesn't only reflect one performance, but it has many groups of performance one must partake in order to make significant contribution, this performance including task performance, adaptive performance, and counterproductive work behavior (Krijgsheld et al., 2022). Performance itself achieved by employee that can be seen in their result of work whether by its quality or its quantity, that they manage to carry out in accordance with their responsibility, which also determine their success in their work (Andreas, 2022). There are several aspect that accessed in performance which is (1) technical ability, which describe the ability to utilize knowledge, methods, technique, and equipment in completing a task; (2) conceptual ability, this ability requires an individual to understand organizational problem as a whole, in which including their duties, functions, and responsibilities that they bear as an employee; and (3) interpersonal

relationship skills, which a skill that requires an individual to implement team work and manage to work in group (Dwi & Ali, 2022).

### Conceptual Framework

This paper focuses in exploring the importance of leadership in influencing work performance, which empirically have been research on, however, in order to prove whether or not the leadership aspect universally work despite the difference in location, as we know leadership influence employee to work as hard as they can, by managing resources as good as possible to complete the job and task given to them. There are several empirical research that showed result stating leadership influence work performance, which stated that leadership is the main factors in improving performance (Purwanto, 2022). Other supporting this finding by stating that leadership has a positive and significant effect toward work performance which indicates the importance of leadership in order to achieve high work performance (Tianingrum, 2022) (Sudiarso, 2022) (Herlambang et al., 2022). Another statement making clear that in order for leadership to be effective in influencing work performance, factors such motivation and compensation are needed to achieve high work performance (Hidayati & Zulher, 2022). Clarifying the purpose of this paper, conceptual framework is illustrated bellow:



Picture 1. Conceptual Framework

### METHODOLOGY

The paper consists of quantitative study that looks at how leadership impacts work performance using numerical methodologies. The purpose of this research is to carry out an analysis to accomplish that objective. The research uses SPSS software and simple regression analysis to achieve this. There are 117 participants in the study, including civil servants and interns, and it focuses on the Sidenreng Rappang Regency's Education Bureau.

Five distinct aspects for each variable were included in the questionnaire used to collect the data for this study. There were two statements for each component. Intelligence, behavior, the capacity to inspire others, communication skills, and the capacity for empowerment were the five pillars of leadership. Work quality, work quantity, time efficiency, teamwork, and discipline were the five components of effective work performance. The data will be summarized to make it easier to examine, and then the simple regression method will be used to identify the influences.

### RESULT

#### Regression Analysis

The purpose of the regression analysis is to evaluate and judge how strongly the variables are related. Leadership is the independent variable in this study, and work performance is the dependent variable. The results of this test can be used to determine how leadership affects work performance. The

findings of this research will also be supported by the data, which will be evaluated and compared to previous empirical studies.

Table 1. Simple Regression Result

Coefficients <sup>a</sup>	
Model	B
1	(Constant)
	10,138
	X
	.306

Source: SPSS Output (2023)

According to table 1 the result of regression tests the possible equation to formulate are the following:

$$Y^1 = 10.138 + 0.306X^1 + e$$

The constant value in this study was determined to be 10.138, indicating that the value of work performance would be 10.138 if the leadership variable had the value of zero. Considering the regression coefficient was positive (0.135), an increase in leadership value would result in an increase in work performance value of 0.306 as well.

### Determinant Coefficient

The determinant coefficient, also referred to as the coefficient of determination, determines the amount by which the independent variable partially influences the dependent variable. The correlation coefficient, on the other hand, measures the overall strength of the relationship between the independent and dependent variables. The regression test on the determinant coefficient in this study provided the following results.

Table 2. Determinant Coefficient Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 <sup>a</sup>	.361	.294	5,808

a. Predictors: (Constant), X

Source: SPSS Output (2023)

The results of the correlation test revealed an R Square value of 0.361 based on the information in Table 2's data. This indicates that just 36.1% illustrate the ability of leadership toward work performance, which is are considered to be low given the existence of other factors that could significantly affect work performance. Other factors that were not examined in this study's calculations account for the remaining 63.9% of the total. The correlation coefficient value, however, was 0.601, showing that leadership has a 60.1% influence on work performance.

