Analysis of the role of leadership style in improving employee performance

Muhammad Adnan Rizaldi*
Ahmad Djoko Maruti
Kemala Puji

Management Department, University of Teknokrat Indonesia, Lampung

ABSTRACT
This research aims to determine the role of leadership style in improving employee performance at PT. Indonesia Evergreen Agriculture. This study used qualitative research methods. The informants in this research were 6 informants consisting of 1 head of HR, 2 production staff, 2 marketing staff, 1 general affairs staff of PT. Indonesia Evergreen Agriculture. The data collection methods used were interviews and documentation. The collected data was analyzed descriptively by carrying out data reduction, data presentation, and drawing conclusions. The results of this research show that the role of leadership style in improving employee performance at PT. Indonesia Evergreen Agriculture is very good, proven by making decisions based on Company Regulations so that it is fair for the Company and employees, leaders always provide motivation to employees in various ways such as group notes, employee training and appreciation, communication carried out by superiors towards employees through special communication groups such as information exchange of shifts between employees. The way leaders control employees is by providing an understanding of company regulations and the rules of the employment service. A supervisor is a person who is responsible for paying attention to his employees in relation to (Key Performance Indicators) as one of the superior’s considerations in making decisions regarding responsibilities. Responsible as a superior with subordinates, the superior has a patient and firm nature, that his emotions only revolve around if the employee makes a mistake and will receive a verbal warning, not with violent action, if the mistake is big then the Company Regulations will be enforced.

KEYWORDS
Leadership Style; Performance; Improvement

Introduction
Rapid environmental changes necessitate the capability to perceive such changes, analyze their impacts on organizations, and prepare steps to address these conditions. The role of human resource management in an organization is not merely administrative; rather, it leans towards developing human resources potential to foster creativity and innovation (Sani et al., 2021). The success of a company relies not only on modern equipment and comprehensive facilities but also on human resources with good performance in executing tasks. In other words, a company’s success heavily relies on the performance of each individual employee. Every company consistently strives to enhance employee performance, with the hope that the company’s objectives can be achieved effectively. Employee performance can be achieved when influencing variables such as leadership styles are effectively accommodated and accepted by all employees, creating a comfortable working environment.

One of the factors that can improve employee performance is the leadership style of a supervisor. Leadership style is the way a leader influences subordinates aimed at fostering work enthusiasm, job satisfaction, and high employee productivity to achieve maximum organizational goals (Hasibuan, 2017). According to Dewi (2018), a leader must apply leadership styles to manage subordinates because a leader significantly influences an organization’s success in achieving its goals. This is supported by research conducted by Siswanto & Hamid (2017), which states that leadership styles have a positive and significant impact on employee performance (Mariyamitha et al., 2022).

Leadership styles in Indonesian companies/organizations in the millennial era now expected by employees are leadership styles that are not rigid and tend to entrust employees to explore their own potential (Putri & Setyaninggrum, 2019). Examples of companies or institutions in Indonesia using various leadership styles include PT. Nusalima Kelola Sarana and S7 Cell, which both utilize democratic leadership styles. Meanwhile, the Marine and Fisheries Service of Biak Numfor regency employs a mixed leadership style, as well as the Port Authority Office of Samarinda, PT. Bank BRI Unit Pasar Payakumbuh, and PT. Jsky Energy Indonesia. In Lampung, some companies have influential leadership styles such as PT. Asuransi Jiwasraya and CV. Indah Mandiri Jaya.

Maintaining employee performance in a company requires the role of leadership, which aims to influence human resources according to the goals of the company and organization. As explained by House in Yukl (2009), leadership is an individual’s ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organization (Manajemen & Tambunan, 2019). Furthermore, PT. Indonesia Evergreen Agriculture in...
Lampung is a company that applies leadership styles. The company has 187 employees and is engaged in agriculture, specifically in the production of fish and shrimp feed. PT. Indonesia Evergreen Agriculture is committed to providing quality fish and shrimp feed. The realized achievement of shrimp feed sales at PT. Indonesia Evergreen Agriculture from 2018 to 2022 experienced an average achievement of 117%. The lowest level occurred in 2020 at 98%, while the highest achievement occurred in 2019 at 128%. The decline in 2020 was due to the COVID-19 pandemic, where the sales marketing system underwent changes, with fieldwork reduced, requiring sales and marketing staff to work more from home to offer their products. This adjustment led to difficulties in adaptation for sales and marketing staff in dealing with customers.

