
THE INFLUENCE OF LEADERSHIP STYLE AND CREATIVE SELF-EFFICACY ON PERFORMANCE OF EMPLOYEES PT. AHRS

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ABSTRAK

Industri kreatif di Indonesia sejatinya tengah berkembang pesat, hal ini dibuktikan dengan memberikan kontribusi sebesar 7,55 persen pada tahun 2020 terhadap total perekonomian nasional dengan total PDB sekitar Rp 1,211 triliun. Hal ini ditandai dengan maraknya jenis industri kreatif otomotif yang bermunculan dan dapat mengakibatkan semakin ketatnya persaingan dalam industri kreatif tersebut. Tujuan dari penelitian ini adalah untuk mengetahui apakah terdapat pengaruh Gaya Kepemimpinan dan Kinerja Karyawan terhadap Creative Self-efficacy pada PT. AHRS, AHRS merupakan perusahaan yang bergerak di bidang otomotif. Responden yang terlibat dalam penelitian ini sebanyak 68 orang, metode yang digunakan adalah metode deskriptif dan verifikatif dengan teknik Non Probability Sampling. Pengumpulan data dilakukan dengan cara menyebarkan kuesioner, metode analisis data dilakukan dengan regresi linier berganda dengan menggunakan software SPSS. Berdasarkan penelitian dapat dikatakan bahwa secara periodik Gaya Kepemimpinan dan Kinerja Karyawan berpengaruh signifikan terhadap Creative Self-Efficacy. Secara simultan terdapat pengaruh yang signifikan antara Gaya Kepemimpinan dan Kinerja Karyawan secara simultan terhadap Efikasi Diri Kreatif.

Kata kunci : *Gaya Kepemimpinan, Kinerja Karyawan dan Efikasi Diri Kreatif*

ABSTRACT

The creative industry in Indonesia is actually growing, this is proven by contributing 7.55 percent in 2020 to the total national economy with a total GDP of around IDR 1.211 trillion. This is marked by the outbreak of the types of automotive creative industries that have emerged and can lead to increasing fierce competition in the creative industries. The purpose of this study was to determine whether there was an effect of Leadership Style and Employee Performance Creative Self-efficacy at PT. AHRS, AHRS is a company engaged in the automotive sector. Respondents involved in this study were 68 people, the method used was descriptive and verification method with Non Probability Sampling technique. Data was collected by distributing questionnaires, the data analysis method was carried out by multiple linear regression using SPSS software. Based on the research, it can be said that periodically the Leadership Style and Employee Performance significantly affect Creative Self-Efficacy. Simultaneously there is a significant influence of Leadership Style and Employee Performance simultaneously on Creative Self-efficacy.

Keywords : *Leadership Style, Employee Performance and Creative Self-efficacy*

1. INTRODUCTION

The creative industry is considered more and more meaningful in supporting the economic prosperity of this country, because the creative industry has a large contribution of funds to national or regional income, so the government should pay attention to the creative industry. The industry in this country is actually more advanced, which is proven to have contributed 7.3% in 2019 to the overall national economy with a total GDP of IDR 1,153.4 trillion and in 2020 it contributed 7.55% to the total national economy with a total GDP worth IDR 1,211 trillion. (<https://kemenparekraf.go.id> , 2022). Within the organization, it is required that employees be more creative, both individually and in teams . Individual performance greatly affects the performance of organizations, both government and private organizations , in achieving the goals that have been set through activities driven by people or groups of people working together who play an active role as actors in producing good organizational performance.

In the organization the role of the leader affects the quality of the results of the performance carried out by employees. Leadership is one of the determining factors for developing the quality of human resources in an organization. Therefore, an effective leadership style is needed in order to foster goodwill and support from subordinates. One thing that must be considered by leaders in improving employee performance is to look at the creative *self-efficacy* of employees. *Creative self-efficacy* is defined as belief in the ability of people to produce creative results. Creative *Self-efficacy* comes from the theoretical context of *self-efficacy* which has been introduced by Albert Bandura (Bandura, 1997).

