

LEADERSHIP STYLE ANALYSIS IN ENHANCING EMPLOYEE PERFORMANCE AT THE GENERAL BUREAU OF THE REGIONAL SECRETARIAT OF RIAU ISLANDS PROVINCE

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Abstract

This research aims to understand the leadership styles in enhancing employee performance at the General Bureau of the Regional Secretariat of Riau Islands Province. This study employs a descriptive research design with a qualitative approach. The data collection methods employed in this study are observation, interviews, and documentation. Data processing is carried out through data reduction, data presentation, and drawing conclusions based on the research findings. As for data analysis, data credibility testing is conducted to ensure the validity of the data, utilizing source triangulation. Based on the findings of this research, it is evident that the democratic leadership style implemented at the General Bureau of the Regional Secretariat of Riau Islands Province has successfully enhanced employee performance. This is apparent through the well-established leader-subordinate relationships, clear task structures aligned with the subordinates' abilities, and the provision of authority to discipline subordinates in accordance with regulations. As a result, subordinates are motivated to work diligently and meticulously, leading to an improvement in their performance. However, there is still room for improvement in the relationships among employees to foster a more positive environment.

Keywords: Leadership Style, Enhancing Performance, Employee

1. INTRODUCTION

Human resources are a critically important factor in any organization, whether it be a large-scale or small-scale entity. In larger organizations, human resources are considered a pivotal element in the business development process, further emphasizing the growing significance of their role. Leadership remains an intriguing topic in management that continues to garner attention even in the present day. Both electronic and print media frequently feature opinions and discussions revolving around leadership (Trang, 2013). The leadership of an individual can significantly influence the success or failure of an organization. Within an organization, a leader is responsible for implementing effective leadership styles that can nurture and guide subordinates, ultimately directing their efforts towards achieving organizational goals.

According to (Zainal, et al., 2017), leadership style is a set of characteristics used by a leader to influence subordinates in achieving organizational goals. Alternatively, it can be described as a pattern of behavior and strategies favored and frequently employed by a leader. The applied leadership style yields impacts on employees, with positive effects capable of enhancing employee performance, and conversely, negative effects may arise as well. Improved employee performance leads to optimal work outcomes, enabling the organization to achieve its goals as intended. In accordance with Fielder (Zainal, et al., 2017) three key indicators shape an effective leadership style: leader-member relations, task structure, and leader's position power.

Improving government performance has become a highly significant issue that demands attention from various sectors. The government is expected to provide the best possible services to both the public and investors. In relation to leadership style, within the context of regional

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autonomy, the development of the government can be observed. According to this concept, the formation of the Riau Islands Province as the 32nd province in Indonesia through Undang-Undang No. 25 of 2002, indicates that as a relatively young province, the effectiveness of governance lies in the hands of the leader as a policy maker.

According to the Regional Regulation of Riau Islands Province No. 60 of 2016 concerning the Organizational Structure and Work Procedures of the Regional Secretariat of Riau Islands Province, it is stated that the General Bureau of the Regional Secretariat of Riau Islands Province is organizationally situated within the framework of the Provincial Secretariat of Riau Islands. The General Bureau oversees three divisions: the administration and finance division, the household and accommodation division, and the supplies division. The General Bureau employs a total of 170 personnel, consisting of 87 civil servants and the remaining 83 as non-permanent employees. Their compensation is funded through the budget and expenses of Riau Islands Province.

The existing conditions within the General Bureau of the Regional Secretariat of Riau Islands Province need to strive for improved employee performance to ensure that organizational objectives can be achieved effectively and efficiently. However, based on preliminary observations in the field, the performance of employees in this post-reform era, particularly within the General Bureau, has yet to meet all the demands of the society. This is evident in several aspects: there are still many employees who lack enthusiasm and fail to perform up to the expected standards; there's a weak collaboration among leadership; the quality of teamwork remains low; workloads are piling up; there is insufficient communication among employees and between employees and superiors; the reliability and initiative of employees in carrying out their tasks are lacking; often employees leave the office without clear work assignments; excessive socializing or engaging in non-work-related conversations during office hours is noticeable. These factors collectively impede the achievement of the institution's goals and objectives.

Considering the low employee performance within the General Bureau of the Regional Secretariat of Riau Islands Province, attributed to various factors as mentioned above, the author seeks to narrow down the key determinants of subpar employee performance in the said department. This is done by selecting the title "Leadership Style Analysis in Enhancing Employee Performance at the General Bureau of the Regional Secretariat of Riau Islands Province".

