

LEADERSHIP STYLE ANALYSIS AT WII MART SUPERMARKET

Fitri Halisah¹ Rima Aguspin² Vita Ayu Lestari³ Satriadi⁴

Bachelor of Management Study Program

Tanjungpinang Development College of Economics (STIE)

fitrihalisah03@icloud.com , rimaaguspina614@gmail.com , Vitaayuletari53@gmail.com , satriadi@stie-pembangunan.ac.id

Abstract : This study aims to analyze the leadership style applied at Wii Mart, a minimarket located in East Tanjung Pinang, Riau Islands. The background of this study is the importance of the role of leadership in creating a productive work environment, which in turn has an impact on employee performance and customer satisfaction. The object of this study is the leadership style applied by management at Wii Mart, with a focus on the application of democratic and transformational leadership styles. The formulation of the problem proposed is how the implementation of leadership style at Wii Mart and how it affects employee performance. The purpose of this study is to determine how effective the leadership style is applied and how it affects employee motivation and performance. The results of the study indicate that the leadership style applied at Wii Mart is quite effective, with a combination of democratic and transformational leadership styles that support a collaborative and innovative work atmosphere. However, challenges remain, especially in maintaining effective communication between leaders and employees. The conclusion of this study is that an adaptive leadership style can increase employee motivation, although there needs to be an increase in flexibility and better communication.

Keywords : Leadership style, democratic, transformational, employee performance, Wii Mart.

PENDAHULUAN

Background

Leadership is an important factor in determining the success of an organization, including in the world of retail business (Khan *et al.*, 2024). In the context of increasingly tight competition and constantly changing consumer demands, the role of leaders has become crucial in directing company strategy, motivating employees, and creating a productive work culture. The right leadership style can improve overall organizational performance, on the contrary, an inappropriate leadership style can reduce work morale and efficiency (Suriyana, 2021).

Supermarkets as one of the dynamic retail business sectors require management that is responsive to change. Human resource management is the main key in supporting smooth daily operations (Wijaya, 2023). In this case, leaders play an important role in fostering good working relationships, providing clear direction, and being an example for their subordinates (Specchia & Cozzolino, 2021). Therefore, it is important to know what leadership

style is applied in a supermarket and how it impacts team performance.

Wii Mart is a supermarket that is growing in the community by offering various daily necessities. In managing its operations, Wii Mart certainly has a certain organizational structure and leadership system that serves as a guideline in running business activities. The managerial and leadership roles at Wii Mart are very important in achieving targets, work efficiency, and quality of service to consumers.

Leadership style at Wii Mart is the focus of attention because of its direct influence on employee job satisfaction, loyalty, and productivity. If a leader is able to adjust his leadership style to the conditions and characteristics of employees, a harmonious and productive work atmosphere will be created (Purwanto & Supangat, 2024). Conversely, an inappropriate leadership style can cause internal conflict, low motivation, and high employee turnover.

Various leadership theories such as authoritarian, democratic and laissez-faire leadership provide an overview of the approaches that can be used by a leader

(Ramadani *et al.*., 2024) . In reality, there is no one leadership style that is ideal for all situations, but effective leaders are those who are able to adjust their leadership style according to the needs of the organization and the characteristics of the team they lead (Manurung *et al.*., 2023) .

Analysis of the leadership style applied in Wii Mart is important to be done in order to provide an overview of the extent to which the style supports or hinders the achievement of organizational goals. Through this approach, the company can evaluate the effectiveness of management and make strategic improvements in managing its human resources.

By analyzing the leadership style applied in Wii Mart, it is expected to find a relationship between the leadership style and the work results achieved. This can also be a reference in managerial decision making and human resource development that is oriented towards performance and professionalism.

Through this research, it is expected to provide academic contributions to the development of management science, especially in terms of retail organizational leadership. In addition, the results of this analysis can also be used practically by Wii Mart management in managing work teams more effectively and efficiently.

