

THE EFFECT OF LEADERSHIP STYLE ON THE PERFORMANCE OF STATE CIVIL SERVICES AT THE OFFICE OF BAPPEDA PROVINCE PAPUA

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Abstract

This study aims to determine the effect of Leadership Style consisting of Directiveness Leadership, Supportiveness Leadership, and Participate Leadership, which have the most dominant influence on the performance of state civil servants. . The sampling technique used is non-probability sampling with purposive sampling technique, with a total sample of 146 respondents. The analytical method used is multiple linear regression. The results showed that the directive leadership style, the supportive leadership style, and the participate leadership style had a positive and significant impact on the performance of state civil servants at the Bappeda Office of Papua Province. The leadership style of the director has a dominant influence on the Performance of State Civil Apparatus at the Bappeda Office of Papua Province.

Keywords: *Directiveness Leadership, Supportiveness Leadership, Participate Leadership, Employee Performance*

INTRODUCTION

Civil servant performance expected by civil servants. According to Mangkunegara (2003), "Performance is the result of work in quality and quantity achieved by an employee in carrying out in accordance with the responsibilities given". Employee performance can be achieved well if it is supported by the role of a leader in managing the net of the organization he leads to achieve organizational goals. Tamaela & Surijadi, (2014) said that performance is result of work that has been done by a person in carrying out the tasks and work assigned to him. (Yohanes Cores Seralurin, Paulus K. Allolayuk, Muhamad Yamin Noch & Tamaela, 2022) said that efficient individual performance is determined by personal effort and environmental influences.

Leadership pattern is closely related to successful performance in an organization. Leadership can be interpreted as a process of influencing others to act in order to achieve predetermined goals. Leadership style is the behavioral norm of others as he sees it (Thoha, 2013). Leaders who use their authority in a leadership style usually make decisions and then announce them to their subordinates.

One of the leadership styles used in this study is the Directiveness Leadership Style. According to the Path-Goal Theory in Fred (1998) explains that directive leadership is a leadership style that has a positive relationship with subordinate satisfaction and expectations. Superiors often give special orders or directives (autocracy).

The second leadership style is the supportive leadership style, according to Trisnawati & Saefullah (2005), the supportive leadership style is a leader who tends to be friendly and easy to engage in dialogue with anyone. Give full attention to the welfare of subordinates, and treat members equally. Supportive leadership is leadership that involves the behavior of leaders who pay attention to the welfare and personal needs of subordinates. His leadership behavior is open, friendly and approachable and the leader creates a climate of togetherness and treats subordinates as equals (Daft, 1992). Based on the explanation above, the first research hypothesis proposed is that the directive leadership style influences employee performance. The second hypothesis proposed is that the supportive leadership style influences employee performance.



The phenomenon that occurs in the Papua Provincial Government, where 80 ASN participates in Administrative Leadership Training (PKA) and Supervisory Leadership Training (PKP) where the aim of this training is to encourage and improve ASN's ability to innovate in serving the community and carrying out main tasks as state apparatus (Pos. , 2021)

The third is the leadership style of participation (Participate Leadership). According to Trisnawati & Saefullah (2005), this leadership style tends to provide consultation to subordinates, accommodate various inputs, and involve subordinates in decision making. Furthermore, according to Evans in Amirullah & Budiono (2004) participatory leadership is leadership that always expects suggestions or opinions from its subordinates and still requires participation in making decisions or in other words participatory leadership means that the leader consults with subordinates about making decisions. Based on the explanation above, the third research hypothesis proposed is that participate leadership style influences employee performance and the last hypothesis proposed is that participatory leadership influences employee performance.

Based on the exposure of the results of the empirical studies above, it can be seen that the direction of the results of the influence of leadership style on employee performance indicates the ambivalence of the research results. The finding of ambivalence or contradiction in the research results is actually a research gap which Augusty (2006) stated that the research gap can or should be developed as a research problem that needs further investigation. Based on these considerations, the authors wish to conduct more in-depth research with the topic of the study of the Influence of Leadership Style on the Performance of State Civil Apparatuses at the BAPPEDA Office of Papua Province.