2. RESEARCH METHODOLOGY

The type of research conducted in this study is descriptive research with a qualitative approach. The researcher aims to uncover facts, events, and phenomena that occur during the course of the study and present them as they are. The data used are primarily sourced from the study participants, specifically individuals knowledgeable about the leadership style within the General Bureau of the Regional Secretariat of Riau Islands Province. These are referred to as primary data. Secondary data, on the other hand, are collected indirectly through intermediaries (obtained and recorded by others), specifically data derived from books and other documents related to the research topic.

The data collection techniques employed in this research encompass observation, wherein direct scrutiny of diverse activities conducted by the General Bureau of the Regional Secretariat of Riau Islands Province is carried out, facilitated by a checklist for daily field notes. Additionally, structured interviews are conducted using prepared question guidelines, targeting employees of the General Bureau. Furthermore, data is also gathered through documentation, involving written

records, images, or monumental works. Pertinent documents acquired directly for this study include a succinct history of the General Bureau and its organizational structure. The research population comprises 170 employees of the General Bureau of the Regional Secretariat of Riau Islands Province.

The researcher employed purposive sampling technique. According to (Sugiyono, 2016), purposive sampling is a method of selecting data sources based on specific considerations. These considerations involve individuals who are deemed to possess the most knowledge about the desired aspects. The sample size consisted of 7 individuals, selected based on criteria indicating their profound understanding of the organization, extensive work experience within the General Bureau of the Regional Secretariat of Riau Islands Province, and the ability to provide valuable insights.

The data processing techniques employed in this research consist of data reduction, data presentation, and drawing conclusions. Data analysis utilizes data credibility testing through triangulation. Data triangulation involves cross-checking data from multiple sources through various methods and at different times. There are three types of triangulation for data validation: source triangulation, technique triangulation, and time triangulation. In this study, the researcher employs source triangulation, which entails verifying data credibility by cross-referencing information obtained from multiple sources. Source triangulation will be conducted within the workplace, involving supervisors, employees, and colleagues.

3. RESULTS AND DISCUSSION

3.1 Research Result

A Brief History

Riau Islands is a relatively new province formed through the division of Riau Province. The establishment of Riau Islands Province was enacted through Law Number 25 of 2002, which was ratified in Jakarta on October 25, 2002. Following its ratification, the province's administrative structure, functions, and organizational framework were put into place, including the establishment of the Provincial Secretariat. The Provincial Secretariat of Riau Islands Province serves as an assisting element to the provincial government leadership, led by the Provincial Secretary. It operates under the authority of and is accountable to the Governor. The Provincial Secretariat is tasked with aiding the Governor in executing government duties, administration, organization, management, and providing administrative services to all provincial departments. The appointment and dismissal of the Provincial Secretariat Secretary are subject to the President's approval upon the Governor's recommendation. The Provincial Secretariat is aided by several assistants. The Provincial Secretariat is comprised of up to 5 assistants, each assistant overseeing 3 bureaus.

3.2 Discussion

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Based on the research findings obtained through data processing techniques regarding leadership styles and their impact on employee performance at the General Bureau of the Regional Secretariat of Riau Islands Province, the subsequent section will delve into the discussion as follows:

1. Leader-Member Relationship

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In terms of the leader-member relationship, which serves as the first indicator of leadership style according to (Zainal, et al., 2017), a strong rapport has been established. This includes the fostering of mutual respect and appreciation, resulting in employees finding satisfaction in their work environment. Moreover, this positive atmosphere can encourage subordinates to perform well, aligning with the existing performance indicators. The leadership's ability to manage subordinates is also commendable; however, there still exist some minor discrepancies among employees. Overall, the interactions are well established, in line with the responses obtained from the interviews. The provision of guidance to subordinates, as indicated, is carried out effectively by the leaders. Offering guidance and directions in task execution has a positive impact on subordinates, motivating them to complete their tasks promptly, as corroborated by the interview results. Subsequently, the indicator concerning subordinates' trust in their leaders' abilities to deliver favorable outcomes holds true. The subordinates have confidence in their leaders' competence due to their extensive experience in leadership roles within the organization. This bolstered trust encourages subordinates to perform tasks accurately and efficiently.

2. Task Structure

Based on the interview results, regarding the task structure, it is evident that in terms of the clarity of task assignments, superiors provide clear instructions tailored to each employee's abilities. Furthermore, in terms of employee performance outcomes, the positive results align with the quality of work objectives, indicating an improved performance of employees within the General Bureau. Additionally, concerning the indicator of the leader's ability to delegate authority to subordinates, it can be affirmed that this skill is effectively exercised, as it is aligned with their respective job descriptions. The provision of well-defined tasks, coupled with appropriate work outcomes and the leader's ability to delegate authority in line with job roles, culminate in a favorable work environment, subsequently enhancing the overall performance of employees.