### Partial Test (t)

When there are several independent factors, the partial test's goal is to identify each independent variable's unique impact on the dependent variable. However, there was only one independent variable and one dependent variable in this study, and the test was run to see how the use of leadership affected work performance. The test results will demonstrate the extent to which work performance is increased by the help of leadership, and these results will be evaluated in light of empirical research and the real-world circumstances in which this study was done. The partial test's results are shown in the section below.

Table 3. Partial Test Result

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.138	9.265		1.094	.281
	X	.306	.129	.467	2.378	.023

a. Dependent Variable: Y

Source: SPSS Output (2023)

The significant value shown in table 3, shows the value of 0.023, which is lower than 0.05, this marks the significant influence shown by leadership toward work performance. The value of regression coefficient also shown the positive value of 0.306, which shown positive correlation that illustrate leadership positive influence toward work performance, which interpreted as increasement in leadership will also lead to an increase on work performance. The real condition often illustrate this result, in which the condition where the leader have the capability of leader, they posses the requirement to influence people, this will certainly lead to well improved work performance, the right method and style of leadership, will increase the work performance through its human resources, leader will use their ability to influence both psychologically and physically, through this process of influence, it will lead to a slowly develop performance of the employee, either from their skills, their timing, and their knowledge, allowing them to work better and faster in the future.

## DISCUSSION

### The Influence of Leadership toward Work Performance

Leadership in its many form, is used to influence people in order to achieve common goals, in order for this factors to be effective, one must understand what can be done and what couldn't, in term of a leader, they must first understand the character of their subordinates, these are done to gain the ability to utilize the human resources one company has, which as we know, not everyone have the same capability, same knowledge and same skills, therefore, leaders role are so important identify this differences. This paper provide result that stated leadership influence work performance significantly, this result illustrates that in a condition where leadership is effective and even increase its effectiveness, it

will be followed by the increasing work performance. In term of performance, there is numerous factors that could influence it, which this performance also depends on technology in order to carried out the task done by human, but technology in one way or another also needed resourceful human, which this human resources should embody the knowledge and skills to manage and utilize technology, technology operating ability is certain must have ability for leader to embody (Abbas et al., 2022). Aside from this need of tools and skilful human resources. The result of this research is supported by the empirical evidence which stated that the leadership style is positively and significantly affect work performance, in which leadership style will influence someone into performing their best, this however needs certain strategy, the most real illustration toward this condition, is when the subordinates have given the chance to improvise in their task, allowing them to have room to growth (Abdelwahed et al., 2023).

The influence of leadership has been illustrated in the past research, its explained that leadership, leadership style implication function to improve work performance, which the better the leadership style, it will also increase work performance (Alamanda et al., 2022). Align to the result that this paper provide, its important to always improve good leadership, however there are few aspect that include in leadership style, which is the first place to look when one are going to improve leadership style, these include process of leader selection and requirement, training program and leadership development, providing reward and recognition for the leader that fulfil their responsibility well, evaluating potential future leader, provide coaching and counselling regularly to harness leader full potential, and lastly is to implement succession plan that aim to qualified future leader (Zulmariad et al., 2022). Another empirical research states that, as the leader is also a human, they also embody different personality and character, which its influence are determine by the leader, leader must be able to behave and act in order to motivate employee in improving their performance, this behaviour are values, norm, ethics, freedom, trustworthy, supervision, critical thinking, constructive suggestion, firm and respecting creativity, also innovation and motivation (Alie et al., 2022).

Leadership is stated to be dependent on the style that leader adopt, there are several leadership styles, which one most commonly known as transactional leadership, that serve the purpose to compensate the employee for their work, which are fully under the command of the leader, which this leadership will lowly pay attention toward the growth of the employee. On the other hand, transformational leadership function as a style of leadership that will help employee in building their own leadership style, to prepare their selves for future leader possibility. Leadership work in way of psychological more than physical, which many aspects that lead to comfort and satisfaction, will influence the employee performance, there is also one more strong aspect that will motivate employee to work their best performance, which is appreciation, employee are like to be appreciate, therefore it will influence them to work hard (Budur & Demir, 2022). In order for leader to react effectiveness, leader also need the process of learning, they must recognize and adapt the best leadership style, that match their personality, character, skill, knowledge, and capability, not only that,

leader must also take their environment and subordinates in consideration, in which leader must also recognize their environment, and their subordinates, in order to manage and utilize them to increase work performance and to achieve common organizational goals (Beauty & Aigbogun, 2022).

