# THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE OFFICE OF THE BASARNAS IN SOUTH SUMATRA

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This study examines the influence of leadership style on the performance of employees at the Basarnas office in South Sumatra. The purpose of this study was to determine the effect of the influence of leadership style on the performance of employees at the Basarnas office in South Sumatra.

In improving employee performance, an agency needs to plan a strategy and create good and professional management. For this purpose, all of the resources in the agency must be utilized as well as possible, including human resources as the main factor. Human resources needed today are those who have a leadership style that is good for performance, potential and good loyalty to the agency. So that the employees are able to describe the vision and mission that have been agreed upon together in order to achieve agency goals. This research was conducted at the Basarnas office in South Sumatra. In the results of R Square (R2) obtained a value of 0.013 means the percentage of the contribution of leadership style to employee performance 1.3% while the remaining 98.7% is influenced by other variables not included in this model. On the leadership style variable (X) the value of t is equal to 1-195 while the value of t table is 1.645 because t count (-1.945 because t count (-1.945)> ttable (1,645), based on hypothesis testing that leadership style is very influential on performance employee.

*Keywords: Leadership Style, Employee Performance*

## BACKGROUND

Human Resources (HR) is one of the main elements that occupy a very strategic position in the organization, meaning that the human element plays an important role in carrying out activities to achieve the goals of the organization or company. Management of HR is an activity that must be carried out by every organization that produces loyal and quality human resources.

In improving employee performance, an agency needs to plan a strategy and create good and professional management. For this purpose, all of the resources in the agency must be utilized as well as possible, including human resources as the main factor. Human resources needed today are those who have a leadership style that is good for performance, potential and good loyalty to the agency. So that the employees are able to describe the vision and mission that have been agreed upon together in order to achieve agency goals.

Leadership as a personality has a motivation that may not be the same as the motivation of group members, both in realizing the will to join and unite in a group or in carrying out activities that are their respective duties and responsibilities. In a government organization, each leader is a central person whose influence is very large on employees who are seen in their attitudes and

behavior when carrying out their duties and responsibilities. According to Iqbal et. al (2012) states that leadership is the ability to persuade other people to look for predetermined goals. It is a human factor which binds to each other to form a group and to improve performance and lead to the same goal. A leader must implement a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals. Whereas According to House, in Gary (2009: 4) said that Leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. So from the House's opinion it can be said that leadership is a way of influencing and motivating other people so that people want to contribute to the success of the organization, while Bernardin (2003: 143) explains that "performance is defined as the record of outcomes produces on specified job function or activities during a specified time period ". this means that the performance or performance of employees is a record of the results of work or certain activities during a certain period, so that performance in this case can be said as a result of work or work performance. From the problems above, researchers are interested in conducting research with the title of the influence of leadership style on the performance of employees in the office of the South Sumatra National Army.

The National Search and Rescue Agency, or BASARNAS, is a Non-Indonesian Government Institution whose job is to carry out government duties in the field of search and rescue (SAR / search and rescue) until evacuation of victims before subsequent handling.

**LITERATURE REVIEW**
**1. Leadership**

Leadership is a narrower concept of management, a management in a formal organization is responsible and trusted with functions such as planning, organizing and controlling. But leaders in informal groups are not always formal managers who carry out the functions of managerial functions needed by their organizations, consequently leaders are not always managers.

**2. Definition of Leadership**

Leadership According to Miftah Thoha (2010: 9) defines leadership as an activity to influence the behavior of others, or art influences human behavior both individuals and groups.

Martinis Yamin and Maisah (2010: 74) leadership is a process that affects what is done by someone in managing group members to achieve organizational goals. Leadership is a form of strategy or theory of leadership which is certainly done by people who we usually call leaders. A leader is someone with the authority of his leadership to direct his subordinates to work part of his work in achieving the goal. Here are some definitions of leadership:

According to Malayu S. Pasibuan (2012) leadership is the way a leader influences the behavior of subordinates, so they want to work together and work productively to achieve organizational goals. Leadership is an activity to influence

people to be directed towards achieving organizational goals (Terry in Thoha, 2005: 5)

Leadership is a skill or ability of a person to persuade others to work hard in achieving the organizational goals that have been set. (davis in yuli, 2005: 167).

