

Leadership and Employee Performance in West Sulawesi Provincial Government-Indonesia

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Abstract: The objective of this study was to determine the effects of authoritarian, charismatic, democratic, paternalistic and Laissez faire leadership styles on the performance of civil servants in West Sulawesi provincial government. The results obtained were that authoritarian leadership style did not significantly affect employee performance, charismatic leadership style significantly affected employee performance. There was an effect of democratic leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province and it was significant. There was a significant effect of paternalistic leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province. There was a significant effect of laissez faire/free leadership style on the performance of civil servants in the regional secretariat of West Sulawesi.

Key words: Leadership style, employee performance, leadership affect, organizational development, regional

INTRODUCTION

Science in the field of governance is increasingly advanced and becomes the concern of researchers. Various studies conducted in order to obtain effective governance. The effective governance cannot be separated from the leadership role of government itself. Similarly in Indonesia, leadership becomes an important point when we talk about effective governance in which leadership plays an important role in improving the performance of employees. Likewise, it happens in West Sulawesi Province. An expected leadership is the leadership that is effective and efficient in all government activities and development and social enterprises that are reliable, professional, dedicated, integrated and responsive to internal and external problems as well as committed to the effective development of West Sulawesi.

West Sulawesi consists of 6 districts, namely Majene, Mamuju, Polewali Mandar, Mamasa, North Mamuju and Central Mamuju Districts. To realize the vision and missions in implementing government policy strategy of West Sulawesi Province it is certainly required a variety of potential resources, especially solid and dynamic human resources, to manage, organize, monitor and evaluate all activities towards the implementation of community service. The role of leadership in organization is needed in order to create and increase the work motivation of West Sulawesi Local Government personnel in order to improve their performance.

According to Reven (Wirjana and Supardo, 2005), a leader is someone who occupies a position in a group, affecting people in the group according to role expectations of the position and coordinating and directing the group to defend itself and achieve its objectives. From the definition above regarding the definition of a leader, it can be concluded that a leader is a person who can influence others in order to do what he or she wants and be able to coordinate members of the group and can perform the functions of leadership well.

West Sulawesi Province is the second youngest province in Indonesia, then to catch up with other provinces in Indonesia, it is needed a leader with more capabilities, broad knowledge and good communication and positive behavior, therefore, he or she is expected to lead this province into advanced or prominent province in Indonesia. As a newly formed province, the performance of existing personnel becomes special concern of the West Sulawesi Governor, primarily because the performance is low. The majority of civil servants existing in West Sulawesi Province are migrants from several districts or municipalities in the region of West Sulawesi. They tend to have low performance. It can be seen from the low results of development program achievement. Gibson *et al.* (1997) and Brahmajari (2004) state that organizational performance depends on the performance of individuals or in other words the individual performance will contribute to the organizational performance, meaning that the behavior of organizational

members, both individually and collectively deliver power over the organizational performance because motivation will affect the organizational performance.

Some definitions of performance below by Rivai and Basri (2005) can enrich our knowledge. Performance is a set of results achieved and refers to the level of achievement as well as the implementation of a work required (Stolovitch and Keeps, 1992). Performance is one of the total collections of work existing in workers. Performance refers to the achievement of employees goals on a given task (Cascio, 1992). Performance is as the quality and quantity of task, whether performed by individuals, groups and companies (Schermerhorn *et al.*, 1991). Based on the definitions above, the writer concludes that performance is the quality and quantity of work output of individuals and groups in a particular activity caused by natural abilities or capabilities acquired in a process of learning and a desire for achievement. Therefore, it is needed individualsthat also have the characteristics of high performance.

There are a lot of studiesdiscussing the topic of one aspect of leadership styles only or partially. Mean while in this study, the researcher sought to comprehensively assess the leadership style in an attempt to improve the performance of civil servants, especially in the Province of West Sulawesi. To improve performance it is needed the right leadership style, therefore, the writer studied the roles of leadership style from several aspects of leadership such as author it arian, charismatic, democratic, paternalistic and Laissez faire leadership styles.

The objective of this study was to determine the effects of authoritarian, charismatic, democratic, paternalistic and Laissez Faire leadership styles on the performance of civil servants in West Sulawesi Provincial Government, either partially or simultaneously.

MATERIALS AND METHODS

This was a survey research by using descriptive quantitative approach which was to describe and explain the effects of leadership style on the performance of civil servants in the Regional Secretariat of West Sulawesi Province. The populations in this study were all Civil Servants Echelon III and IV in the Regional Secretariat of West Sulawesi Province as many as 111 people. It can be seen as follow.