Based on the above understanding, it can be concluded that employee performance is the result of an employee’s achievement in executing tasks in accordance with the responsibilities assigned. By enhancing employee performance, positive impacts on the company can be achieved. Whether a leadership style can influence employee performance to enhance the quality of the company remains a subject of interest. Based on the background provided, this research aims to analyze the role of leadership styles implemented in PT. Indonesia Evergreen Agriculture and evaluate their impact on enhancing employee performance within the company. The objectives of this study are to gain a deeper understanding of the leadership styles practiced within the company and to assess whether these leadership styles effectively contribute to improving employee productivity and performance. The anticipated benefits of this research include theoretical insights into the analysis of leadership styles in enhancing employee effectiveness at PT. Indonesia Evergreen Agriculture, as well as practical implications for the company to enhance the effectiveness and productivity of its workforce. Additionally, this study is expected to serve as a reference for future research endeavors in similar domains, aiding in refining and advancing the findings presented here.

**Literature review**

**Leadership**

Leadership, often described as the cornerstone of effective management, embodies the capacity to guide and inspire individuals or groups towards the accomplishment of shared objectives. It is a multifaceted concept that encompasses a diverse array of actions and processes aimed at orchestrating and motivating teams to achieve organizational goals. Timpe and Dale (2002) underscore the significance of leadership in delineating the direction and aspirations of an organization, highlighting its pivotal role in shaping the overall reputation and success of a company. According to Wahyudi et al. (2020), leadership is characterized by the ability to influence human behavior, both at the individual and group levels, thereby steering collective efforts towards desired outcomes. This underscores the dynamic nature of leadership, which not only involves influencing others but also entails fostering a conducive environment for collaboration and innovation.

Moreover, leadership entails a blend of interpersonal skills, strategic vision, and motivational prowess. Effective leaders possess the acumen to inspire commitment and voluntary engagement from their followers, fostering a sense of purpose and alignment towards organizational objectives. As Rahayu and Rozak (2022) suggest, leadership is fundamentally about driving collective action towards goal attainment, thereby facilitating growth and development within the organizational context. By providing clear direction, fostering open communication channels, and cultivating a culture of trust and accountability, leaders can nurture high-performing teams capable of navigating complex challenges and seizing emerging opportunities.

**Leadership style**

Leadership style, a fundamental aspect of organizational leadership, encompasses the diverse approaches and strategies employed by leaders to influence the behavior and actions of their followers. It serves as a framework through which leaders navigate decision-making processes and interactions within their teams. As delineated by Wahyudi et al. (2020), leadership style represents the manifestation of a leader’s preferences, values, and communication techniques, all aimed at guiding individuals towards shared objectives. This multifaceted concept is underscored by its ability to shape organizational culture, foster collaboration, and drive performance outcomes.

Expanding on this perspective, leadership style embodies a dynamic interplay of skills, traits, and attitudes wielded by leaders as they navigate the complexities of organizational dynamics. As asserted by Assa and Dachi (2023), leadership style reflects the amalgamation of a leader’s personality, communication style, and decision-making approach, all of which contribute to shaping the overall leadership ethos within a given context. Whether characterized by a directive, participative, or transformational approach, leadership style plays a pivotal role in shaping employee attitudes, motivation, and engagement levels.

**Performance**

Performance, a multifaceted construct central to organizational success, encompasses a broad spectrum of behaviors, actions, and outcomes exhibited by employees in the pursuit of organizational objectives. As elucidated by Robbins and Judge (2006), performance encapsulates the entirety of employees’ endeavors, encompassing not only the tasks diligently carried out but also the energy, dedication, and commitment invested in fulfilling their duties. This multifaceted perspective underscores the dynamic nature of performance, which manifests as a tangible reflection of individuals’ contributions and achievements within their organizational roles.

Expanding on this understanding, Mangkunegara (2014) posits that employee performance is intricately linked to the quality and quantity of work accomplished in alignment with assigned responsibilities. This nuanced view emphasizes the importance of both efficiency and effectiveness in gauging performance, with higher levels of productivity serving as indicators of superior performance. Additionally, Assa and Dachi (2023) underscore the
integral role of performance in the organizational process, highlighting its significance as the tangible output of employees’ efforts. Performance, in this context, serves as a critical determinant of organizational success, with its efficacy evaluated through measurable outcomes and comparisons against predetermined benchmarks.