METHOD

Based on the research objectives, this type of research is explanatory research, this study seeks to explain the relationship between variables and their effects by testing hypotheses (Sugiyono, 2017). The design in this study is included in quantitative research. In this study, the empirical path and measurement were tested based on existing theories. This research model is a survey model using a questionnaire instrument. The survey research method was conducted to obtain data on individual respondents' opinions.

This study examines the effect of the influence of leadership style on the performance of civil servants in the BAPPEDA office of Papua Province. The location of this research was conducted in Jayapura City, Papua Province. The research time was carried out for 1 month, starting from the beginning of May to the end of May 2022.

The population in this study were all employees of the Papua Provincial Bappeda Office, totaling 187 respondents. In this study the sampling technique used is non-probability sampling with purposive sampling technique. The samples in this study were all employees, where the state civil apparatus referred to in the study were as follows; a) State civil apparatus within the Papua Provincial Bappeda Office. b) Has worked at the Papua Provincial Bappeda Office for a minimum of 1 (one) year. The results of data collection showed that 155 questionnaires were returned and 9 questionnaires were damaged so the final sample used is 146 questionnaire.

In this study, multiple regression models were used to analyze the data. The regression method is a study of the dependence of the dependent variable with one or more independent variables (Ghozali, 2018). However, before testing multiple linear regression, the research instrument was tested, namely validity and reliability tests aimed at testing the wetness of the data. In addition, the feasibility test consists of normality, heteroscedasticity and multicollinearity tests.

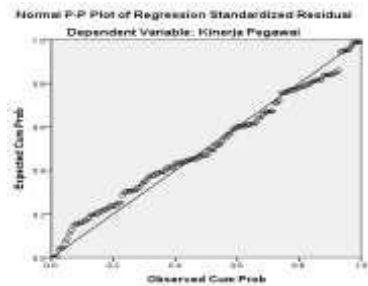
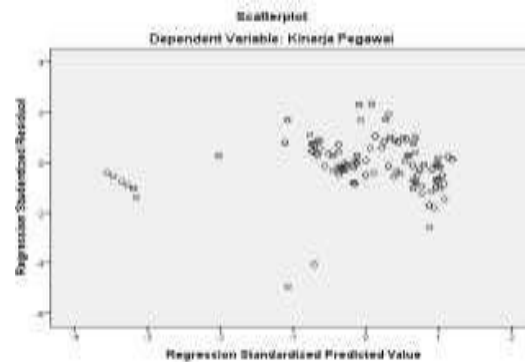
RESULTS AND DISCUSSION

Based on the results of the tests that have been carried out, namely the instrument test, it shows that the data in this study have passed the validity and reliability test with a significant value in the test validity is not more than 0.05 and reliability is above 0.7. The following are the results of the research instrument test:

Table 1.
Validity and Reliability Test Results

Variable	Correlation (r)	Description	Cronbach Alpha Coefficient	Description
X1.1	0.752	Valid	0.911	Realible
X1.2	0.805	Valid		
X1.3	0.801	Valid		
X1.4	0.802	Valid		
X1.5	0.718	Valid		
X1.6	0.739	Valid		
X1.7	0.606	Valid		
X1.8	0.654	Valid		
X2.1	0.725	Valid	0.866	Realible
X2.2	0.656	Valid		
X2.3	0.646	Valid		
X2.4	0.745	Valid		
X2.5	0.748	Valid		
X2.6	0.689	Valid		
X3.1	0.712	Valid	0.850	Realible
X3.2	0.746	Valid		
X3.3	0.666	Valid		
X3.4	0.674	Valid		
X3.5	0.735	Valid		
Y1.1	0.671	Valid	0.919	Realible
Y1.2	0.772	Valid		
Y1.3	0.730	Valid		
Y1.4	0.671	Valid		
Y1.5	0.654	Valid		
Y1.6	0.743	Valid		
Y1.7	0.818	Valid		
Y1.8	0.767	Valid		
Y1.9	0.687	Valid		
Y1.10	0.662	Valid		