PT. AHRS (Asep Hendro Racing Sports) is one of the companies engaged in motor racing automotive and produces *spare parts* and motorcycle racing equipment. With so many competitors emerging, AHRS must be able to improve services that are effective and efficient. Good service cannot be separated from good employee performance. Believes that if the surrounding conditions are supportive and good, the results obtained in this case will also be good, namely the performance of its employees. But in reality, the performance of this employee is still not optimal or good when viewed from some of the data above, even though the leadership style of PT AHRS has been said to be good when viewed from the results of a pre-survey of 30 employees in Table 2.

Based on the results of the pre-survey and observation, information was obtained that the leadership style at PT AHRS is a leadership style that can be said to be good because 93.3% of employees said that the leadership never imposes their will in the sense of democracy, then 80% said that employees often coordinate with the leadership where coordination between the two means that it runs smoothly, and finally 86.6% of employees say that their leaders are considerate or not indifferent to their employees. It can be said that the leader at PT. AHRS is

in good condition and can be a role model or example for its employees so that they can further improve the quality of the employee's own performance.

Table 2 Pre-Survey of Leadership Style at PT AHRS

NO.	PERTANYAAN	YA	TIDAK
1.	Apakah bapak/ibu merasa bahwa pimpinan memaksakan kehendak?	6,6%	93,3%
2.	Apakah pemimpin sering berkoordinasi dengan bapak/ibu?	80%	20%
3.	Apakah pemimpin suka memberikan perhatian pada bapak/ibu?	86,6%	13,3%

Source: Research processed data, 2022.

Creative Self-efficacy plays an important role for someone to complete their work creatively with confidence in their abilities. In accordance with research conducted by A.Nuzul (2018) on " *Empowering Leadership, Creative Self Efficacy and Employee Creativity and Their Impact on Employee Performance*" shows that there is a significant effect and a strong positive correlation. Indeed , the *Creative Self Efficacy* of the employees PT. AHRS is already in a good stage where creative ideas are starting and making new breakthroughs for products from PT. AHRS itself. Based on the description above, the focus in this research is on How Leadership Style, *Creative Self-efficacy*, Employee Performance of PT. AHRS? , How big is the influence of Leadership Style on Employee Performance of PT. AHRS? How big is the influence of *Creative Self-efficacy* on Employee Performance of PT. AHRS ? and how big is the influence of Leadership Style and *Creative Self-efficacy* simultaneously on Employee Performance of PT. AHRS?

Literature Review

Management of Human Resources According to Sofyandi (2013:6), namely as a strategy in implementing management functions, namely *planning, organizing leading, & controlling* in every operational activity. Human resource management has the meaning of the process, science and art of management that regulates human resources in the organization. Usually an organization has a special section to deal with this and is headed by a personnel manager or leader. A leader is defined as a person who has skills and advantages, especially skills and advantages in one field so that he is able to influence others to jointly carry out certain activities for the achievement of one or more goals (Khan et al, 2015: 91). Basically, leadership is a process that occurs in an organization which is a pattern of interaction between leaders and subordinates (Thoha, 2012:262).

The following are the dimensions of the Leadership Style proposed by Hasibuan (2008: 170), as follows:

- 1) Authoritarian Leadership Style. Authoritarian leadership is if the power or authority, the absolute majority remains with the leader or the leader adheres to a centralized system of authority.
- 2) Participatory Leadership Style. Participative leadership is if the leadership is carried out in a persuasive way, creates harmonious cooperation, fosters loyalty, and is participatory of subordinates.
- 3) Delegative Leadership Style. Delegative Leadership when a leader delegates authority to subordinates completely. Thus, subordinates can make decisions and policies freely or freely in carrying out their work , of course, making employees free to be creative.

Creativity as a cognitive activity that produces a new view of a form of problem and is not limited to pragmatic results , Khan & Mohiya (2020). An individual's belief in his own ability to act creatively in dealing with or completing a task, achieving goals, and overcoming problems encountered at work to achieve an expected result is also called Creative Self-efficacy.