Thus it can be concluded that in an organization there is someone who has the ability to direct, guide, influence, and also people who have activities to influence the behavior of others in order to follow what they want from their superiors. Therefore, Leadership really needs to be understood because it can make subordinates to be comfortable, agile, conscious, willing, and work with all their heart.

**3. Leadership styles**

This leader definition shows the function of a leader in the organization as the main function in the leadership that underlies its members. In this study the leadership style studied is the autocratic, militaristic, paternalistic, democratic leadership style, as follows:

1. Autocratic style

An autocratic leader is a leader who has the following criteria or characteristics: Assumes an organization as a private owner, identifies personal goals with organizational goals and considers subordinates as mere tools, Does not want to accept criticism, suggestions and opinions, too dependent on formal power, in the act of mobilizing it often uses approaches that contain elements of coercion and punishments.

2. Militaristic style

It should be noted first that what is meant by a leader of the type of militarism is different from a leader of a military organization. A militaristic type leader is a leader who has the following traits: in moving the command system subordinates who are more often used, in moving subordinates to be happy depending on their rank and position, happy with excessive formality, demanding high discipline and rigidity subordinates, difficult to accept criticism from subordinates, fond of ceremonies for various circumstances.

3. Paternalistic style.

A leader who is classified as a paternalistic leader is one who has the following characteristics: assume subordinates as human beings who are immature, overly protective, rarely provide opportunities for subordinates to make decisions, rarely provide opportunities for subordinates to take the initiative, rarely give opportunities to subordinates to develop their creative and fantasy power, and often be omniscient.

4. Democratic style. Knowledge of leadership has proven that the type of democratic leader is the most appropriate for modern organizations. This happens because this type of leadership has the following characteristics in the process of mobilizing subordinates always starting from the opinion that humans are the noblest creatures in the world, always trying to synchronize the interests and goals

of the organization with personal interests and goals rather than subordinates, happy to accept suggestions, opinions, and even criticism from subordinates, always trying to prioritize cooperation and teamwork in an effort to achieve goals, sincere giving the widest freedom to subordinates to make mistakes which are then corrected so that the subordinates no longer make the same mistakes, but are more courageous to make mistakes others, always try to make their subordinates more successful than them, and try to develop their personal capacity as leaders. Definition of performance According to the general dictionary, performance is the result achieved from what has been done, done by someone in carrying out work or assignments. Performance is a work achievement or performance, that is the result of work for a certain period compared to various possibilities. Performance is a general term used for part or all of the actions or activities of an organization in a period, often with references to a number of standards such as past or projected costs, a basis for efficiency, accountability or management accountability and the like (Aliminsyah and Padji , 2003: 206-207). In this case the performance can be said to be the work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to employee performance is the result of certain work processes in a planned manner at the time and place of the employees and organizations concerned (Mangkuprawira and Hubeis, 2007: 153). This means that performance is an action that can be seen, observed and made possible to achieve things that are expected (goals). Performance can also be said to be a combination of ability, effort and opportunity that can be assessed from the results of his work obtained during a certain period of time.

Performance assessment To determine the size of the organization's performance, a performance assessment is conducted. Performance assessment is a process of evaluating how well employees perform their work when compared to standards and then communicate that information to employees. In the Indonesian language dictionary the word employee comes from the word pe and device. Pe is a prefix that shows the meaning of the person who works or has a job as mentioned by the basic word, while the device means work. Based on the above understanding it can be concluded that employees are people who work in an official place, have personal data and have legal force. The place of work in question is an organization, institution, or other body that deals with employees. Understanding Performance is the willingness of a person or group of people to do something and perfect it according to their responsibilities with results as expected. If it is associated with performance as a noun (noun) where one of the entries is the result of something done (thing done), the definition of performance or performance is the work that can be achieved by someone in a company in accordance with the authority and responsibility of each in efforts to achieve company goals legally, do not violate the law and do not conflict with morals or ethics (Rivai, 2004: 15-17). Employee performance is the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance assessment objectives The benefits of evaluating the performance of Human Resources, according to Prawirosentono in Pasolong