Formulation of the problem

Based on the background above, the problem formulation in this study is:

1. What leadership style is applied by the leaders at Wii Mart Supermarket?
2. How does this leadership style affect employee performance at Wii Mart?
3. Is the leadership style applied in accordance with the needs of the organization and the characteristics of the employees?

C. Research Objectives

This research aims to:

1. Identifying the leadership styles applied in Wii Mart Supermarket.
2. Analyzing the influence of leadership style on employee performance.
3. Assess the suitability between the leadership style applied with organizational conditions and employee characteristics.

Uses of Research

This research has the following uses:

1. Theoretical Uses

Contributing to the development of management science, especially in the field of leadership, and becoming a reference for similar research in the future.

2. Practical Uses

Provide information and recommendations to Wii Mart management regarding the effectiveness of the leadership style applied, as well as being the basis for strategic decision making related to human resource management.

3. Usefulness for Writers

As a means to develop understanding and analytical skills in the field of leadership and apply the theories that have been learned in the context of the real world of work.

THEORETICAL STUDY

Leadership Style

According to Mangkunegara (2021), leadership style is a set of traits and behaviors used by a leader to influence his subordinates.

Siagian (2023) added that leadership style includes habits, character, traits, personality, and temperament that distinguish a leader in interacting with others.

According to (Reyaz, 2024) leadership style can also be seen as a leader's ability to motivate and inspire his subordinates in achieving common goals. A

transformational leadership style, for example, focuses on increasing individual and team potential by providing a clear vision and opportunities for growth. Leaders who have a transformational leadership style usually care deeply about the personal and professional needs of their subordinates (Karimi *et al.*., 2023).

Meanwhile, according to (Thanh & Quang, 2022) leadership style is closely related to the context and situation in which the leader is located. In various circumstances, leaders must be able to adjust their leadership style in order to overcome existing challenges.

According to (Moon, 2021), an effective leadership style also involves emotional intelligence, namely the leader's ability to manage his own emotions and the emotions of others.

Leaders who have good emotional intelligence will find it easier to build harmonious relationships with subordinates and can create a positive work environment (Faridh *et al.*., 2024). This emotional intelligence allows leaders to be wiser in making decisions and understanding the emotional needs of their team.

Types of Leadership Styles

According to Pizzolitto & Verna (2023), several types of leadership styles are identified, including:

a. Authoritarian Leadership

Authoritarian leadership style is characterized by power centralized in the leader. In this approach, the leader makes decisions alone without involving subordinates, and instructions are given directly to be followed without discussion. Subordinates have little or no opportunity to provide input or suggestions in the decision-making process.

b. Democratic Leadership

In a democratic leadership style, the leader involves subordinates in the decision-making process. The opinions and input of the team are valued, and decisions are made through group

discussions. This approach creates an inclusive work environment and increases a sense of belonging among employees.

c. Laissez-Faire Leadership

The laissez-faire leadership style gives complete freedom to subordinates in making decisions and completing tasks. The leader acts as a supervisor and provides little intervention in the day-to-day work. This approach is suitable for teams that are highly autonomous and have a high level of expertise.

According to Nurmubin & Rezeki (2022), the application of the right leadership style can increase employee motivation, job satisfaction, and performance. An effective leadership style can also create a positive work environment and increase team productivity.

Key Factors That Influence Leadership Style

Specchia & Cozzolino (2021) there are three main factors that influence the selection and effectiveness of leadership style, namely:

a. Characteristics of a Leader

These factors include a leader's traits, personality, values, experiences, and beliefs. For example, leaders who believe in the importance of employee participation tend to use a democratic leadership style. Conversely, leaders who are more assertive and dominant may choose an autocratic style.

b. Characteristics of Subordinates

Leadership style is also influenced by who is being led. For example, subordinates who have a high level of education and experience may prefer a participative or delegative leadership style. Meanwhile, subordinates who are new or inexperienced tend to need clearer and firmer direction from their leaders.

