
Measuring the Role of Leadership Style and Decision Making in Creating Performance

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Abstract:

This study aims to investigate the influence of leadership style and decision-making on the performance of employees at Dealer Honda Semarang Center. Employing a quantitative methodology and survey approach, the study selected participants through proportional random sampling, resulting in a sample size of 71 responses. Data analysis was conducted using SPSS version 26, employing multiple regression, t-test, and F-test techniques. The findings revealed positive regression coefficients for both decision-making (X2) and leadership style (X1) variables in relation to performance (Y), indicating a beneficial impact on performance. Specifically, leadership style (X1) demonstrated a partial influence on performance, while decision-making (X2) showed a significant impact. The study concludes that both leadership style and decision-making variables collectively account for 43.5% of the variation in performance, with the remaining percentage attributed to unexplored factors.

Keywords: *Leadership Style, Decision Making, Performance Employees, Dealer Honda Semarang Center*

1. Introduction

The impact of the modern era that has occurred today has greatly influenced purchasing patterns in society, which is synonymous with a lifestyle that always follows trends or developments over time. For this reason, companies, especially those operating in the automotive sector, always improve product quality, introduce features and advantages with promotions and designs that are stylish and suitable for urban mobility in order to achieve consumer satisfaction. Products are produced with various choices of type, quality and shape, where all these activities are aimed at attracting customer interest, so that consumers will be inclined to purchase these products. A differentiator, or a feature that is built into a firm's product, is present in every product or service the company has developed. Purchasing decisions are based on a number of product characteristics, such as quality, design, and promotion (Makanoneng et al., 2022).

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The establishment of many automotive companies in Indonesia, especially the car industry, has led to competition between companies. Each company is required to innovate and improve their products so that the type and design of the car they produce can be appropriate and comfortable to use as a means of transportation. With the opening of the free market in Indonesia, more and more car manufacturers have emerged from China and Malaysia, thereby tightening competition in the car industry in Indonesia. However, until now Japanese cars remain the main choice for Indonesian people because of the various advantages they have. The decision to determine or choose the brand of car you want to use is not something that just happens. Various considerations are made before deciding to buy a product, for example product quality, design which can be achieved with promotion as a means of introducing the product you have (Informasi et al., 2024).

The current business landscape is perceived as more competitive due to the swift advancements in information technology, which have also facilitated customers' access to product details. Through social media or the mainstream media, customers can readily obtain information about the things they need ahead of time (Dharmawan & Adista, 2019). Companies that want to compete in this market face difficulties in entering it because they must decide whether to make improvements and modifications or to withdraw from the market altogether (Alfrida et al., 2020). Companies need to be able to develop a competitive advantage in order to compete with one another in this highly competitive market. Businesses need to be able to deliver high-quality products and services as well as engaging content.

Honda is an automotive manufacturer from Japan which was founded by Soichiro Honda on September 24, 1948 in Japan. Honda cars always innovate technology. Through a network of dealers located throughout the country, Honda tries to create loyal customers by maintaining the quality of its products and services. Honda Semarang Center Dealer, one of the Honda car dealers on Jalan Setiabudi 124 Semarang, serves the purchase of Honda cars of all types issued by Honda Prospect Motor as the Sole Agent for the Honda Brand Holder (ATPM) based in Sunter, Jakarta.

An organization needs a leader with a leadership style that can advance the organization. Leadership style influences the organization and organizational survival (Santoso & Pranogyo, 2023). Given that leaders are essentially the foundation of organizational development. A cooperative's ability to successfully accomplish its vision and objectives depends on its leadership position. An organization's leadership role is a crucial component of human resource management (Siagian et al., 2023). In addition to giving guidance, it also inspires workers to strive for better performance. Human resources, as direct supervisors, are responsible for the advancement and development of employee performance (Maruli et al., 2023). Performance measurement is necessary to ascertain the function and contribution of human resources in attaining organizational success (Kadiyono et al., 2020). An organization's or company's success is significantly influenced by the performance of its human resources. Employee performance is the outcome that employees attain in

their work in accordance with the standards that are relevant to a specific position. A variable that may impact performance is the style of leadership (Dharmawan 2017).

In order to create a positive work atmosphere and boost employee performance, which is intended to result in high job productivity, the correct leadership style is crucial. The leader's responsibility is to make decisions, give instructions, and oversee the work of their team members. Thus, one of the main factors influencing increased employee performance is leadership style (Astuti et al., 2010).