Cherian & Jacob (2013: 80) explain that *Creative Self-efficacy* is formed through four processes, namely :

- 1) Cognitive , the ability to think of ways to use, and design actions to be taken to achieve the expected goals.
- 2) Motivation , the ability of individuals to motivate themselves through their minds to take action and make decisions and achieve the expected goals.
- 3) Affective , the individual's ability to overcome the feelings of emotions that arise from himself to achieve the expected goals.
- 4) Selection , the individual's ability to do careful consideration in choosing behavior and the environment.

According to Brockhus et al (2014:440), there are several factors that influence Creative Self-efficacy , namely:

- 1) Experience of success (*mastery experiences*). If the success that a person gets is more due to factors outside of himself, usually it will not have an effect on increasing self-efficacy.

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- 2) The experiences of others (*vicarious experiences*). The success experience of others who have similarities with the individual in doing a task will usually increase a person's self-efficacy in doing the same task.
 - 3) Social persuasion. Information about ability conveyed verbally by an influential person is usually used to convince someone that he or she is sufficiently capable of performing a task.
 - 4) Physiological and emotional states (*physiological and emotional states*). In general, a person tends to expect success in conditions that are not colored by tension and do not feel any complaints or self-efficacy, usually characterized by low levels of stress and anxiety, on the other hand, low self- efficacy is characterized by high levels of stress and anxiety. Self-efficacy is different in each dimension possessed by each employee to achieve satisfactory performance.

Employee performance is the result of the work of employees both in terms of quality and quantity based on work standards that have been determined by the company. Performance (performance) is the level of job requirements obtained by an employee effectively and efficiently. Performance is the level of achievement of the work of employees in carrying out their duties in accordance with the responsibilities given to them (Diamantidis & Chatzoglou, 2019). Outcome measures or indicators of performance play a key role in monitoring whether the long, medium and short term goals of the organization are in line with the desired aspirations. According to Kasmir (2016), there are six indicators to measure employee performance so that they can support the success of an organization, namely:

- 1) Quality, is a level where the process or result of the completion of an activity approaches the point of perfection.
- 2) Quantity, is a result or production that can be shown in the form of units, number of units, number of cycles in completed activities.
- 3) Time, for certain types of work given a time limit in completing the work.
- 4) Cooperation between employees, Performance is often associated with cooperation between employees and between leaders.
- 5) Cost suppression, the costs incurred for each company activity have been budgeted before the activity is carried out.
- 6) Supervision, by supervising employees will feel more responsible for their work and if there are deviations it will make it easier to make corrections and make improvements as soon as possible.

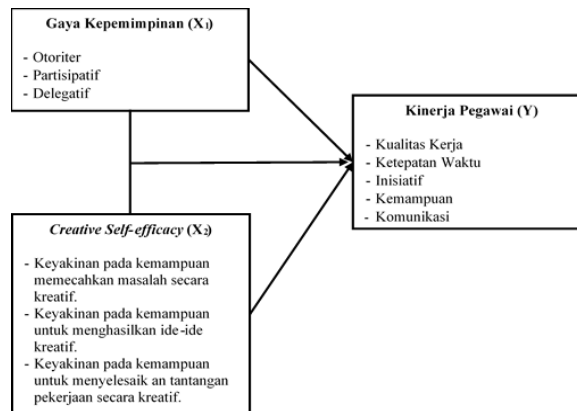


Figure 1 Thinking Framework

Hypothesis

Based on the relevant framework, the hypothesis is as follows :

- 1) H₁ : Leadership style can affect the performance of employees of PT. AHRS.
- 2) H₂ : *Creative Self-efficacy* can affect the performance of employees of PT. AHRS.
- 3) H₃ : Leadership Style and *Creative Self-efficacy* can simultaneously affect the performance of PT. AHRS.