Situation or Organizational Context These factors include the work environment, organizational culture, time pressure, organizational structure, and the type of

tasks at hand. In a crisis situation, an authoritarian leadership style may be more effective because decisions need to be made quickly. However, in a stable and open work environment, a democratic or transformational style may produce better results because it encourages collaboration and creativity.

METHOD

Gunakan Satuan Internasional (MKS) atau CGS sebagai unit satuan dimensi (dianjurkan SI unit). Sistem besaran Inggris bisa digunakan sebagai besaran sekunder yang ditulis di dalam tanda kurung.

Hindari penggunaan SI dan CGS secara bersamaan, misalnya besaran arus dalam ampere dan besaran medan magnet dalam oersted. Hal ini akan menimbulkan kesalahan karena dimensinya tidak sesuai. Nyatakan dengan je This study uses a descriptive qualitative approach to describe in depth the leadership style at Wii Mart Supermarket. The research was conducted directly in the field using interview and observation methods.

Data collection was conducted by conducting a direct interview with one of the Wii Mart employees who was selected as the main informant. The tools used in the interview process were writing instruments, such as notebooks and pens, to record all interview and observation results. The researcher also conducted direct observation of employee work activities, interactions with leaders, and the compensation system implemented in the workplace.

Data analysis was carried out qualitatively by reviewing the results of interviews and observations, then arranged in narrative form to explain the relationship between leadership style and compensation on employee performance.

RESULTS AND DISCUSSION

Wii Mart Supermarket General Description

Wii Mart is a minimarket located at Jl. MT Haryono No.5, East Tanjung Pinang, Bukit Bestari District, Tanjung Pinang City, Riau Islands. This minimarket has a very strategic location, close to Sri Bintan port and other busy centers, so it is easily accessible to local people and visitors who are in the area. This strategic position allows Wii Mart to attract many customers, both those who come for daily needs and those who are passing through the area.

This minimarket operates every day until 22.00 WIB, providing convenience for customers who need various daily needs, ranging from groceries, household goods, to other products that are useful for everyday life. With long operating hours, Wii Mart can serve the community whenever they need essential goods easily and quickly.

In addition, Wii Mart is also known for its friendly service and comfortable shopping atmosphere. Customers can easily find the items they are looking for because the store arranges the products neatly and systematically. With these various advantages, Wii Mart has become the main choice for people around Tanjung Pinang who want to fulfill their needs at affordable prices and with good service.

Leadership Styles Applied at Wii Mart

From the results of interviews with several employees at Wii Mart, there is a positive impression regarding the influence of leadership style on their performance. One of the informants stated that a supportive leadership style and appropriate compensation are very effective in increasing employee morale and productivity. Employees feel appreciated and motivated to work better when the compensation given is commensurate with the effort they make.

The importance of the relationship between compensation and employee performance was also expressed by other sources, who stated that employees who are satisfied with their compensation

tend to have high work enthusiasm and are more productive. This shows that material reward factors, such as compensation, play a significant role in employee motivation and performance.

In addition, employees also rate their performance well, because they always try to complete tasks on time and maintain the quality of service to customers. Employees consider that a communicative and supportive leadership style makes them feel comfortable and more enthusiastic in working. Employees feel supported by their leaders, which makes them contribute better in the workplace.

Based on the results of interviews and observations conducted at Wii Mart Supermarket, it can be concluded that the leadership style applied is a combination of democratic and transformational leadership styles. Leaders at Wii Mart try to involve employees in decision making and give them the opportunity to convey ideas and suggestions. This approach is in accordance with the democratic leadership style that prioritizes employee participation and involvement in the decision-making process. This shows that leaders at Wii Mart value employee contributions and consider them an important part in achieving organizational goals.