While existing literature emphasizes the importance of leadership style in influencing employee performance, there remains a gap in understanding how specific leadership styles impact performance in the context of the automotive industry in Indonesia. Additionally, limited research has explored the interplay between leadership style, decision-making, and employee performance within this sector.

This study seeks to address the aforementioned research gap by investigating the nuanced relationship between leadership style, decision-making, and employee performance in the specific context of the automotive industry in Indonesia. By examining these factors, the study aims to contribute to a deeper understanding of the dynamics driving employee performance within this competitive industry landscape.

2. Theoretical Background

Leadership Style

Leadership style refers to the manner in which a leader interacts with and influences their followers to achieve organizational goals (Sunarsi et al., 2020). Various leadership theories, such as transformational, transactional, and charismatic leadership, offer distinct perspectives on leadership styles and their impact on employee behavior and performance (Al-maaitah et al., 2021).

Transformational leadership emphasizes inspiring and motivating followers to transcend their self-interests for the collective good of the organization (Benitez et al., 2022). Transactional leadership, on the other hand, focuses on exchange relationships between leaders and followers, where rewards and punishments are used to motivate performance. Charismatic leadership centers on the personal charisma and vision of the leader, inspiring followers through their compelling vision and personality (Specchia et al., 2021).

Each leadership style has unique implications for employee engagement, motivation, and performance outcomes. For instance, transformational leaders tend to foster higher levels of employee commitment and innovation, whereas transactional leaders may emphasize task completion and adherence to rules and procedures (Fries et al., 2021).

Decision Making

Decision making involves the process of selecting a course of action from several alternatives to achieve organizational objectives. It encompasses rational, intuitive,

and strategic decision-making approaches, influenced by individual and situational factors (Bag et al., 2021).

Rational decision making relies on logical analysis and systematic evaluation of alternatives to maximize outcomes. Intuitive decision making involves using gut feelings and past experiences to guide decision-making in ambiguous or complex situations. Strategic decision making considers long-term implications and organizational goals when making choices (Awan et al., 2021).

Effective decision making is crucial for organizational performance, as it determines resource allocation, problem-solving strategies, and adaptation to changing environments (Mahrinasari et al., 2021). Leaders who exhibit sound decision-making skills can steer organizations towards success by making informed choices that align with the organization's mission and vision.

3. Methodology

A quantitative methodology and survey method were used in this study. This method aims to make abstract ideas measurable by operationalizing them. The focus of this study is the staff performance at the Honda Semarang Center Dealership and the leadership style of dealer leaders. Employees of the Honda Semarang Center Dealer served as the research subjects in the interim. Proportional random sampling was used to determine who will participate in this study. There were 71 employees in the sample. Five indicators are used to measure the many aspects of leadership style: decision-making, communication, empathy, trust, and responsibility. In the meanwhile, five indicators—work quality, punctuality, initiative, ability, and communication—are used to gauge employee performance. With the use of SPSS Version 26, the data that was directly collected from the respondents was then processed and hypothesis testing was done (Anggraini et al., 2022).

4. Empirical Findings/Result

Validity test

(Ghozali, 2021) shows how the amount of an instrument's validity can be measured. An instrument with high validity is one that is valid, while one with low validity is one that is less valid. Next, a comparison is made between the rcount and rtable results. Next, each instrument item's rcount value is ascertained by contrasting the rcount and the rtable. The computation results are as follows:

Table 1. Validity Test Results

Variable	Item Question	r-count	r-table	Conclusion
Leadership Style (X1)	X1.1	0,8779	0,2335	Valid
	X1.2	0,8667	0,2335	Valid
	X1.3	0,8910	0,2335	Valid
	X1.4	0,9082	0,2335	Valid
	X1.5	0,8377	0,2335	Valid
Decision Making (X2)	X2.1	0,8893	0,2335	Valid
	X2.2	0,9495	0,2335	Valid
	X2.3	0,9470	0,2335	Valid

Variable	Item Question	r-count	r-table	Conclusion
Performance (Y)	X2.4	0,9495	0,2335	Valid
	X2.5	0,9470	0,2335	Valid
	Y1.1	0,8987	0,2335	Valid
	Y1.2	0,9380	0,2335	Valid
	Y1.3	0,9365	0,2335	Valid
	Y1.4	0,9441	0,2335	Valid
	Y1.5	0,9441	0,2335	Valid

Source: Processed primary data, 2024

Reliability Test

Reliability is the quality and dependability of an instrument that makes it suitable for use as a data gathering tool. (Arikunto, 2014). When an instrument measures the same object several times and consistently produces the same results, it is said to be dependable (Arikunto, 2016). Applying Cronbach's Alpha to the reliability test allowed for the determination of the instrument reliability test results.