2. METHOD

This method is descriptive -verificative type. Descriptive research aims to see and explain the special character of the variables studied based on the perception of employees of PT. AHRS. While verification research is essentially with the aim of knowing the truth of a hypothesis which is carried out by collecting data at the research location. This study was also used to examine the relationship between the independent variables (leadership style and *creative self-efficacy*) and the dependent variable (employee performance) , which will then be analyzed and conclusions drawn.

This study uses data sources in the form of:

- 1) Primary data, obtained from interviews and research results by giving questionnaires to employees of PT. AHRS .
- 2) Secondary data, obtained from sources relevant to the researched, for example articles, internet, journals and information about the company.

Researchers use techniques taking non- probability sampling , then the method used is the saturated sampling method , which is a sampling technique when all members of the population are used as samples (Sugiono, 2018:85) . So the number of samples used is 68 respondents.

3. RESULT AND DISCUSSION

Simultaneous test (f test) is used to describe whether all independent variables added to the model have a simultaneous effect on the dependent variable. The qualifications for testing the hypothesis are:

- The hypothesis is accepted, if the significance value is $F_{\text{count}} > F_{\text{table}}$ or $F > 0.05$.
- The hypothesis is rejected, if the significance value is $F_{\text{count}} < F_{\text{table}}$ or $F < 0.05$.

Then the F test was carried out with the following results:

Table 3 Simultaneous Test

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1479.364	2	739.682	77.891	.000 ^b
	Residual	617.262	65	9.496		
	Total	2096.627	67			

a. Dependent Variable: kinerja pegawai

b. Predictors: (Constant), creative self efficacy, gaya kepemimpinan

With = 5%, degrees of freedom $db1 = 2$, and $db2 = 68 - 2 - 1 = 65$, we get $f_{\text{table}} = 2.75$. From the results above, it can be seen that the significance number is $F_{\text{arithmetic}} > F_{\text{table}}$ ($77.891 > 2.75$) or $F > 0.05$ ($77.891 > 0.05$), then the alternative hypothesis is accepted, meaning that the independent variables are leadership style and *creative self-efficacy*. jointly significantly affect employee performance variables. The results are in accordance with the theory expressed by Ghozali (2018: 97) which states that the qualification of the hypothesis test is that if the significance number is $F > 0.05$, then the alternative hypothesis is accepted, namely all independent variables simultaneously and significantly affect the dependent variable.

The partial test (t test) d is used to determine the level of significance of the influence between the independent and dependent variables, the assessment criteria in this test are:

- The hypothesis is accepted, if $t_{\text{count}} > t_{\text{table}}$.
- The hypothesis is accepted, if $t_{\text{count}} < t_{\text{table}}$.

Then the t-test was carried out with the following results:

Table 4 Partial Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.073	2.178		2.330	.023
gaya kepemimpinan	.303	.144	.190	2.104	.039
creative self efficacy	.903	.117	.701	7.742	.000

a. Dependent Variable: kinerja pegawai

Table 5 Partial Test Results

Variabel	t _{hitung}	t _{tabel}	Keterangan
Gaya Kepemimpinan	2,104	1,996	Hipotesis Diterima
Creative Self-efficacy	7,742	1,996	Hipotesis Diterima

Source: 2022 researcher processed data

The t table value is obtained by: $df = n - (k + 1)$, based on the results of the (partial) t test above, it can be seen that the leadership style variable has a t count $>$ t table ($2.104 > 1.996$), then the alternative hypothesis is accepted, meaning leadership style variables affect employee performance variables. Meanwhile, the *creative self-efficacy* variable has a value of t arithmetic $>$ t table ($7.742 > 1.996$), then the alternative hypothesis is accepted, meaning that the *creative self-efficacy* variable affects employee performance variables.

1. The Influence of Leadership Style on Employee Performance at PT. AHRS

Evaluation is one of the important aspects that needs to be done by the leadership if the company's targets cannot be achieved. By conducting a two-way evaluation between leaders and subordinates, it is expected to increase the contribution that employees make to the company. So it can be said that the leadership style applied by PT. AHRS is good enough. Leadership style affects employee performance by 19%. And leadership style is stated to have a partial influence on employee performance at PT. AHRS because $T_{\text{count}} 2.104 > T_{\text{table}} 1.996$ so that the hypothesis is accepted. This shows that there is a significant influence between leadership style on employee performance at PT. AHRS.