In addition, leaders at Wii Mart also demonstrate characteristics of transformational leadership style, where they try to inspire and motivate employees to achieve common goals. Leaders provide open communication, listen to employee feedback, and show concern for their personal and professional development. This creates a good relationship between leaders and employees, which in turn can increase work morale and productivity.

However, although the leadership style applied at Wii Mart tends to be democratic and transformational, leaders also have the ability to make more authoritarian decisions if the situation

requires quick and precise decisions, for example in an emergency or conditions that require immediate action. This approach reflects the flexibility of leaders in adjusting their leadership style to existing conditions.

Impact of Leadership Style on Employee Performance

The leadership style applied by leaders at Wii Mart has a significant impact on employee performance. Based on the results of interviews with several sources, employees feel that a supportive leadership style, such as that applied at Wii Mart, has a significant impact on their enthusiasm and motivation in working. The first source said, "The implementation of the leadership style here is quite active and open, which makes us feel appreciated and more enthusiastic in completing tasks." This communicative leadership style creates a positive relationship between leaders and employees, which leads to improved performance.

Furthermore, the second source stated, "We feel comfortable working because the leader is good. We are often given the opportunity to speak and give suggestions, so we feel like we are contributing to every decision." This shows that the democratic leadership style applied, where employees are involved in the decision-making process, has a positive impact on employee self-confidence and work enthusiasm. Employees feel appreciated and have an important role in the organization.

Not only that, the transformational leadership style applied at Wii Mart also has a big influence on motivation and performance. The third source added, "The leaders here are very supportive. Often give encouragement, so we become more motivated to work hard. Leaders who can provide inspiration and positive encouragement to employees help create a productive work environment and improve the quality of performance."

However, the interview also showed that although the leadership style applied was quite supportive, other factors such as compensation also played an important role in improving employee performance. The fourth informant said, "The relationship between compensation and performance is very close. "The more appropriate the compensation given, the more enthusiastic we are to work and give our best." This shows that financial factors also affect employee motivation and performance at Wii Mart.

The results of interviews and observations show that the combination of supportive leadership style and fair compensation has a very positive impact on employee performance at Wii Mart. With a communicative, transformational leadership approach, and rewards through fair compensation, employees feel more motivated to give their best performance.

Comparison with Existing Leadership Theories

style theory first proposed by Kurt Lewin, states that leaders who apply this style tend to be more open to ideas and suggestions from team members, and involve them in the decision-making process. This approach is in line with that applied at Wii Mart, where leaders provide opportunities for employees to actively participate in organizational activities. One source at Wii Mart said, "Employees will feel appreciated and motivated to work better if compensation is commensurate with the effort they put in." This shows that leaders at Wii Mart also utilize a democratic approach by listening to input and providing space for employees to grow.

Meanwhile, the transformational leadership theory developed by (Alessa, 2021) , emphasizes the leader's ability to inspire and motivate his subordinates to achieve common goals, as well as create an attractive vision for all team members.

Leaders at Wii Mart also apply this principle by trying to inspire and motivate employees. As one employee put it, "Leaders inspire and motivate employees to achieve common goals, through open communication and ongoing coaching." This statement is in accordance with the transformational theory which describes leaders who are able to inspire employees to work enthusiastically and achieve better performance.

However, on the other hand, the authoritarian leadership style used by leaders at Wii Mart in certain situations, especially in conditions that require quick decisions, shows that leaders at Wii Mart also understand the importance of making firm and quick decisions. This is considering the authoritarian leadership theory put forward by (Huang *et al.* , 2023) , leaders have full control over decisions and involve employees less in the process. Although the authoritarian style is not always applied, leaders at Wii Mart can adapt to the situation at hand, making more assertive decisions when necessary.