The samples in the study were as many as 53 people of the total 111 people found in the Regional Secretariat of West Sulawesi Province with the sample distribution for Department Head/Echelon as many as 15 people and 38 people from Echelon IV Officers.

The data analysis used Spearman rank correlation analysis. Spearman rank correlation was used to find the relationship or to test the hypothesis significance when each variable related was ordinal.

RESULTS AND DISCUSSION

The focus in this study was 5 variables of leadership styles, namely authoritarian leadership style, charismatic leadership style, democratic leadership style, paternalistic leadership style and laissez faire leadership style. The test results on the problem formulation, Howis the Leadership Style Effect on the Performance of Civil Servants in the Regional Secretariat of West Sulawesi Province, showed that simultaneously the leadership styles had a significant effect on employee performance. To determine the effect of leadership style on the performance of Civil Servants in the Regional Secretariat of West Sulawesi Province, it can be seen in correlation Table 1 (SPSS), especially correlation coefficient and significance.

Correlation Table 2 (Spearman’s Rank) indicates that the value of correlation coefficientthat does not have negative sign means that the values of the independent variables of leadership style may be improved that will improve the performance of the civil servants in the regional secretariat of West Sulawesi Province. Meanwhile, correlation coefficient that has negative sign means that the values of the independent variables of leadership style, still will not improve the performance of the civil servants in the regional secretariat of West Sulawesi Province, with the assumption that other independent variables are constant in other words if the leadership appliesthose leadership styles, then it will not encouragethe employee performance.

The analysis used Spearman rank correlation. Spearman rank correlation was used to find the

Table 1: Number of civil servants and research respondents

| Respondents | Number/people | Samples (people) |
|------------------------|---------------|------------------|
| Head of department | 32 | 15 |
| Head of sub-department | 79 | 38 |
| Total | 111 | 53 |

Regional employment board of West Sulawesi Province, May 2015

Table 2: Effect of authoritarian leadership style on employee performance

| Spearman’s rank | Authoritarian | Performance |
|----------------------------------|---------------|---------------|
| Authoritarian | | |
| Correlation coefficient | 1.000 | 0.028 |
| Sig. (2-tailed) | - | 0.360 |
| N | 53.000 | 53.000 |
| Performance | | |
| Correlation coefficient | 0.028 | 1.000 |
| Sig. (2-tailed) | 0.360 | - |
| N (number of respondents) | 53.000 | 53.000 |

SPSS processed data, 2015

relationship or to test the hypothesis significance when each ordinal variable related was ordinal. The correlation that has negative sign means that if the value of the independent variables of leadership styles is improved, it still will not encourage the performance of the civil servants in the regional secretariat of West Sulawesi Province with the assumption that other independent variables are constant. In other words, if the leadership applies those leadership styles, then it will not encourage the employee performance. For more details, the following will describe the effects of each indicator of leadership style variables partially.

Effect of authoritarian leadership style on employee performance: SPSS calculation result obtained from the correlation value of authoritarian leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province is 0.028, meaning that authoritarian leadership style has no significant effect on employee performance with poor or weak correlation level. From the effect of authoritarian leadership style on employee performance based on the calculation results, it is obtained the significance value of authoritarian leadership style on employee performance equal to 0.36, meaning that the significance value is higher than 0.05. It means that authoritarian leadership style does not significantly affect employee performance.

No significant effect of authoritarian leadership style on employee performance shows that the leadership in the regional secretariat of West Sulawesi Province tends not to apply the leadership style. It is used authoritarian leadership style only in certain situations as happened during the meeting for the preparation of Sulawesi Expo (Sulawesi, 2014) held in the meeting room of regional secretariat of West Sulawesi Province in which there were some inputs and ideas from the meeting participants, among others opinions of some employees proposing that during Sulawesi Expo the layout used was small only but the leader defended his argument by ignoring the input from other meeting participants, with a variety of considerations.

According to Hadari and Hadari (2006), authoritarian leadership style is centered on the leader as the sole determinant, ruler and controller of organization members and its activities in order to achieve organizational goals. This leadership is based on one of the human needs called as power need as part of the realization/self-actualization need in the social psychological needs that drives someone to do something performed by showing his or her power. Action to meet this need is to strive to be a leader in accordance with the opportunities in the organization's

environment, either at the top, middle or lower levels. The need for power becomes dominant in middle and lower levels. The need for power becomes dominant on a leader after the other needs are met such as physical needs, social needs such as safety, psychological and others. According to the researcher, this authoritarian style of leadership is appropriate only applied in organization within an emergency because the organization's survival is threatened but if the organization has improved then this style must be immediately abandoned.