Table 2. Reliability Test Results

Variable	Reliability Value	Standard	Description
Leadership Style (X_1)	0,9236	0,7	Reliable
Decision Making (X_2)	0,9649		Reliable
Performance (Y)	0,9617		Reliable

Source: Processed primary data, 2024

Dependability calculations indicate that all study variables have Cronbach's Alpha coefficient values larger than the critical value of 0.7, indicating their dependability.

Classic assumption test

Moreover, to determine whether heteroscedasticity or multicollinearity are actually absent from the regression estimates' results. This study included the multicollinearity, heteroscedasticity, and normality tests as conventional assumption testing.

Normality test

This test establishes whether or not the residual values of a regression model follow a normal distribution. This is seen by the huge, regularly distributed random error (e) value in the linear regression approach. A normally distributed or nearly normally distributed regression model is the best option to ensure that the data are appropriate for statistical testing.

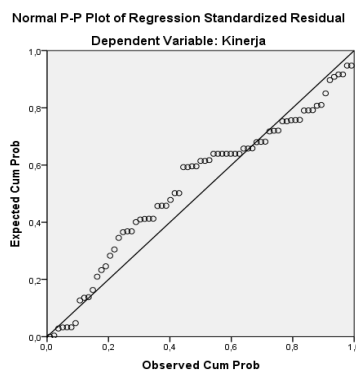


Figure 1. Normality Test Results

Source: Processed primary data, 2024

The residuals are normally distributed if the data is dispersed diagonally and in that direction. This acts as the basis for decision-making while recognizing normalcy. Conversely, the residuals are not normally distributed if the data substantially deviates from the diagonal line or if the diagonal direction is not followed. Given that the data are scattered over the diagonal line and follow its direction, the preceding result demonstrates that the residual data is consistently distributed.

Multicollinearity Test

The independent variables are not orthogonal if they exhibit correlation. Independent variables that have no association between them are known as orthogonal variables.(Ghozali, 2013) To find out if multicollinearity occurs, one usually looks at the tolerance and VIF values in the linear regression findings.

Table 3. Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Leadership Style	,721	1,387
	Decision Making	,721	1,387

a. Dependent Variable: Perfomance

Source: Processed primary data, 2024

If tolerance is more than 0.10 and VIF is less than 10, multicollinearity does not exist, according to the decision-making procedure. The computation results in the preceding table show that a Because each independent variable's VIF value is much less than 10 and the tolerance value calculation results are more than 0.10, there is no association between the independent variables. Consequently, it may be concluded that there is no multicollinearity among the independent variables in the regression model.

Heteroscedasticity Test

The purpose of the heteroscedasticity test is to determine whether the residual of one observation is not equally distributed with respect to a fixed observation in the regression model. If this is the case, the test is referred to as homoscedasticity; if not, it is referred to as heteroscedasticity or heteroscedasticity happens. An effective regression model necessitates the lack of heteroscedasticity issues. Heteroscedasticity assumptions can be examined by the use of scatterplots test.

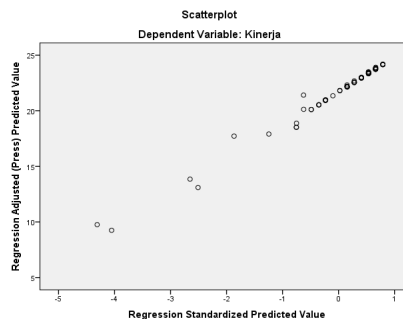


Figure 2. Heteroscedasticity Test

Source: Processed primary data, 2024

The concept of heteroscedasticity detection is predicated on the notion that heteroscedasticity has occurred if the data distribution is regular and exhibits a specific pattern; conversely, if the pattern distribution is irregular and does not exhibit a specific pattern, then heteroscedasticity is not present. The output above makes it evident that the processed data does not have a heteroscedasticity problem because the pattern distribution is unpredictable and does not produce a particular pattern.

Regression Analysis

Regression analysis is a statistical technique that shows the existence or absence of a relationship—also known as a causal link or cause and effect—as an equation or systematic model. Regression can be used to create a model, such as a regression equation, or to predict outcomes. The process of regression analysis itself is used to ascertain how much one variable affects one or more other variables.