Suitability of Leadership Style to Organizational Needs

The suitability of the leadership style applied at Wii Mart with the needs of the organization can be said to be quite good. Leaders at Wii Mart adopt a combination of democratic and transformational leadership styles , which have proven effective in creating a collaborative and innovative work environment. As expressed by one of the sources, "The combination of a supportive leadership style and appropriate compensation is very effective in increasing employee morale and productivity." This leadership style facilitates employee participation in decision-making and gives them the opportunity to express ideas and suggestions, which ultimately contributes to the creation of a more open and inclusive work atmosphere.

Furthermore, the transformational leadership style applied at Wii Mart also plays a role in increasing employee motivation and commitment to the organization's vision and goals. As one of the sources said, "A supportive and communicative leadership style makes employees feel comfortable, so they are more enthusiastic in working and contributing better." Leaders at Wii Mart strive to inspire and motivate employees so that they can perform better and contribute maximally to achieving company goals. Leaders who listen to feedback and show concern for employee development will create a sense of trust and loyalty among employees, which greatly supports the overall performance of the organization.

However, even though the leadership style applied is in accordance with the needs of the organization, to achieve more optimal results, management at Wii Mart should pay attention to the application of a more flexible leadership style, adjusting to the conditions and situations faced by the organization. One of the speakers explained, "Leaders need to be more careful in assessing when is the right time to apply a democratic, transformational, or even authoritarian style." The application of a flexible leadership style will allow leaders to make more appropriate decisions according to the needs of the team and the challenges faced at that time.

In this case, leaders at Wii Mart must be more observant in recognizing employee needs and the situation faced by the company, to ensure that the leadership style applied is not only effective in increasing motivation, but also able to solve problems that arise in the work environment. A good leadership style must be able to balance the need to involve employees in the decision-making process and the need to make quick and appropriate decisions in emergency situations.

Challenges Faced in Implementing Leadership Styles

Although the application of democratic and transformational leadership styles has many advantages, some challenges remain. One of them is the difficulty in maintaining effective communication between leaders and employees, especially when the information conveyed is not necessarily clear to all team members. This can cause uncertainty in the implementation of employee tasks and responsibilities. One of the informants said, "Sometimes, the information given is not necessarily clear to all team members, and that can cause employee confusion regarding the tasks that must be completed."

In addition, uncertainty in decision making can also be a challenge in implementing a democratic leadership style (Satriadi *et al.*, 2024). Because decisions are made together, there can sometimes be confusion among employees regarding which direction to take, especially when decisions must be made immediately. As one employee put it, "In some situations, we don't know what decision will be made, and this can lead to confusion about what tasks need to be completed."

On the other hand, when leaders tend to adopt an authoritarian approach in certain situations, this can reduce employee trust in the leader. Leaders may feel the need to make more decisive decisions in emergency situations or when time is limited, but this approach can cause tension in the relationship between leaders and employees. As expressed by one of the sources, "Leaders also make more authoritarian decisions when conditions require quick and precise decisions, and this can reduce employee trust in the leader." Therefore, it is very important for leaders to find the right balance in adapting a leadership style that suits the organizational context and employee needs.

Leaders at Wii Mart need to work harder to maintain clear communication and ensure that every decision taken is well understood by all team members. By doing so, they will be better prepared to face the challenges of implementing a flexible and effective leadership style.

Recommendations for Improving Leadership Style at Wii Mart

Based on the results of interviews and observations on the implementation of leadership styles at Wii Mart, there are several recommendations that can help improve the effectiveness of leadership styles in this supermarket. Leaders at Wii Mart are quite good at adopting democratic and transformational leadership styles, but there are several steps that can be taken to improve leadership further.

1. Implementing a More Flexible Leadership Style

One of the main recommendations is to strengthen the implementation of a more flexible leadership style, which is able to adapt to the conditions and situations faced by the team. As one of the speakers said, "Leaders need to be more careful in assessing when is the right time to apply a democratic, transformational, or even authoritarian style." A flexible leadership style will allow leaders to address challenges that arise in the field more quickly and precisely. In certain situations, the implementation of an authoritarian leadership style may be necessary to make quick and clear decisions, for example in emergency conditions or urgent operational problems. However, to maintain good relationships with employees, democratic and transformational styles still need to be emphasized most of the time.