(2007: 176) are as follows: 1. Improved performance 2. Compensation adjustments 3. Placement decisions 4. Training and development needs 5. Career planning and development 6. Staffing process deviations 7. Inaccurate information 8. Job design errors

## RESEARCH METHODS
1. Simple linear regression

In this study conducted from a questionnaire that has been tested for vadility and reliability. The method used in data analysis in this study is regression analysis (regression analysis). Regression analysis is used to see how much influence the independent variable has on the non-independent variable. The simple regression of this study is a regression equation that expresses the relationship between independent variables (indepence) to the dependent variable (dependence). The general model of a simple linear regression equation is: $Y = a + bx + e$ Where: Y is variable employee performance a is a constant b is the regression coefficient x is the standard error To calculate the regression coefficient is done by the least squares method with the help of the SPSS version 22 statistical program package. After the regression coefficient is obtained the next step is to test the coefficient.
2. Hypothesis Testing

Test the Determination Coefficient To find out how much the independent variable's ability explains the dependent variable. The greater the value of determination coefficient, the better the ability of the independent variable to explain the dependent variable. The coefficient of determination ($R^2$) is the extent of the ability to explain the variation of the dependent variable, the coefficient of determination is between zero and one. The smallest $R^2 =$ means the ability of the independent variable to explain the variation of the dpenden variable is very limited. - Testing with T Test According to Ghozali (2011: 89) the t test statistic basically shows how far the individual independent variables influence how to explain the dependent variable. The hypothesis is formulated as follows: H0: $Xi + 0$. This means that there is no significant effect of the independent variable on the dependent variable H0: $XI = 0$, meaning that there is a significant effect of the independent variable on the dependent variable. Acceptance or rejection The hypothesis is carried out with the following criteria: 1. if the t value is statistically significant> 0.05 or t table <count <t table, then H0 is accepted. This means that an independent variable individually does not have an influence on the dependent variable. 2. If the significant value of t statistic> 0.05 or t count> t table or t count <t table then H0 is rejected, this means that an independent variable individually affects the dependent variable

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Where: Y is variable employee performance a is a constant b is the regression coefficient x is the standard error To calculate the regression coefficient is done by the least squares method with the help of the SPSS version 22 statistical program package. After the regression coefficient is obtained the next step is to test the coefficient. 2. Hypothesis Testing - Test the Determination Coefficient To find out how much the independent variable's ability explains the dependent variable. The greater the value of determination coefficient, the better the ability of the independent variable to explain the dependent variable. The coefficient of determination ($R^2$) is the extent of the ability to explain the variation of the dependent variable, the coefficient of determination is between zero and one. The smallest $R^2$ = means the ability of the independent variable to explain the variation of the dpenden variable is very limited.

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a. if the significant value of t is statistic> 0.05 or t table <count <t table, then H0 is accepted. This means that an independent variable individually does not have an influence on the dependent variable.
b. If the significant value of t statistic> 0.05 or t count> t table or t count <t table then H0 is rejected, this means that an independent variable individually affects the dependent variable

**Data analysis**
 - Data Validation
Validation test is the speed and accuracy of a measuring instrument in performing its measuring function, a measuring instrument that can be said to have high validation if the instrument carries out its measuring function or gives a measurement result that is in accordance with the purpose of the measurement (suliyanto, 2006: 149). In system analysis, according to Suliyanto (2006: 149) items that have a positive correlation total score and high correlation indicate that the item has high validation as well. The minimum requirement to be considered fulfilling the requirements is to calculate the correlation of the item score to the

total score (corrected item total correlation) = 0.3 so if R is positive> then the item is valid, while r is negative <0.3 then the item is invalid.
- Validation of leadership style variables
From the results of the validation test using SPSS 19.0 (the results of calculations can be seen in the appendix) validation coefficients of each item in the questionnaire are obtained, the results are shown in the following table: for leadership style variables (X), the results of validations show that from all items (5 items) the questions in the questionnaire are used as measuring instruments. In detail the values of each item can be shown in the following table:

**Table -3**
**Test results Validation of leadership style (X)**

| Butir pertanyaan | Corrected item total correted | Status |
|---|---|---|
| Question 1 | 0,749 | Valid |
| Question 2 | 0,974 | Valid |
| Question 3 | 0,951 | Valid |
| Question 4 | 0,693 | Valid |
| Question 5 | 0,895 | Valid |
| Question 6 | 0,867 | Valid |

**Table -4**
**Total statistical item**

| Question | Scale mean if item deleted | Scale variance if item delected | Corrected item total coreelation | Cronbach's Alpha if item delected |
|---|---|---|---|---|
| Question 1 | 66.0000 | 2965.000 | 0.749 | 0.950 |
| Question 2 | 66.0000 | 2234.500 | 0.974 | 0.916 |
| Question 3 | 66.0000 | 2261.500 | 0.951 | 0.919 |
| Question 4 | 66.0000 | 2461.000 | 0.693 | 0.957 |
| Question 5 | 66.0000 | 2512.500 | 0.895 | 0.928 |
| Question 6 | 66.0000 | 2571.500 | 0.867 | 0.932 |

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**Results of SPSS 19 of Data Processing**
- Validation of performance variables
For the performance variable (Y), the results of the validation tests that have been conducted show that all items in the 6 items in the questionnaire are used as a measure of the performance variable (Y). It turns out that all question items are declared valid. In detail if each item can be seen in the following table:

**Table 5**
**Performance validation test results (Y)**

| Question items | Corrected item total correted | Status |
|---|---|---|
| Quality | 0,996 | Valid |
| Quantity | 0,995 | Valid |
| QquantityTime | 0,984 | Valid |
| Effectiveness | 0,981 | Valid |
| Independence | 0,865 | Valid |
| operating results | 0,899 | Valid |

**Tabel -6**
**Total statistical item**

| Question | Scale mean if item deleted | Scale variance if item delected | Corrected item total coreelation | Cronbach's Alpha if item delected |
|---|---|---|---|---|
| Quality | 66.0000 | 4573.500 | 0.996 | 0.977 |
| Quantity | 66.0000 | 4901.000 | 0.995 | 0.978 |
| Accuracy | 66.0000 | 4636.000 | 0.984 | 0.978 |
| Effectiveness | 66.0000 | 5004.500 | 0.981 | 0.980 |
| Independence | 66.0000 | 5015.500 | 0.865 | 0.989 |
| The Result | 66.0000 | 4702.500 | 0.899 | 0.987 |

**Results of SPSS 19**
**Data Processing**

Reliability test Reliability is the level of reliability of a research instrument, a reliable instrument is an instrument which, when used repeatedly to measure objects that are equated, produces the same data (Sugiyono, 2008: 10). Reliability test will be able to show consistency of the answers - respondents' answers contained in the questionnaire. This test is carried out after the vadility test and tested is a valid question, testing done using the SPSS 19 for windows program with the following criteria: a. If the cronbach's Alpha value is> 0.60, then the variable or construct is declared reliable. b. If the cronbach's Alpha value is <0.60 then the variable or construct is declared unreliable Detailed reliability test results can be seen in the following table:

**Table 7**

| Variabel | Alpha cronbach (a) | Status |
|---|---|---|
| Leadership style | 0.945 | Reliable |
| Employee performance | 0.985 | Reliable |

**The result of reliability**

**a. LeadershipReliability Style**

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**Table 8**
*Realibility statistic* **-Leadership style**