The results of the validity and reliability test of the dependent and independent variables in the table above have a significant correlation test result (r) greater than 0.5 and have a Cronbach's alpha coefficient value above 0.6 so that the variables in each question item are said to be valid and reliable to be used in further data processing. . Next is the data feasibility test. Here are the results of the data feasibility test, namely normality, heteroscedasticity and multicollinearity:

**Image 1****P-Plot Normality Test Results****Image 2****Heteroscedasticity Test Results****Table 2.****Multicollinearity Test Results**

Variabel	Tolerance	VIF
Directiveness Leadership (X1)	0.246	4.058
Supportiveness Leadership (X2)	0.359	2.786
Participate Leadership (X3)	0.336	2.973

The results of the feasibility test show that the data is normally distributed and the multicollinearity value for tolerance is greater than 0.10 and the Vairance Inflaction Factor (VIF) is less than 10. So the regression model that is formed does not occur multicollinearity symptoms.

Furthermore, multiple lonely regression tests have been carried out to see the effect of the variables, either directly (partial), simultaneously (simultaneously) and the percentage of the influence of the independent variables in explaining the dependent variable. The following is a table of multiple regression test results:

Table 3.
Multiple Regression Test

Variabel	Unstandardized Coefficients (B)	t hitung	Sig.	Description
Constant	3.507			
Directiveness Leadership (X1)	0.486	4.807	.000	Signifikan
Supportiveness Leadership (X2)	0.322	2.723	.007	Signifikan
Participate Leadership (X3)	0.664	4.430	.000	signifikan
R square	0.743			
Ajusted R Square	0.738			
F tabel	1.784			
F hitung	137.029			
t tabel	1.655			

Based on the results in table 3 regarding the multiple regression test, the following explanation can be made:

1. Partial Test t

Based on the results of the partial t test, a discussion of the research hypothesis for the partial t test is made, as follows:

a. Partial Hypothesis Testing 1

The test results using multiple regression analysis prove that the results of the first hypothesis test reveal that the directive leadership style (X1) has a t-value of 4,807. This value is greater than the value of table (4,807 > 1,655) and sig t 0.000 < 0.005 means that, accept Ha and reject H0 or the hypothesis is accepted. These results show that the directive leadership style has a positive and significant effect on the performance of the employees of the Papua Province Bappeda Office.

According to the Path-Goal Theory in Fred (1998) explains that directive leadership is a leadership style that has a positive relationship with subordinate satisfaction and expectations. Superiors often give special orders or directives (autocracy). This type is an authoritarian leadership practice, members or subordinates are never given the opportunity to participate in expressing opinions, especially in making decisions, this style is based on the use of power, power and authority to provide specific instructions for the performance of subordinates. This statement is supported by the results of a study conducted by Khairizah et al (2016) showing that directive leaders have an independent influence on employee performance, the results of this study are supported by the results of a study conducted by Halim (2020). not significant to employee performance.

b. Partial Hypothesis Testing 2

The test results using multiple regression analysis prove that the results of the second hypothesis test reveal that the supportive leadership style (X2) has a t-count value of 2,723. This value is greater than the t-table value (2.723 > 1.655) and sig t 0.000 < 0.005 means that, accept Ha and reject H0 or the hypothesis is accepted. These results show that the supporting leadership style has a positive and significant effect on the performance of the employees of the Papua Province Bappeda Office.

Supportive leadership is leadership that involves the behavior of leaders who pay attention to the welfare and personal needs of subordinates. His leadership behavior is open, friendly and approachable and the leader creates a climate of togetherness and treats subordinates as equals (Daft, 1992). This statement is in line with the opinion of Siagian (2011) supportive leadership, namely leadership that is always willing to explain all problems to subordinates, easy to approach and satisfying employees.

