

## SYSTEMATIC LITERATURE REVIEW LEADERSHIP STYLE TO EMPLOYEE PERFORMANCE IN MANUFACTURING COMPANY

<sup>1</sup>Ramdani, <sup>2</sup>Yanneri Elfa Kiswara Rahmantya, <sup>3</sup>April Laksana, <sup>4</sup>Hadi Kurniawanto

<sup>1,2</sup>Universitas Kuningan, <sup>3,4</sup>Universitas Bina Bangsa

### ARTICLE INFO

#### Keywords:

Leadership Style,  
Employee Performance,  
Systematic Literature Review

#### E-mail:

20211710047@uniku.ac.id

### ABSTRACT

A true leader can create a good atmosphere and culture where his subordinates can show and realize all their abilities to work optimally. A leader's leadership style has an important role to organize, manage and direct his team to achieve the goals and targets of the organization or company he leads. A leader's leadership style will significantly influence the achievement of his team's performance or what we call employee performance. This research aims to identify and analyze leadership styles that can influence employee performance. Many journals and studies discuss the effect of leadership style on employee performance, so a review of journal papers that discuss this is necessary. The method used in this study is a Systematic Literature Review (SLR) of published journal papers from 2022-2023. There are three Research Questions (RQ) defined in this study. The final results obtained from several journals studied show that a leader's leadership style dramatically influences the achievement of employee performance, and what is very dominant here is transformational leadership which has a very positive effect on employee performance. With the results of this study, we hope that it can provide knowledge and education to all leaders that the quality of work or employee performance is greatly influenced by the style and ability of the leader in managing and controlling the company he leads and one of the best is the leadership style of transformational leadership.

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### 1. INTRODUCTION

Leaders in an organization or company are the spearhead of achieving the success of the goals that have been made. So it can be said that the leader's ability will significantly affect his success in organizing and managing his team so that he can get maximum results. According to Hasibuan (2021), a leader uses his authority and leadership in directing other people and is responsible for that person's work in achieving organizational goals.

However, as we know that the leadership applied by a leader has different characteristics, this is then the character that will be attached to the leader. This characteristic is what we then call the leadership style or Leadership Style. A leader's leadership style has a vital role for a leader to organize, manage and direct his team to achieve the goals and targets of the organization or company he leads. A leader then applies this leadership style in organizing and managing it all. Directly the leader's leadership style will significantly affect the achievement of his team's performance or employee performance. However, some companies still do not pay attention to their employees, so employees become demotivated, lazy, and seem not good at their work (Laksana and Fajarwati 2021). There are so many leadership styles that we can use as a reference to be applied to our leadership in order to encourage the performance of our team or employees to achieve better company performance. Company management to improve the quality of work life in encouraging workers to have managerial abilities and *leadership* potential in carrying out practical and conducive work (Saepulloh, Asep & Laksana, 2022). According to Mangkunegara (2005), Employee Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. This research was conducted to provide knowledge and education by reviewing previous studies on leadership styles that can affect employee performance. From the results of this research, it is expected to have great benefits for all of us, especially leaders and prospective leaders both in a company or organization in order to apply a good leadership style to encourage employee performance for progress and common goals.

In a study conducted by Masduki Asbari, Dylmoon Hidayat & Agus Purwanto entitled "managing Employee Performance: from Leadership to readiness for change" with the methods used are mediating,

collecting data and SEM method. The results obtained in the study explain that Transformational Leadership has a significant effect on employee performance. This research paves the way for a leader to face the readiness of change in the era of the Industrial revolution 4.0.

The conclusion that can be drawn from the research above is that the leadership style of a leader strongly influences employee performance or employee performance results. So in this study we will use the SLR method or Systematic Literature Review to review previous studies that discuss the influence of leadership style on employee performance so that it can be scientific information as well as education to all of us, especially leaders and a leader to be able to manage his team well with the most appropriate leadership style to face changes in the current era

## 2. METHOD

The research method used in this journal is the SLR method, or Systematic Literature Review. According to Calderon and Ruiz (2015), the SLR method is a method used by research with the identification, evaluation and interpretation of all research availability relevant to the formulation of the problem or topic area studied.

All data collected in the previous stage will then be analyzed at this stage. The results of data analysis must answer all research questions that have been created and determined. The data collected up to the research results must be made and written by the format provided.