### **The Importance of Leadership**

The result of this research indicates the influence of leadership toward work performance positively and significantly, this marks the importance of leadership. In real life scenario, it can't be denied that in order for something to be done, everyone need instructions, therefore this also reflect the importance of leadership. There is a certain situation for the employee to handle alone, but there is also some situation requires the role of leader, therefore its important for leader to interact with the employee, further tasked them with duty to manage crisis management, which is unpredictable, this approach will develop high quality human resources that have the capability to improvise many situation due to their mature judgement of the situation (Eichenauer et al., 2022). Following this finding, it's important to remember that in the decision-making situation, there is a possibility where leader doesn't quite remember all the important things to consider, therefore its very importance for a leader to always involve their employee in the decision-making situation, in order to view on wider aspect to consider in the company (Roberson & Perry, 2021). Since leader is the one to give out order, they must have dynamic personality to handle various personality and character of their employee, in term of performance, leader are capable to build a creative employee by gaining their trust and appreciate their work, therefore the importance of leadership in its process, are assume to manage many possibilities, one of them being are creativity that form through team work, knowledge sharing, and motivational learning (Khasawneh et al., 2022).

The importance of leadership is crucial, when leader is misbehave or misdirecting the employee, it will lead to a damage that company have to suffer, therefore its important for leader to assure their self-quality before stepping up as a leader, in this situation, one can implement the self-leadership method to influence their selves before going onto real condition in a company, this method is meant for the leader to taking care their selves either physically and psychologically, and take sufficient recovery from work, this are very important, especially in order to prevent burnout from excessively work routine (Sjöblom et al., 2022). The importance of leadership can be interpreted as an investment toward the company, due to the fact that leadership firstly affect the employee well-being and environment, further, the influence of leadership is also known to affect mostly from the emotional side of the employee performance, like intention to quit, and the motivation to work harder (Lauritzen et al., 2021). Effective leadership plays a critical role in inspiring people to take a proactive approach toward contributing to their organization. Through providing their team members clear guidance, developing attainable goals, and providing the right tools, leaders who inspire their teams and create a pleasant work environment can motivate workers to go above and beyond their responsibility. Through this, staff members are given the support and empowerment they need and grow

more committed in the expansion of their company (Amankwaa et al., 2022). Developing a workplace that supports diversity and accepts workers with a variety of social identities requires strong leadership. A sense of security and belonging among employees can be fostered by leaders, and this can have a number of advantageous effects. Leadership can also promote psychological safety, which allows workers to express themselves without worrying about criticism or retaliation. This will also encourage work group identification, which boosts team cohesion and enhances performance in general. Further leadership is recognized to be associated to higher employee job satisfaction, engagement, and dedication to the organization. Employees who feel psychologically empowered are also more inclined to take the initiative and become proactive problem solvers. Employees are more likely to experience a sense of loyalty to their company and stick with the firm in the long run when they believe that their distinctive ideas and contributions are valued (Shore & Chung, 2021).

## **CONCLUSION AND RECOMMENDATION**

After performing this research, there are several findings that are align to the result of this paper, first the importance of leadership cannot be denied, especially in organization where between the supervisor whether the subordinates share common goals, also in its process, leadership isn't an instant process, which one must have the capability to be an ideal leader, one must have the knowledge, skill and experience. Leadership also in one way or another will influence work performance, in this term leadership can influence work performance directly or indirectly. This paper obtain result that stated leadership influence work performance positively and significantly, which show that whenever the leadership aspect is increase, it will be follow by the work performance, in real life scenario, this can also happen, since leader have the capability to influence people to work hard, it then depends on his method, strategy and emotional approach. Several empirical findings also support the result of this paper which stated that leadership is important aspect in order to maximize work performance.

The recommendation of this paper is focus on the leadership aspect, even though there are diversity of factors that could influence work performance, leadership consider to be very important, since leadership can be the origin source of satisfaction and motivation, therefore, its important to evaluate instrument to explore leadership deeper, and to develop strategies to create new methods of leadership in the future.

## **LIMITATIONS**

This research only explores leadership aspect in general, while there are so many leadership styles one can implement, therefore, the limitation in this research locate in its depth, leadership style is unique and have diversity of style, its recommend for the next research to start from this, to explore various type of leadership and examine which one is more effective than the other.

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