Effect of charismatic leadership style on performance: SPSS calculation result obtained from the correlation value of charismatic leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province is 0.040, meaning that there is a positive effect between charismatic leadership style and employee performance with the correlation level of good or strong. From the effect of charismatic leadership style on employee performance based on the calculation, it is obtained the significance value of charismatic leadership style on employee performance equal to 0.25, meaning that the significance value is higher than 0.05, meaning that charismatic leadership style significantly effects employee performance. It is influenced by high correlation value between charismatic leadership style and employee performance equal to 4.0%. It shows that if charismatic leadership style is improved, it will provide positive effect on employee performance.

From the test results partially, there is an effect of charismatic leadership style on employee performance, showing that there is a significant effect between leadership style and employee performance. If a leader applies this leadership style, it will improve the quality of employee performance, this indicates that charismatic leadership is good when applied by a leader. However, for the authoritarian and paternalistic styles can still be considered to be implemented by the leader in the Regional Secretariat of West Sulawesi Province.

The leader in Regional Secretariat of West Sulawesi Province tends to apply democratic and charismatic leadership styles. It can be seen when the leader interacts and communicates with the subordinates. The leader has initiative and involves employees to have discussion together if it is important concerning the organizations issue, that makes employees feel appreciated and feel responsible for the success of the decisions they take, besides the leader is admired for being quite close to the employees. However, sometimes in interacting with the subordinates, the leader implements authoritarian and paternalistic leadership styles but with the intensity level very low. Therefore it is not a problem for employees and do not negatively affect employee performance.

As the name implies, a leader who has a charismatic leadership style has outstanding power and energy, charm and prestige to direct and affect the behavior of members of his organization easily. A leader who has a charismatic style usually has a very large number of trusted followers and guards (Soejadi, 1995) show in Table 3.

Yulk (Hadari and Hadari, 2006) explores the charismatic leadership indicators as follows). His or her followers believe the truth in a way to lead). His or her followers unquestioningly accept the leadership style). His or her followers have compassion for the leader; awareness to obey the command of their leader). In realizing the mission of the organization, it involves his or her followers emotionally). Enhancing the achievement of his or her performance; his or her followers believe that the leadership will realize the organization mission.

From the above description, it can be interpreted that the charismatic leadership style tends to be realized through leadership style or behavior oriented on power and energy, outstanding charm and dignity possessed in carrying out tasks and results to be achieved.

Effect of democratic leadership style on employee performance: SPSS calculation result obtained from the correlation value of democratic leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province is 0.041, meaning that there is a positive effect between democratic leadership style and employee performance with the correlation level of good show in Table 4 or strong. From the effect of democratic

Table 3: Effect of charismatic leadership style on employee performance

| Spearman's rank | Charismatic | Performance |
|---------------------------|-------------|-------------|
| Charismatic | | |
| Correlation coefficient | 1.000 | 0.040** |
| Sig. (2-tailed) | - | 0.250 |
| N | 53.000 | 53.000 |
| Performance | | |
| Correlation coefficient | 0.040 | 1.000 |
| Sig. (2-tailed) | 0.250 | - |
| N (number of respondents) | 53.000 | 53.000 |

**Correlation is significant at the 0.01 level (2-tailed); SPSS processed data, 2015

Table 4: Effect of democratic leadership style on employee performance

| Spearman's rank | Democratic | Performance |
|---------------------------|------------|-------------|
| Democratic | | |
| Correlation coefficient | 1.000 | 0.041** |
| Sig. (2-tailed) | - | 0.240 |
| N | 53.000 | 53.000 |
| Performance | | |
| Correlation coefficient | 0.041 | 1.000 |
| Sig. (2-tailed) | 0.240 | - |
| N (number of respondents) | 53.000 | 53.000 |

**Correlation is significant at the 0,01 level (2-tailed); SPSS processed data, 2015

leadership style on employee performance based on calculation results, it is obtained significance value of democratic leadership style on employee performance equal to 0.24, meaning that the significance value is higher than 0.05. It means that there is significant effect between democratic leadership and employee performance. It shows that if democratic leadership style is improved, it will provide positive effect on employee performance.

From the test results partially, there is an effect of democratic leadership style on employee performance, showing that there is a significant effect between leadership style and employee performance. If a leader applies this leadership style, it will improve the quality of employee performance, this indicates that democratic leadership is good when applied by a leader. However, for the authoritarian and paternalistic styles can still be considered to be implemented by the leader in the regional secretariat of West Sulawesi Province.