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| Cronbach's Alpha | N of items |
|---|---|
| 0.945 | 6 |

a. **Reliability of employee performance**

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**Table 9**
*Realibility statistic* **– Employee Performance**

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| Cronbach's Alpha | N of items |
|---|---|
| 0.985 | 6 |

## 2. Analysis of statistical descriptions
## - Determination Coefficient (R2)

Used to see how much influence the independent variable has on the dependent variable. In other words, determination coefficient is used to measure the magnitude of the influence of the independent variables studied, namely leadership style (X) on employee performance (Y. In SPSS output, determination coefficient is in the R square and R square written table). number 0 (zero) then the relationship between the independent variable (X) With the dependent variable (Y) getting weaker, on the other hand if the R square gets bigger or closer to the number 1 (one) then the relationship between the variables gets stronger.

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**Table 4.8**
**Model *summary***

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| Model | R | R Square | Adjusted R square | Std. Error of the estimate |
|---|---|---|---|---|
| 1 | 0.148[a] | 0.022 | 0.007 | 3.04091 |

Predictors: Constant X1 (leadership style) a. R in multiple regression analysis shows a correlation that is a correlation between two independent variables. The number R obtained is 0.148, which means that the variable is the correlation with employee performance 0.148. b. R Square (R2) or square of R which shows the value of coefficient of determination. This number will be changed to the percentage of the contribution of the influence of independent variables on the dependent variable. R2 value of 0.022% means the percentage of leadership style on employee performance is 0.022% while the rest is influenced by other variables not included in this model. c. Adjusted R square is the R square that has adjusted the value of 0.007 indicating the contribution of independent variables to the dependent variable. d. The standard error of estimated (standard deviation) is a measure of prediction error, a value of 3.04091.

T-Test (in real time) Partial t test or regression coefficient test is used to determine whether the independent variables partially have a significant effect or not on the dependent variable. In this case knowing whether partially the performance of South Sumatra Basarnas employees. Testing uses a significance level of 0.05.

**Uji – T**

| Model | Unstandardized coeffecient | Standardized coefecient | t | sig |
|---|---|---|---|---|
| 1 (Constant) | 25,919 | | 10,934 | 0,000 |
| Leadership style | -0,104 | -0,148 | -1,195 | 0,236 |

Testing the leadership style variable (b1) with the hypothesis:
H0: regression coefficient (leadership style) is not partially influential on employee performance
H1: Regression coefficient (leadership style) partially influences the performance.
Based on the results of the output t count obtained for - 1,195 to find a t table at a significant 0.05 with degrees of freedom df = n-k-l or 66-1-1 = 64, the value obtained for t table 1,645.
If t count, t table (N1.645), then Ho is accepted means that the leadership style partially influences the performance.

## CONCLUSIONS AND RECOMMENDATIONS
Conclusion
Based on observations and analysis of the data research conducted. So the researcher took the research as follows: that the leadership style is not too significant to influence the performance of employees at the office of the South Sumatra National Army, this can be seen from statistical analysis:
a. Determination coefficient (R2)
In the results of R Square (R2) obtained a value of 0.013 means the percentage of the contribution of leadership style to employee performance 1.3% while the remaining 98.7% is influenced by other variables not included in this model.
b. T Test (partially)
In the leadership style variable (X) the value of t is equal to 1-195 while the value of t table is 1.645 because t count (-1.945 because t count (-1.945)>table (1,645), based on hypothesis testing that leadership style is very influential on performance employee.

## Suggestion
The agency needs to provide constructive motivation for employees, provide appropriate regulations and sanctions to increase discipline for employees who violate, this is to be able to improve or maintain the performance of existing employees. In order to improve the ability, expertise and quality of employees, the leadership should arrange a schedule for training education that will be attended

by all employees from both the operational and special staff of the office so that there is no clash between employees why the operational section takes precedence, while office work is not inferior the importance of supporting so that work because between parts of the agency are interrelated and complement each other.

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