The statement above is in line with the results of Halim's (2020) study. The results of the

study found that partially supportive leadership had a positive and significant effect on employee performance. The results of this study are supported by research results (Triguna; & Irwanto, 2018). However, the results of this study contradict the results of research by Khairizah et al (2016), the results of the study show that supportive leadership independently has no influence on employee performance.

c. Partial Hypothesis Testing 3

The test results using multiple regression analysis prove that the results of the third hypothesis test reveal that the role leadership style (X3) has a tcount of 4.430. This value is greater than the ttable value ($4.430 > 1.655$) and $\text{sig } t \ 0.000 < 0.005$ means that, accept H_a and reject H_0 or the hypothesis is accepted. These results show that the role leadership style has a positive and significant effect on the performance of the employees of the Papua Province Bappeda Office.

Evans in Amirullah & Budiono (2004) participatory leadership is leadership that always expects suggestions or opinions from its subordinates and still requires participation in making decisions or in other words Participatory leadership means that the leader consults with subordinates about making decisions.

This statement is in line with the results of Triguna & Irwanto's research (2018) where the results of the study show that participatory leadership has an effect on employee performance. The results of this study are in line with the results of Halim's research (2020), but the results of this study contradict the results of Khairizah et al's (2016) research results. Research shows that participatory leadership has no effect on employee performance, which means that leaders provide opportunities for subordinates to make decisions in the library.

d. Dominant Effect Test (Hypothesis Test 4)

Based on the results of the t test, it was found that the directive leadership style variable has the largest Beta Standardized Coefficients value of .412, so that the directive leadership style variable has the strongest influence compared to other variables. Therefore, the leadership style variable has a dominant influence on the performance of state civil servants at the Bappeda Office of Papua Province.

2. Determinant Coefficient Test

The coefficient of determination (R^2) is a coefficient that shows the percentage of the influence of all independent variables on the dependent variable. This percentage shows how much the independent variable can explain the dependent variable (Ghozali, 2018). The greater the coefficient of determination, the better the independent variable in explaining the dependent variable. Thus the resulting regression is good for estimating the value of the dependent variable.

The feasibility of the conceptual model of this study which is 0.738 (Adjusted R Square) means that the variable value of the performance of the state civil apparatus of the Papua Province BAPPEDA is explained well by the transparency and accountability variables of 0.738 or 73.8% while the rest is explained by other variables outside the conceptual model of this study.

CONCLUSION

Based on the tests that have been carried out, the conclusions from this study are as follows:

1. The results of the study proved to prove that the directive leadership style has a positive and significant effect on the Performance of State Civil Apparatus at the Bappeda Office of Papua Province.
2. The results of the study proved to prove that the role leadership style has a positive and significant effect on the Performance of State Civil Apparatus at the Bappeda Office of Papua Province.
3. The results of the study proved to prove that the supporting leadership style has a positive and significant effect on the Performance of State Civil Apparatus at the Bappeda Office of Papua Province.
4. The results of the study proved to prove that the leadership style of the director has a dominant

influence on the performance of the State Civil Apparatus at the Bappeda Office of Papua Province.

Based on the conclusions in this study, the following suggestions can be submitted:

1. It is hoped that the Papua Provincial Bappeda Office can maintain and improve the directive Leadership Style, role leadership style and supporting leadership style in order to improve the performance of the State Civil Apparatus within the Bappeda Province of Papua.
2. Leaders are also expected to be able to apply a directive leadership style, role and support for State Civil Apparatus employees within the Bappeda of Papua Province
3. Leaders are also expected to apply the Instructional leadership style to employees with low maturity levels. Meanwhile, the application of the participatory leadership style can be applied to employees who are in the Jakarta office, because it is expected that the leader will carry out open communication that aims to share ideas with employees of one office. For employees in Tembagapura and Kualakencana,
4. Research shows that the directive Leadership Style variable has a dominant influence on the Performance of State Civil Apparatus in the Bappeda of Papua Province, therefore, it is better for leaders in the Blood Government Organization of the Papua Province Government to pay more attention to expecting suggestions or opinions from their subordinates or in other words. involve members in every task completion and decision making in the organization.
5. Future researchers should use other variables from different leadership styles from those used in this study, such as autocratic, democratic, independent, paternalistic, and charismatic leadership styles. As well as using research objects that are wider and different from the previous research locations, such as in regional apparatus organizations within the Papua Provincial Government.

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