2. The Effect of Creative Self-efficacy on Employee Performance at PT. AHRS

As evidenced by the existence of several new breakthroughs and creative ideas that continue to emerge in product innovation, employees can work according to company targets. So that it can be said that the creative self-efficacy produced by employees of PT. AHRS is

good enough. Creative self-efficacy affects employee performance by 70.1%. And creative self-efficacy is stated to have a partial influence on employee performance at PT. AHRS because $T_{\text{count}} 7.742 > T_{\text{table}} 1.996$ so that the hypothesis is accepted. This shows that there is a significant influence between creative self-efficacy on the performance of employees at PT. AHRS

3. The Influence of Leadership Style and *Creative Self-efficacy* on Employee Performance at PT. AHRS

With the conditions of leadership style and creative self-efficacy that are already good, it should be in accordance with the theory that they can influence employee performance well. Employees at PT. AHRS is proven to be able to meet the company's expectations with what they do in accordance with what is targeted by the company, both individually and as a team. So that the performance of employees at PT. AHRS can also be declared good because the results of the questionnaires that have been distributed proved to be in good value too. Leadership style and *creative self-efficacy* simultaneously have an effect on employee performance of 70.6% and the remaining 29.4.7% is influenced by other variables not examined in this study. And leadership style and *creative self-efficacy* are stated to have a simultaneous influence on employee performance at PT. AHRS because $F_{\text{count}} 77,891 > F_{\text{table}} 2.75$ so that the hypothesis is accepted. This shows that there is a significant influence between leadership style and *creative self-efficacy* on the performance of employees at PT. AHRS.

4. CONCLUSION

From the results of data analysis and processing in the previous chapter, it can be concluded as follows:

1. The leadership style applied by PT. AHRS can be declared good. By conducting a two-way evaluation between leaders and subordinates, it is expected to increase the contribution that employees make to the company. *Creative self-efficacy* produced by employees of PT. AHRS can be declared good. Then the performance of employees at PT. AHRS was also declared good because the results of the questionnaires distributed proved to be in good value because the employees could meet the company's expectations with what they did.
2. Leadership style is stated to have a partial influence on employee performance at PT. AHRS because $T_{\text{count}} > T_{\text{table}}$ so that the hypothesis is accepted. This shows that there is a significant influence between leadership style on employee performance at PT. AHRS.
3. *Creative self-efficacy* is stated to have a partial influence on employee performance at PT. AHRS because $T_{\text{count}} > T_{\text{table}}$ so that the hypothesis is accepted. This shows that there is a significant influence between *creative self-efficacy* on the performance of employees at PT. AHRS.
4. Leadership style and *creative self-efficacy* are stated to have a simultaneous influence on employee performance at PT. AHRS because $F_{\text{count}} > F_{\text{table}}$ so that the hypothesis is accepted. This shows that there is a significant influence between leadership style and

creative self- efficacy on the performance of employees at PT. AHRS, which then the rest is influenced by other variables not examined in this study.

The results of this study provide several suggestions, including:

1. To be able to improve the leadership style at PT. AHRS can be done by the leader always involving subordinates in making a decision.
2. To be able to increase *the creative self- efficacy* of employees at PT. AHRS can be done by always providing training to its employees regarding expertise in their respective fields, because employees need to know things outside the company that continues to grow.
3. Employee performance at PT. AHRS needs to be improved again. This can be corrected by means of the company providing sanctions for employees who cannot work according to the company's targets or do not work in accordance with what the company expects.
4. To meet the target of the company in accordance with the company's vision and mission at PT. AHRS especially employee performance, of course, companies need to pay attention to supporting factors such as leadership style and *creative self- efficacy* which must also be improved so that employee performance will continue to increase and also improve.

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