Furthermore, Rivai (2005) advances the notion that performance is observable behavior demonstrated by individuals in their respective roles within the organizational context. This perspective underscores the outward manifestations of performance, emphasizing the importance of visible actions and outcomes in assessing individuals' contributions to organizational goals. Finally, Mas'ud (2004) emphasizes the quantifiable nature of performance, highlighting its measurable aspects through specific indicators and metrics. This perspective underscores the importance of objective criteria in evaluating performance and assessing organizational effectiveness. Collectively, these perspectives elucidate the multidimensional nature of performance, underscoring its significance as a critical determinant of organizational success and effectiveness.

Methods
Study design
This research adopts a qualitative research methodology, which entails the collection and analysis of non-numeric data in the form of descriptions and narratives concerning the subjects and issues under investigation. Unlike quantitative research, which focuses on numerical data and statistical analysis, qualitative research emphasizes gaining insights into the experiences, perspectives, and behaviors of individuals directly involved in the phenomenon being studied. As elucidated by Sugiyono (2018), qualitative research aims to understand the complexities and nuances of phenomena by exploring the subjective experiences and interpretations of research subjects.

Central to qualitative research is the utilization of flexible and interactive data collection methods that allow researchers to delve deeply into the intricacies of the research topic. This approach enables researchers to adapt their data collection strategies based on emerging insights and evolving research objectives. According to Moleong (2005), qualitative research involves gathering data through techniques such as interviews and documentation, which provide rich and detailed descriptions of the phenomena under investigation. By engaging with research participants directly and eliciting their perspectives, qualitative research allows for a comprehensive exploration of the underlying factors, motivations, and dynamics shaping the research context.

Population and informant
According to Sugiono (2009), research objects pertain to the characteristics, attributes, or values of the objects or activities to be studied, with variations determined by the researcher for examination and subsequent conclusions drawn from the findings. In the present study, conducted at PT. Indonesia Evergreen Agriculture, the population comprises 31 employees from the Sales team, 84 from the Production team, and 7 from the General Affairs team, totaling 122 employees. A random sample of 30% was selected, resulting in 36 individuals.

Moreover, as noted by Mariyamitha et al. (2022), the determination of the sample size is not the focus of this study; rather, the researcher selects the number of informants to be interviewed to gather information about the research topic and address the issues under investigation. In this study, the informants are employees of PT. Indonesia Evergreen Agriculture, including 6 individuals from the General Affairs team, 20 from the Production team, and 10 from the Sales team, totaling 36 informants.

Data and data collection
In this study, the author employed two main types of data collection methods: primary data and secondary data. Primary data, as defined by Sugiyono (2016) as cited in (Suprayogo et al., 2014), involves direct information obtained from interviews conducted with five employees from different departments within PT. Indonesia Evergreen Agriculture, including the production, marketing, and General Affairs teams. On the other hand, secondary data, as outlined by Husein Umar (2013) in (Suprayogo et al., 2014), encompasses information processed from primary data, as well as data obtained from relevant sources such as books, journals, and previous research studies.

Regarding data collection techniques, Sugiyono (cited in Benny et al., 2021) suggests that data can be gathered through various means including observation, interviews, documentation, and triangulation. In this study, the primary techniques utilized were interviews and documentation. Interviews were conducted using structured interview methods, where predetermined questions were asked to the participants, ensuring consistency and comparability of responses. These interviews involved employees from different departments, aiming to gather insights into various aspects of organizational performance. Additionally, documentation served as a supplementary source of information, providing further context and supporting evidence for the observations and interview findings obtained from PT. Indonesia Evergreen Agriculture employees.

Furthermore, while questionnaires are commonly used in data collection, they were not directly employed in this study. Instead, the focus was on qualitative methods such as interviews and documentation, which allowed for in-depth exploration of employee perspectives and experiences within the organization. Overall, the combination of primary and secondary data, along with qualitative data collection techniques, contributed to a comprehensive understanding of organizational performance and employee dynamics at PT. Indonesia Evergreen Agriculture.

Data analysis
Susan Stainback (cited in Benny et al., 2021) underscores the pivotal role of data analysis in qualitative research, highlighting its function in comprehending data relationships and concepts to facilitate hypothesis development and evaluation. Employing the Miles and Huberman model, this study follows a three-stage analysis
process: data collection, data reduction, data presentation, and conclusion drawing or verification. Firstly, data reduction is imperative due to the substantial volume of field data, necessitating meticulous recording and summarization to identify key elements, themes, and patterns while eliminating unnecessary details. Secondly, data presentation in qualitative research encompasses various forms such as narrative text, graphs, and flow diagrams, with narrative text being the predominant means. Finally, the conclusion drawing phase involves deriving provisional conclusions subject to verification, acknowledging the potential for revisions based on subsequent data collection stages if robust supporting evidence is lacking. This systematic approach to data analysis ensures thorough exploration and interpretation of findings in this qualitative study.