The significant effect of democratic leadership style on employee performance show that leader always applies this leadership style and it has been appropriate to the situation and the conditions, for example in the case of authority delegation when he received an invitation to the events that could not be represented, he delegated his authority to the assistant of regional secretariat of West Sulawesi Province with the consideration that the assistant was entitled and deserved to be given the authority delegation.

Effect of paternalistic leadership style on employee performance: SPSS calculation result obtained from the correlation value of paternalistic leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province is 0.032, meaning that paternalistic leadership style does not significantly affect employee performance with the correlation level of poor or weak. From the effect of paternalistic leadership style on employee performance based on the calculation, it is obtained the significance value of paternalistic leadership style on employee performance equal to 0.32, meaning that the significance value is higher than 0.05, meaning that paternalistic leadership style does not significantly affect employee performance.

Although, paternalistic leadership style has no significant effect on employee performance but statistically the significant correlation value? Indicates a positive value, meaning that if paternalistic leadership style is improved, it will provide significant effect on employee performance show in Table 5.

Based on the explanation above, it can be concluded that the leader in the regional secretariat of West Sulawesi Province often applies paternalistic leadership

Table 5: Effect of paternalistic leadership style on employee performance

| Spearman's rank | Democratic | Performance |
|---------------------------|------------|-------------|
| Democratic | | |
| Correlation coefficient | 1.000 | 0.032 |
| Sig. (2-tailed) | - | 0.320 |
| N | 53.000 | 53.000 |
| Performance | | |
| Correlation coefficient | 0.032 | 1.000 |
| Sig. (2-tailed) | 0.320 | - |
| N (number of respondents) | 53.000 | 53.000 |

SPSS processed data, 2015

Table 6: Effect of Laissez Faire leadership style on employee performance

| Spearman's rank | Laissez faire | Performance |
|---------------------------|---------------|-------------|
| Laissez faire | | |
| Correlation coefficient | 1.000 | 0.021 |
| Sig. (2-tailed) | - | 0.680 |
| N | 53.000 | 53.000 |
| Performance | | |
| Correlation coefficient | 0.021 | 1.000 |
| Sig. (2-tailed) | 0.680 | - |
| N (number of respondents) | 53.000 | 53.000 |

SPSS processed data, 2015

style although, the level of intensity is quite low, this leadership style can be seen from the leader attitude that is so care to his employees as in the case at one of the employees of Assistant II staff in the regional secretariat of West Sulawesi Province who was having difficulty to always come home late at night/additional hours outside office hours followed the leader working hours when there are activities to be solved immediately. The reason the staff used was they did not get approval from the family. Then the leader was so appreciative and provided a good solution that allowed the employees to complete their work optimally in accordance with the existing office hours.

Paternalistic leadership style tends to be fatherly on organization members he or she leads assuming that the subordinates are immature in working so they are constantly monitored in order not to make mistakes. In line with the definition above, according to Hadari and Hadari (2006) paternalistic leader is the leader whose roles are characterized by a fatherly attitude in the sense he or she is protecting, nurturing and helping members of the organization he or she leads. Leader is a place to ask and be a beacon of hope for the followers in resolving problems. Siagian (2003) says that Paternalistic leadership is primarily found in agrarian traditional society. Popularity of paternalistic leader is due to strong primordial ties, extended family system, communal public life, strong role of customs in society, personal relationships and giving high respect to the elderly.

Effect of laissez faire leadership style on employee performance: SPSS calculation result obtained from the correlation value of laissez faire leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province is 0.021, meaning that laissez faire leadership style does not significantly affect employee performance with the correlation level of poor or weak. From the effect of laissez faire leadership style on employee performance based on the calculation, it is obtained the significance value of laissez faire leadership style on employee performance equal to 0.68, meaning that the significance value is higher than 0.05, meaning that there is no effect between laissez faire leadership

style and employee performance. The value difference between the significance level (0.68) and 0.05 shows that laissez faire leadership style does not positively affect employee performance. It shows that if laissez faire leadership style is improved, it will provide negative effect on employee performance show in Table 6.

No significant effect of leadership style laissez faire on employee performance shows that in general employees do not agree if the leaders of the regional secretariat of West Sulawesi Province implement this leadership style. We can conclude that the disagreement from employees related to the laissez faire leadership style when applied by the leaders is very basic and reasonable. There is an impression that with this style, the employees will not work optimally because they do not get direction, guidance and guidance in the work. The leaders seem escape from their responsibility as the leaders becoming role model for their subordinates. With this leadership style, it is possible the employees will lose their work spirit because they feel less attention.