Table 4. Multiple Linear Regression Results The Influence of Leadership Style and Decision Making on Performance

Coefficients ^a			
Model		Unstandardized Coefficients	Standardized Coefficients
		B	Std. Error
1	(Constant)	4,451	2,378
	Leadership	,398	,118
	Decision Making	,391	,100

a. Dependent Variable: Performance

Source: Processed primary data, 2024

The following is an explanation of the multiple regression equation: The two research variables, decision making (X2) and leadership style (X1), have a positive regression coefficient, which indicates that they have a positive impact on performance (Y). Increasing leadership style (X1) and decision making (X2) will therefore improve performance (Y).

a. The constant (α) is equal to 4.451. Analysis: Performance will rise by 4,451 units if the leadership and decision-making styles are deleted or equal to 0.

b. The value of b1 is 0.398.

Analysis: Increasing performance is positively impacted by the leadership style variable. Assuming the decision-making variable remains constant, performance will rise by 39.8 units for every 1% increase in the leadership style variable.

c. The value of b2 is 0.391.

Analysis: Increasing performance is positively impacted by decision-making factors. Assuming the leadership style variable remains constant, performance will increase by 39.1 units for every 1% increase in the decision making variable.

After that, the regression equation looks like this:

$$Y = 4.451 + 0.398 X1 + 0.391 X2 + e.$$

Partial Parameter Significance Test (T Statistical Test)

When examining variables with an individual (individual) impact on the dependent variable as the independent variable, the t test is employed. The formula for the t table

is the number of responders minus two, or it can be expressed as follows: Using the formula $t \text{ table} = 71 - 2 = 69$, 1.66724 is the t table value.

Table 5. t Test Results The Impact of Decision-Making and Leadership Style on Performance

Coefficients ^a		
Model	t	Sig.
1 (Constant)	1,871	,066
Leadership	3,363	,001
Decision Making	3,895	,000

a. Dependent Variable: Performance

Source: Processed primary data, 2024

Based on the results of the regression analysis, it is obtained:

The determined t value for the leadership style variable is 3.363 with a significance level of 0.001. It is possible to conclude that H_a is accepted and H_0 is rejected based on the fact that this value is bigger than the t table of 1.66724, the significance value (Sig.) is positive, and $0.001 < 0.05$. This suggests that leadership style (X_1) influences performance (Y) to some extent.

The decision-making variable has a calculated t value of 3.895 with a significance level of 0.000 since the calculated t value of 3.895 $>$ t table 1.66724 and the significance value (Sig.) is $0.000 < 0.05$ and has a positive sign. Given that H_a is accepted and H_0 is denied, it can be concluded that decision-making (X_2) is partial.

Simultaneous Significance Test (F Test)

The way to test the collective (simultaneous) influence of independent variables on changes in the value of the dependent variable is to measure the amount of changes in the dependent variable's value that can be explained by changes in the values of all independent variables. This means that a F test needs to be carried out. To perform the F test or ANOVA, compare The probability value of the research findings establishes the amount of significance for the study. (Ghozali, 2018). Finding the values $df_1 (N_1) = k - 1 = 3 - 1 = 2$ and $df_2 (N_2) = n - k = 71 - 3 = 68$ is the first step towards determining the F table value of $df_1 (2)$ and $df_2 (68) = 3.13$.

Table 6. F Test Outcomes the Impact of Decision-Making and Leadership Style on Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	668,826	2	334,413	27,952	,000 ^b
	Residual	813,541	68	11,964		
	Total	1482,366	70			

a. Dependent Variable: Performance

b. Predictors: (Constant), Decision Making, Leadership Style

Source: Processed primary data, 2024

With a significance threshold of 0.000, the computed F -value for the variable leadership style training and decision making is 27.952. It may be determined that H_0 is rejected and H_a is accepted because the F -value is bigger than F table 3.13, the significance value (Sig.) is positive, and $0.000 < 0.05$. This suggests that the variables of decision making and leadership style influence performance simultaneously.

Coefficient of Determination (R Square)

The primary purpose of the coefficient of determination, also referred to as R² (R Square) analysis, is to measure how well the model explains variability in the dependent variable. The coefficient of determination has a value between 0 and 1. A low R² value suggests that the independent variables' ability to explain variations in the dependent variable is limited. The value is near to one when the variability in the dependent variable are virtually totally explained by the dependent factors.