**Results**

**Company profile**

Susan Stainback (cited in Benny et al., 2021) underscores the pivotal role of data analysis in qualitative research, highlighting its function in comprehending data relationships and concepts to facilitate hypothesis development and evaluation. Employing the Miles and Huberman model, this study follows a three-stage analysis process: data collection, data reduction, data presentation, and conclusion drawing or verification. Firstly, data reduction is imperative due to the substantial volume of field data, necessitating meticulous recording and summarization to identify key elements, themes, and patterns while eliminating unnecessary details. Secondly, data presentation in qualitative research encompasses various forms such as narrative text, graphs, and flow diagrams.

**Leadership style**

**Decision making ability**

The process of decision-making, as emphasized by Suharso (2003) and Trisnawaty (2017), is crucial within organizational settings. It involves organizing various individual opinions into a unified decision that transcends individual interests and aligns with overarching goals. This process is particularly significant as decisions made within an organization can have profound implications for its objectives and outcomes. Moreover, Mangkunegara (2006) and Akbar (2018) underscore the multifaceted nature of performance factors, distinguishing between internal and external influences. Internal factors pertain to individual traits, while external factors encompass environmental influences, such as the behavior, attitudes, and actions of colleagues, subordinates, or superiors, as well as workplace facilities and organizational climate. Notably, external factors like the leadership’s decision-making approach can impact employee performance, especially if decisions lead to dissatisfaction among subordinates.

Upon conducting interviews regarding the decision-making indicator, researchers gleaned insights into how leadership decisions are made within PT. Indonesia Evergreen Agriculture. It was observed that the Human Resources Department (HRD) within the company exhibits a firm stance in decision-making, especially concerning performance-related issues. Decisions are made decisively, ensuring they do not disadvantage either the company or its employees. However, it was noted that soliciting input from employees during meetings is rarely realized, indicating a gap between decision-making processes and employee involvement. Nevertheless, suggestions from field teams appear to have a better rate of implementation. Furthermore, data collected from questionnaires shed light on employees’ perceptions of leadership decision-making processes. Responses revealed that superiors typically identify decisions to be made to ensure their effective implementation. While some decisions are informed by data and information, they are not always deliberated in meetings. Additionally, employee participation in decision-making processes seems limited, with communication and engagement varying depending on the gravity of the decision. These findings underscore the importance of inclusive decision-making processes within organizations, ensuring that decisions are well-informed and reflective of diverse perspectives.

**Ability to motivate**

Motivation is a crucial driving factor that leads individuals to work, fueled by the need to fulfill certain requirements. These needs are linked to the inherent nature of humans to strive for the best outcomes in their work (Akbar, 2018). Based on interview results regarding the Motivational Ability indicator, it can be concluded that the Human Resources Department (HRD) of PT. Indonesia Evergreen Agriculture employs various methods to motivate employees, including group notes, training programs, and employee recognition. Questionnaire responses further illustrate the effectiveness of these strategies, such as holding monthly meetings to review employee performance and providing motivation through praise, rewarding high-performing employees, and offering training to enhance their skills. Moreover, consistent efforts to appreciate and inspire employees through tangible rewards and encouragement play a pivotal role in fostering a motivated workforce, as indicated by responses emphasizing the significance of bonuses, incentives, and recognition for good performance.

In the pursuit of improving employee performance, the quality of work produced must meet the established standards and organizational objectives. Efforts to enhance employee performance quality are facilitated through training programs (Mei, 2023). Additionally, research conducted by Silvandi et al. (2022) highlights the leadership’s ability to inspire and motivate others, evident through the recognition and incentives awarded to outstanding employees annually. This consistent acknowledgment and tangible rewards serve as a testament to the organization’s commitment to motivating and inspiring its workforce, ultimately contributing to sustained performance excellence.

**Communication skills**

Based on the interview results regarding the Communication Ability indicator, it can be inferred that the Human Resources Department (HRD) of PT Indonesia Evergreen Agriculture predominantly utilizes WhatsApp groups.
for communication purposes such as attendance tracking and general notifications. However, for private or sensitive information, direct communication with individual employees is preferred. Responses from the questionnaire further elaborate on the communication practices within the organization, indicating a variety of methods used, including face-to-face meetings, socialization sessions, and occasional reprimands. While some respondents highlight effective and respectful communication, others express concerns about the frequency and depth of communication, citing challenges due to limited direct interactions or reliance on one-way communication channels such as telephone calls.