2. Improving Communication and Clarifying Goals

To ensure that employees can work more efficiently and productively, it is important for leaders to pay attention to clearer and more

structured communication. As explained by one of the sources, "A supportive and communicative leadership style makes employees feel comfortable, so they are more enthusiastic about working and contribute better." Leaders need to ensure that every decision taken can be communicated clearly to employees so that they are not confused and can carry out their duties better. Leaders need to hold regular meetings to explain the company's goals and clarify each employee's role in achieving those goals.

3. Employee Coaching and Development Enhancement

Wii Mart leaders have shown concern for employees' personal and professional development, but there is a need for more structured coaching. According to one source, "I try to learn from experience, ask for input from superiors, and maintain discipline and work ethic every day." Ongoing coaching, whether through formal training or mentoring, can improve employees' skills and give them the confidence to develop further. Therefore, leaders need to be more active in providing training and opportunities for employees to develop their skills, both in terms of customer service, technical skills, and interpersonal skills.

4. Improving Constructive Feedback Systems

An open and constructive feedback system is essential to support employee performance. The leaders at Wii Mart are quite good at listening to feedback, however, to increase effectiveness, the leaders could provide constructive feedback more frequently, both in the form of praise for accomplishments and input on areas for improvement. The source said, "The combination of a supportive leadership style and appropriate compensation is very effective in increasing employee

morale and productivity." This shows the importance of a feedback system that does not only focus on negative aspects but also on recognizing employee hard work and achievements.

5. Compensation and Rewards Enhancement

Compensation commensurate with employee effort is one of the factors that influence employee morale and performance at Wii Mart. The source added, "Employees who are satisfied with compensation tend to have high morale and are productive." Therefore, management at Wii Mart needs to consider reviewing the compensation system, by ensuring that the rewards given are in accordance with the contribution and performance of each employee. Adequate compensation will increase employee motivation and loyalty to the company.

By implementing these recommendations, it is expected that the leadership style at Wii Mart can be more effective in improving employee performance and achieving better organizational goals. Leaders who are able to adapt to situations, provide clear communication, and support employee development will create a more productive and harmonious work environment.

V. CLOSING

Conclusion

Based on the analysis that has been done, it can be concluded that the implementation of leadership style in Wii Mart Supermarket that combines democratic and transformational leadership style has a positive impact on employee performance and achievement of organizational goals. Leaders at Wii Mart have succeeded in creating a more collaborative work atmosphere by involving employees in decision making and providing space for self-development. This has been shown to increase employee

motivation and strengthen their commitment to organizational goals.

However, there are some challenges in implementing this leadership style, especially related to the need for clearer communication and more structured decision-making. Some employees also feel that sometimes decisions made by leaders do not always accommodate the needs of the team as a whole, which can cause confusion.

Suggestion

Based on the simulation and results of the analysis of leadership styles at the Wii Mart Supermarket, here are some suggestions that the author can provide:

1. Strengthening Communication needs to prioritize clear and open communication with all employees.
2. To improve the quality of leaders at Wii Mart, it is recommended to conduct more structured leadership training, both for managers and other leaders.
3. Leaders should provide constructive feedback to employees on a regular basis. This feedback should be specific, clear, and include both positive aspects and areas for improvement, so that employees feel valued and continue to grow in their jobs.
4. Leaders at Wii Mart should be more flexible in adopting leadership styles according to the situation at hand.
5. Leaders must continually encourage employees to participate in decision making and give them autonomy in their tasks.
6. Leaders need to conduct periodic evaluations of the leadership style they apply.

In work situations involving multiple departments or teams, leaders should place greater emphasis on the importance of collaboration between teams.

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