Table 7. Findings from the Examination of the Determination Coefficient R² (Adjusted R Square)The Impact of Decision-Making and Leadership Style on Performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,672 ^a	,451	,435	3,45888
a. Predictors: (Constant), Decision Making, Leadership Style				
b. Dependent Variable: Performance				

Source: Processed primary data, 2024

This shows that decision-making and leadership style are the independent variables that affect 43.5% of the performance variable, with other factors influencing the remaining fraction that was not studied.

5. Discussions

The regression analysis reveals a significant influence of leadership style (X1) on employee performance (Y). The calculated t value of 3.363 exceeds the critical t-value of 1.66724 at a significance level of 0.001. This indicates that the relationship between leadership style and performance is statistically significant. The positive regression coefficient suggests that as leadership style improves, employee performance tends to increase. This finding aligns with previous research highlighting the importance of effective leadership in organizational success (Dharmawan, MM., 2017).

The observed relationship between leadership style and performance resonates with findings from prior studies, emphasizing the pivotal role of leadership in driving employee productivity and satisfaction (Astuti et al., 2010). However, this study contributes to the literature by specifically examining leadership style within the context of the automotive industry in Indonesia. While consistent with existing research, this study offers a deeper understanding of how leadership style impacts performance in this specific industry.

Similarly, the analysis indicates a significant influence of decision-making (X2) on employee performance (Y). The calculated t value of 3.895 surpasses the critical t-value at a significance level of 0.000. This implies that decision-making significantly affects performance, with a positive regression coefficient indicating that improved decision-making leads to enhanced performance. The rejection of the null hypothesis (H0) in favor of the alternative hypothesis (Ha) underscores the importance of considering decision-making as a factor in organizational performance.

While previous studies have acknowledged the impact of decision-making on organizational outcomes, this study provides specific insights into its role within the automotive industry (Santoso & Pranogyo, 2023). By isolating decision-making as a variable and examining its influence on performance, this research offers a nuanced understanding of how decision-making practices contribute to organizational success. The findings corroborate existing literature while offering industry-specific insights.

The results of the regression analysis underscore the significance of both leadership style and decision-making in shaping employee performance within the automotive industry. These findings align with prior research highlighting the importance of effective leadership and strategic decision-making in driving organizational success. By elucidating the relationship between these variables and performance, this study provides valuable insights for managers and policymakers.

In conclusion, the findings of this study have important implications for organizational practice and future research. They emphasize the need for organizations in the automotive industry to prioritize the development of effective leadership styles and decision-making processes to enhance employee performance. By fostering a conducive leadership environment and promoting sound decision-making practices, organizations can optimize their performance and competitiveness in the market. Additionally, the study highlights the importance of further research to explore these dynamics in other industries and contexts, contributing to a deeper understanding of organizational behavior and performance optimization strategies.

6. Conclusions

Based on the findings and discussion, several conclusions can be drawn regarding the relationship between leadership style and employee performance at the Honda Semarang Center dealer. Firstly, it is evident that the leadership at the dealership predominantly adopts a democratic leadership style characterized by active employee participation in decision-making, effective communication channels between employees and management, and empathetic interactions between leaders and employees. This leadership approach contributes to a conducive work environment where employees can thrive.

Furthermore, the study indicates that employees at the Honda Semarang Center exhibit high performance levels, as evidenced by their ability to consistently meet goals and fulfill their job responsibilities. This suggests that the dealership's leadership style plays a significant role in motivating employees and facilitating their success within the organization.

Moreover, the analysis reveals a significant correlation between leadership style and employee performance, highlighting the importance of leadership behavior in influencing employee outcomes. Specifically, the findings suggest a positive relationship between a democratic leadership style and employee performance, implying that as leadership adopts a more participative approach, employee performance tends to improve.

Moving forward, future research in this area could explore several avenues to deepen our understanding of leadership and employee performance dynamics within automotive dealerships. Firstly, longitudinal studies could be conducted to assess the long-term impact of leadership style on employee performance, providing insights into the sustainability of performance improvements over time.

Additionally, comparative studies across different dealerships or automotive brands could be undertaken to examine variations in leadership styles and their effects on employee performance. This would allow for a more comprehensive analysis of the role of leadership in organizational success within the automotive industry.

Furthermore, qualitative research methods, such as interviews and focus groups, could be employed to gain deeper insights into employees' perceptions of leadership effectiveness and its influence on their performance. Understanding employees' perspectives can offer valuable insights for leadership development and organizational improvement initiatives.

Overall, future research endeavors should aim to elucidate the nuanced relationships between leadership behavior, organizational culture, and employee performance, providing actionable insights for automotive dealership management and contributing to the advancement of organizational theory and practice in this context.

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