In addition, supplementary questions aimed at reinforcing the gathered data shed light on the frequency of communication initiated by the management. Responses vary, with some employees acknowledging frequent communication, albeit often indirectly or through remote means, while others express dissatisfaction with the sporadic nature of communication due to perceived distance between management and employees. It is noteworthy that direct communication with higher-ups is rare, typically occurring only in instances of significant issues or specific needs. Research conducted by Silvandi et al. (2022) emphasizes the importance of effective communication, whether direct or indirect, acknowledging that while face-to-face communication is generally deemed more effective, there are advantages and disadvantages to various communication methods, including social media platforms.

**Ability to control subordinates**

Based on the insights gathered from the interviews regarding the Ability to Control Subordinates indicator, it is evident that the HR department of PT Indonesia Evergreen Agriculture adopts a firm yet supportive approach in managing its employees. The leader is described as someone who addresses violations or disciplinary issues promptly and directly, without resorting to harsh methods. Instead, they offer guidance and assistance to help employees overcome challenges and complete their tasks efficiently. Responses from the questionnaires further emphasize various methods employed by the leadership to control subordinates, including setting a positive example, providing rewards and recognition, establishing clear regulations, and conducting regular performance evaluations.

Moreover, supplementary questions aimed at validating the collected data reveal positive perceptions among employees regarding the impact of leadership’s control on employee performance. Many respondents believe that effective control measures contribute to employee motivation, improvement in performance, and fostering respect for authority. The adherence to standard operating procedures (SOPs) and the establishment of clear regulations are also highlighted as factors that enhance employee performance. Research conducted by Silvandi et al. (2022) corroborates these findings, suggesting that the close proximity between superiors and subordinates facilitates direct resolution of issues and mistakes, thus creating an environment conducive to effective subordinate management. Overall, the leadership’s balanced approach to control fosters a supportive work environment while ensuring adherence to organizational standards and goals.

**Responsibility**

Based on the interview findings regarding the Responsibility indicator, it is evident that the HR department of PT Indonesia Evergreen Agriculture demonstrates a strong sense of responsibility towards its employees. The leader is described as meticulous in overseeing various aspects of employee welfare, including attendance and sick leave. Moreover, when it comes to specific tasks, particularly in the marketing field, the leader is proactive in providing options and facilities to support employees in their duties. This demonstrates a commitment to assisting employees in effectively carrying out their responsibilities. Additionally, the leader prioritizes ensuring the smooth execution of tasks, not just focusing on the outcomes but also actively supporting employees throughout the process.

Responses from the questionnaires further highlight the perceived effectiveness of the leader’s responsibility. Participants acknowledge the leader’s efforts in maintaining high-quality work, directing efforts towards supporting employees in achieving their goals, providing necessary facilities, and ensuring employees’ safety. Supplementary questions aimed at reinforcing the data reveal a consensus among respondents regarding the effectiveness of the leader’s responsibility. Many respondents express satisfaction with the leader’s performance, citing observable improvements in the company’s progress as a result of their responsible actions. Overall, the leader’s strong sense of responsibility contributes significantly to fostering a supportive and productive work environment at PT Indonesia Evergreen Agriculture.

**Ability to control emotions**

Based on the interview results and questionnaires conducted, as well as the research findings cited from Silvandi et al. (2022), it can be concluded that the HRD supervisor of PT Indonesia Evergreen Agriculture demonstrates commendable emotional control skills. The supervisor appears to possess a balanced demeanor of patience and firmness when addressing issues involving employees. Notably, there’s a consistent theme of maintaining composure and attempting to de-escalate situations before delving into problem-solving. Feedback from respondents indicates that the supervisor tends to handle disciplinary matters discreetly, offering employees opportunities to explain themselves and engaging in collaborative problem-solving processes. Moreover, the supervisor’s emotional regulation is perceived as professional, wise, and aligned with established procedures. The impact of such emotional regulation extends beyond interpersonal dynamics, influencing the overall work environment and employee performance positively. By fostering a sense of calm and fairness, the supervisor cultivates a conducive workplace atmosphere where employees feel supported and motivated to excel. Additionally, the emphasis on maintaining positive relationships with employees underscores the significance of effective emotional control in leadership, as it prevents recurrent errors and fosters a culture of mutual respect and productivity within the organization.