3. Leader's Position Power

Regarding the indicator of the leader's authority in administering disciplinary actions to subordinates, it is executed in line with the leader's power and conforms to established regulations. The range of penalties varies from mild to severe, where mild penalties typically involve initial warnings, followed by progressive actions like SP-1 (disciplinary notice) and beyond for repeat offenses. For severe offenses that may involve legal implications, the leaders within the General Bureau refer the cases to the Regional Personnel Board for further actions. This authority encourages employees to exercise caution and diligence in their actions and tasks. Employees are motivated to perform their duties diligently, aiming to avoid errors. The applied penalties by the leaders within the General Bureau have a substantial impact on employee performance, as it enhances their work output. Additionally, concerning the authority of the leader to appoint and dismiss subordinates, direct authority is not granted to leaders in this aspect. In the realm of provincial governance, the power to appoint and dismiss employees resides with the Regional Personnel Board. Nevertheless, the General Bureau plays a role in providing input to the Regional Personnel Board for the subsequent handling of disciplinary actions and appointments of employees. This collaborative approach ensures that both leaders and subordinates fulfill their duties and responsibilities as outlined in the performance

indicators. This alignment reinforces the notion that the leadership style within the General Bureau effectively contributes to enhancing employee performance.

Leaders play a pivotal role in any organization, necessitating a leadership style that aligns with the prevailing circumstances and harmonizes with the required tasks of their employees. To enhance employee performance, a strong relationship between superiors and subordinates, a clear task structure, and a leader's position power in administering penalties must all be in accordance with established regulations. Based on the outcomes of all the interviews, it can be concluded that the leaders within the General Bureau adopt a democratic leadership style. They consistently provide guidance to their subordinates, motivating them to achieve organizational goals and directing their efforts toward tasks. Adapted from White and Lippit (Thoyib, 2016), the democratic leadership style, as applied within the General Bureau, is oriented toward human interactions and efficient guidance to its followers. It emphasizes coordination among all subordinates, focusing on internal responsibility and fostering strong cooperation. By providing guidance and direction to employees during task execution, subordinates are motivated to work diligently, resulting in improved performance.

As demonstrated in previous research by (Ilmi, 2016), the application of a democratic leadership style within the Social Administration Bureau of the East Java Regional Secretariat has been deemed effective in enhancing performance. However, in contrast, findings from prior research by (Thoyib, 2016) indicated that solely implementing a democratic leadership style did not yield maximal performance outcomes. Therefore, a blend of leadership styles is necessary for effective leadership, such as combining the democratic style with an authoritarian approach. In the case of the General Bureau, a democratic leadership style has been adopted, and its implementation has led to increased motivation among subordinates to work diligently, ultimately enhancing employee performance and facilitating the achievement of organizational goals.

4. CONCLUSION

Based on the research findings and discussions, the following conclusions can be drawn in line with the indicators: Firstly, regarding the leader-member relationship, it can be observed that a strong rapport has been established between superiors and subordinates. This is evidenced by the consistent guidance provided by leaders to their subordinates, who in turn, trust and believe in their leaders when executing their tasks. Secondly, concerning task structure, leaders assign tasks according to the abilities of their subordinates. The work outcomes of subordinates align with the leader's expectations, and leaders effectively delegate authority in accordance with the respective positions of the employees. Thirdly, in terms of the leader's position power, the leader's authority to administer penalties to subordinates has been exercised, with sanctions ranging from mild to severe disciplinary actions. This reinforces the authority and responsibility of leaders in maintaining discipline among employees. In essence, the democratic leadership style applied within the General Bureau has fostered a positive leader-member relationship, clear task structures, and an effective utilization of the leader's position power. This holistic approach has contributed to increased motivation among employees, ultimately enhancing overall performance and facilitating the achievement of organizational goals.

Based on the perceptions of all informants across the three indicators, it can be concluded that the Head of the General Bureau within the Regional Secretariat adopts a democratic leadership style. The leader maintains a positive relationship with subordinates, although minor discrepancies

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among employees exist, the overall harmony is well established. There is a strong collaboration between the leader and subordinates, with the leader consistently guiding subordinates in their work and providing directions during task execution. By employing this leadership style within the General Bureau, the leader has successfully enhanced employee performance, facilitating the achievement of organizational goals.

Recommendations for the leadership of the General Bureau within the Regional Secretariat of Riau Islands Province, which are intended to be well-received, can be offered based on the research findings. One suggestion arising from this study pertains to the relationship among employees. It is advisable to make efforts in cultivating stronger relationships, enabling effective collaboration and mutual cooperation. This endeavor, in turn, can contribute to the achievement of organizational goals by harnessing a cohesive environment where employees work together harmoniously, capitalizing on each other's strengths and contributions.

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