## 3. RESULT AND DISCUSSION

### Results of Searching Process, Inclusion and Exclusion Criteria

The results of the searching process, inclusion and exclusion criteria are only 13 journal papers by the criteria, namely journals published from 2022-2023, journals discuss leadership styles that affect performance and are carried out in manufacturing companies. Here are the types of journals that have been successfully obtained:

Table 1 Grouping by Journal Type

No	Journal Type	Year	Sum
1	Manufacture Industry	2022	11
2	Manufacture Food &; Beverage	2022	2

### Quality Assessment Results

The following are the quality assessment results based on selected journals presented through the table:

Table 2 Quality Assessment Results

No	Writer	RQ1	RQ2	RQ3	QA1	QA2	QA3	Result
1	L. Wei, HL. Vasudevan	√	√	√	√	√	√	Accepted
2	Susan C. McGraw	√	√	√	√	√	√	Accepted
3	Charles J. Oloo Kodi	√	√	√	√	√	√	Accepted
4	Gibson Manalu, Charli Sitinjak	√	√	√	√	√	√	Accepted
5	Teerachat Kongsamai, Kornwika Mongkol, Preeyanooch Prajit, Jutamard Thaweepaiboonwong	√	√	√	√	√	√	Accepted
6	Ronan Yadi Sunarto, I Nyoman Sutapa	√	√	√	√	√	√	Accepted
7	Basil Mahmud Ali Defalla, Yap Voon Choong	√	√	√	√	√	√	Accepted
8	Jasmeet Kaur A/P Ranjit Singh	√	√	√	√	√	√	Accepted
9	Michelle Payne, Dwayne Roache, Jessel Subero, G. Peter Zhang	√	√	√	√	√	√	Accepted
10	Oussible Tones, Cihan Tinaztepe	√	√	√	√	√	√	Accepted
11	Michael Jibrael Rorong, Zuhdi Arman, Dedi Epriadi	√	√	√	√	√	√	Accepted
12	Tonderai Mathende and Asif Mahbub Karim	√	√	√	√	√	√	Accepted
13	Lin Lin Lim, Junaimah Jauhar, Yashar Salamzadeh, Rizwan Ullah Khan	√	√	√	√	√	√	Accepted

## Data Analysis

### Results of RQ1: Types of Leadership Style

Based on Research Question number 1 about the Type of Leadership Style used to improve performance in research papers. The results we can see in the following table:

Table 3 Categories of Leadership Style Types used

No.	Types of Leadership Style	Research Paper	Sum
1	Dictatorial Leadership	[1]	1
2	Autocratic Leadership	[1]	1
3	Paternalistic Leadership	[1]	1
4	Laissez-Faire leadership	[1], [8]	2
5	Democratic leadership	[1], [6], [10]	3
6	Tannenbaum and Schmidt leadership	[1]	1
7	Transactional Leadership	[2], [8], [9], [13]	4
8	Multiple Leadership	[1], [2], [5], [8], [9]	5
9	Transformational Leadership	[1], [7], [8], [9], [11], [12], [13]	7
10	Sales Leadership	[3]	1
11	Ethical Leadership	[8]	1
12	21st century Leadership	[8]	1
13	Safety Leadership	[8]	1

### Results of RQ2

Based on Research Question number 2 about Data collection techniques used to determine the influence of leadership style in improving performance in research papers can be seen from the following table:

Table 4 Data collection techniques

No.	Data Collection Techniques	Number of Respondents	Research Paper	Sum
1	Questionnaire	1669	[1], [3], [5], [7], [8], [10], [13]	7
2	Non Experimental	105	[2]	1
3	Explanatory	-	[2]	1
4	Literature Review	-	[4]	1
5	Observation	-	[6], [9], [11]	3
6	Statistical	369	[12]	1

### Results of RQ3

Based on research question number 3 about what performance increases in the implementation of leadership style we can see in the following table:

Table 5 Improved performance

No.	Performance	Research Paper	Sum
1	Company	[1]	1
2	Decision making	[1], [13]	2
3	Behaviour	[1], [9], [11]	3
4	Innovation	[2]	1
5	Intellectual Stimulation	[3]	1
6	Sales Target	[4]	1
7	Career Opportunities	[5]	1
8	colleagues	[5]	1
9	Compensation	[5]	1
10	Training Skill	[6]	1
11	Ability, Understanding, Practical	[7], [8], [9], [10], [12], [13]	6
12	Personality	[7]	1
13	Safety	[9]	1
14	Productivity	[10]	1
15	Communication	[11]	1

16	Worklife Balance	[13]	1
17	Reward	[13]	1
18	Commitment	[13]	1

#### Summary of Data Analysis results

From the results of the research questions that have been reviewed above, it can be seen that Transformational Leadership is the most widely used as one of the leadership styles that can improve performance. Meanwhile, the most widely used data collection techniques in the journals above are questionnaires and the most improved performance is personal employee performance in terms of ability, understanding and practicality.

Table 6 Most categories in Research Question

No.	Aspects	Number of Respondents
1	Types of Leadership Style	Transformational Leadership
2	Data Collection Techniques	Questionnaire
3	Performance	Employee Performance, Ability, Understanding, Practical

#### 4. CONCLUSION

Based on the results of Systematic Literature Review research that has been conducted, Leadership Style is very influential on employee performance. Leadership style that is widely applied is Transformational Leadership. A data collection technique that is widely carried out is through survey questionnaires. It can be seen the positive influence to improve employee performance in terms of ability, understanding and practicality and many other positive effects increase related to employee performance

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