From the results of observations, it is very obvious that the figure of a leader is not the one applying laissez faire leadership style, providing freedom for employees to act without guidance and control unless asked. Leaders try to avoid or escape from responsibility in case of errors or deviation and leaders consider think that superiors and subordinates are parallel or unable to take responsibility if there is a problem so that leaders always order other employees to complete it.

This leadership style is basically view that members of the organization are able to independently make decisions or being able to take care of themselves with less guidance or instructions in realizing the respective main tasks as part of the main tasks of the organization. Related to this, Jennin and Golembiewski (Hadari and Hadari, 2006) state that leaders let the group solidify the goals and decisions if the leaders provide the information needed to complete the job. The leaders give little support to the overall efforts. Freedom of the members are sometimes limited by the leaders by setting goals that must be accompanied by parameters, while the most extreme is giving full freedom to the members of the organization to act without guidance and control unless asked.

This leadership style is the opposite of authoritarian leadership style although, it is not the same or not democratic leadership at the lowest extreme point. The leadership is run without leading or doing anything to influence thoughts, feelings, attitudes and behavior of organization members. In general such leaders are someone trying to circumvent or avoid the responsibility, therefore, in case of mistakes or deviations, they easily say it is not their mistakes or responsibility or decision because they never order the implementation.

CONCLUSION

Having studied the whole problems, it is obtained the conclusion that, of the effect of authoritarian leadership style on employee performance based the calculation results, it is obtained significance value of authoritarian leadership style on employee performance equal to 0.36, meaning that the significance value is higher than 0.05. It means authoritarian leadership style does not significantly affect employee performance. Based on the calculations, the significant value of charismatic leadership style on employee performance is 0.25, meaning that the significance value is higher than 0.05. It means charismatic leadership style significantly affects employee performance, it is influenced by the correlation value between charismatic leadership style and employee performance.

There is an effect of democratic leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province in which style democratic leadership puts human as an important factor in the leadership performed based on and prioritize the orientation in relation to staff. What underlies the view of democratic leadership style is the recognition and acceptance that human is noble creature with the same rights in putting humans in nature, in other words humanizing the human and this leadership style is most felt by staff or subordinates with the effect of 4.05%.

There is an effect of paternalistic leadership style on the performance of the civil servants in the regional secretariat of West Sulawesi Province in which this paternalistic leadership style is a leadership system based on the relationship between leaders and subordinates similar to a relationship between father and son and it is the opposite of charismatic leadership style with the effect of 3.15%.

There is an effect of Laissez faire/free leadership style on the performance of civil servants in the regional secretariat of West Sulawesi Province in which this

leadership style gives little support to the overall efforts and the most extreme is giving full freedom to the organization members to act without guidance and control unless asked. This becomes the worry of staff or subordinates in the regional secretariat of West Sulawesi Province with the effect of 2.1%.

The performance of employees in the regional secretariat of West Sulawesi Province still needs to be improved, especially in terms of completing a given task consistently and able to use time efficiently in carrying out all the tasks, attending and going home regularly and timely and providing assistance and support to other employees.

Based on the research focus and testing results of the effects of leadership styles on employee performance, the writer suggests the followings. In terms of leadership style, the leaders in the regional secretariat of West Sulawesi Province should be able to implement leadership styles that affect the employee performance and in accordance with the situation, tolerance, view and virtuous in the regional secretariat of West Sulawesi Province, the implementation leadership style appropriate to the circumstances of employees in the regional secretariat of West Sulawesi Province can improve the employee performance.

The leaders in the regional secretariat of West Sulawesi Province should consider implementing democratic, charismatic and paternalistic leadership styles but they are controlled because it will provide positive effects on employee performance. The leaders in the regional secretariat of West Sulawesi Province should not apply laissez faire leadership style and authoritarian leadership style when the organization is in normal situation because if they are applied during normal organization, it will provide negative effect on employee performance.

The leaders in the regional secretariat of West Sulawesi Province should give strict sanctions for employees without discipline and provide reward for employees with good performance. Cooperation among employees in performing their duties and functions in accordance with the established procedures is further enhanced because it will greatly affect the achievement of the vision and mission of the organization. The employee performance should be improved through the leadership by keep paying attention to employee discipline, employee work quality and enhancing cooperative relationships among employees and mutual support in the implementation of the duties and functions daily.

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