**Performance Quality**
Based on the interview findings regarding the Quality indicator, it is evident that PT Indonesia Evergreen Agriculture’s HRD evaluates and measures the quality of its employees based on the attainment of goals within each respective division. The company not only assesses employees based on their individual achievements but also facilitates their journey towards these goals by providing necessary resources and support. For instance, marketing employees are rewarded with promotions as a recognition of their performance, while all employees are granted access to the facilities they require to excel in their roles.

The evaluation and measurement of employee quality are crucial indicators for the company, as they directly contribute to achieving organizational objectives. It can be inferred that the assessment of employee performance varies depending on the nature of their roles. For instance, sales employees may be evaluated based on their sales figures, while others might be assessed on the efficiency with which they complete assigned tasks. In the case of production teams, their performance is likely judged based on their monthly output and whether they meet production targets. Overall, the approach to assessing employee quality underscores the company’s commitment to fostering a culture of excellence and accountability. By aligning individual performance with organizational goals and providing necessary support, PT Indonesia Evergreen Agriculture aims to maximize employee potential and drive overall business success.

**Quantity**

Based on the interview results regarding the Quantity indicator, it appears that PT Indonesia Evergreen Agriculture evaluates and measures the quantity of its employees based on their ability to fulfill assigned tasks. The HRD department assesses the quantity of employees by considering whether the average employee can handle the workload effectively. If it’s observed that a significant number of employees are capable of completing the tasks assigned to them, it implies that those who are unable to do so are deemed to have lower quantity output according to the company’s standards. This approach suggests that the company prioritizes efficiency and productivity in its workforce. By evaluating the quantity of work completed by employees, PT Indonesia Evergreen Agriculture aims to ensure that tasks are distributed evenly and that the overall productivity of the team remains optimal. Additionally, this evaluation method may also serve as a basis for identifying areas where additional support or resources are needed to enhance employee performance and overall output.

**Punctuality**

Based on the interview findings regarding the Punctuality indicator, it is evident that PT Indonesia Evergreen Agriculture assesses and measures the punctuality of its employees differently across various divisions. The HRD department adopts a customized approach depending on the nature of each division’s responsibilities. For instance, in departments such as Warehouse and Production, where timeliness is crucial, evaluations are conducted on a daily basis. This involves tracking metrics such as the amount of output produced each day and comparing it to market demand to ensure that production meets customer needs efficiently.

On the other hand, in departments like Marketing, punctuality is assessed based on meeting sales targets, whether on a monthly or yearly basis. By setting clear sales goals, the company can evaluate the performance of its marketing team and determine whether they have met their objectives within the specified timeframe. This approach enables company leaders to easily gauge the punctuality of employee performance within each division.

**Conclusion**

Based on the comprehensive analysis of data and findings gathered from the study conducted at PT. Indonesia Evergreen Agriculture, several insightful conclusions can be drawn regarding the intricate organizational dynamics within the company. It is evident that PT. Indonesia Evergreen Agriculture is actively engaged in a process of strategic deliberation, continuously assessing and redefining its focus areas to align with the evolving demands of the industry. The company demonstrates a commitment to employee motivation by implementing various strategies aimed at fostering a conducive work environment that promotes productivity and job satisfaction. Moreover, PT. Indonesia Evergreen Agriculture places a strong emphasis on facilitating effective communication channels between supervisors and employees, recognizing the pivotal role such communication plays in enhancing organizational cohesion and synergy.

Supervisors within the company are observed to play a pivotal role in the organizational framework, serving as key conduits in monitoring and guiding subordinates towards achieving individual and collective goals. The study highlights the importance of supervisors exhibiting a balance of patience and firmness in addressing errors and providing constructive feedback to employees, thereby nurturing a culture of continuous improvement and professional development. Furthermore, the findings underscore the significance of aligning organizational objectives with the valuable insights and contributions of employees, emphasizing the need for a collaborative approach to decision-making and goal-setting.

In light of the conclusions drawn from the study, several recommendations can be proposed to enhance the organizational dynamics at PT. Indonesia Evergreen Agriculture. These recommendations include expediting the process of considering employee input in strategic decision-making processes and fostering regular, direct communication channels between management and employees at all levels of the organization. Additionally, future researchers are encouraged to build upon the insights gleaned from this study and delve deeper into exploring various facets of leadership styles within organizational settings. By adopting a fresh and innovative approach, researchers can contribute to advancing the collective understanding of organizational leadership dynamics and their profound impact on employee performance, satisfaction, and overall organizational success.
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