



## Leadership Style of Subdistrict Head Towards Employee Performance at Muara Komam District Office, Paser Regency, East Kalimantan

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### **Abstract**

This research aims to find out the leadership style of Subdistrict head on Employee Performance in Muara Komam District of Paser Regency of East Kalimantan. This study uses a qualitative approach with a descriptive type. The data collection techniques using observations, interviews and documentation studies. Based on the research results, it is known that the Camat's leadership style uses a situational leadership style, where he can read every situation and match his leadership style with the maturity level of the employees. This thing because difference maturity employee seen from aspect ability and will employee in work.

**Keywords:** *Leadership Style; Employee Performance*

### **Introduction**

In the organization there are two parties that are interdependent and are the main elements in the organization, namely the leader as the boss, and employees as subordinates (Mulyadi and Rivai, 2009: 332) in Surianto 2021. Leadership is the ability and skill of a person or individual who occupies a position as the head of a work unit, to influence the behavior of others, especially their subordinates, to think and act in such a way, so that through positive behavior it can make a real contribution in achieving organizational goals.

The quality of the leader is often considered the most important factor in the success or failure of the organization (Bass, 1990), in Menon, (2002: 44) as well as the success or failure of an organization both business-oriented and public, usually perceived as the success or failure of the leader. So important is the role of the leader that the issue of the leader becomes a focus that attracts the attention of researchers in the field of organizational behavior.

Leadership style will be important and needed to align a wide variety of needs and also to create a conducive work situation. In addition, it can encourage employees to behave in accordance with the goals of the organization set. From the various ways that the leader moves his subordinates to achieve organizational goals in the end must also be able to cause the performance of his subordinates. Indirectly leadership helps determine the formation of employee performance. Leadership style involvement in spurring organizational performance is a very valuable value in operating an organization. The relationship between leadership style and organization performance is a law of tolerance that must be embraced by every leader who wants to exceed the target, both time and things to be achieved in a work organization so that the performance of each individual who is responsible in the organization, must be legally fostered by the superiors contained in a leadership system adopted by Siagian (2003: 47).

The local government within the scope of the Headan Muara Komam Subdistrict of East Kalimantan Paser Regency is led by a subdistrict head in charge of carrying out the mandate of the Regent / Mayor assisted by several government officials, namely 7 civil servants and 28 PTT. Subdistrict head is a selected person who is required to be able to move employees to work in accordance with expectations. Of course, this is not easy because humans are creatures who have their own egos, thoughts of feelings and desires.

From the results of pre-research conducted by researchers, researchers found that muara Komam subdistrict head is a subdistrict head that has been awarded as the best subdistrict head in East Kalimantan in 2020, Antara Kaltim (June 25, 2021). Of course, this is a work achievement that should be proud because it is obtained from the results of good cooperation between leaders and employees. Employee performance cannot be separated from how the leader carries out his role as the head of the organization. Leaders are considered to play an important and strategic role in the discipline of employees in accordance with their main duties and functions. How the leadership style used by a subdistrict head so that it is considered capable of facing the maturity of the performance of its employees based on situational leadership theory.

## **Literature Review**

### **Situational Leadership**

Everyone is real is a leader, at least for herself alone. Until moment this term leadership still interesting and no boring for researched, studied, discussed, studied more deep, and reflected by ordinary people, candidates leaders, academics, researchers, and practitioner. Definition leadership according to Stogdill in Husaini Usman (2019:9), Leadership is Action influence others to reach objective expected ending. \_ Definition leadership stogdill considered the most comprehensive.

Yulk state leadership facilitate individual and team so Northouse (2008:5) states. *“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.”* Leadership is a process that is carried out somebody for affect group in reach objective together. Bass & Bass (2011) states that leadership is interaction two people or more in something structured group to situation perception and hope member. Hey dan Miskel (2013:426) defines leadership in meaning large that is as a social process that influences individual behavior or group for reach objective together. (Husaini Usman, 2019:11).

Paul Hersey and Kenneth Blanchard (1982:185) formulated theory this with a assumption base that strategy and behavior leader should consider situation with see on level maturity and immaturity subordinate relation with behavior Duty and behavior relationship shown. According to Hersey and Blanchard (1982:185) " Leadership style situational is style focused leadership on suitability or effectiveness style leadership in accordance with maturity follower in relation with Duty certain ".

According to Hersey and Blanchard (1982:178) Leadership situational is based leadership on connection each other influence between; 1) Guidance level and directions given leader ( behavior ) task ); 2) Support level socio emotional presented leader ( behavior ) relationship ); 3) Demonstrated level of readiness subordinate in carry out task , function or objective certain ( maturity subordinates ).

Leadership situational looking at maturity as ability and the will of the people or group for carry not quite enough answer, and direct behavior they alone in situation certain. So, need emphasized return that maturity is related concepts with Duty certain and depends to things you want achieved leader.

According to Hersey and Blanchard (1982: 180) there are 4 styles leadership situational, namely: 1) Informing, showing , leading , setting (Telling-Directing); 2) Selling, explaining, peddling, persuading (Selling Coaching); 3) Engage , give spirit (Participating Supporting); and 4) Delegate, observe, supervise, resolve (delegating).

Based on the above theory, it can be said that situational leadership style is an approach to leadership which states that leaders understand the level of maturity and readiness of their subordinates before setting a particular leadership style.

## Previous Research

Relevant research about style leadership in Upgrade performance employee has been done by previous researchers including: Rina Wirawan (2019) who did study with title role leadership in Upgrade performance employee at star supermarket Ponorogo perspective Islam. Researched problem that is about change old and new leaders cause change level performance employee who was not enough good Becomes good after led by new leader. Where leader new has apply The theory of Islamic leadership is that in making decisions, leaders always involve subordinates to express their opinions.

Hermanu Iriawan (2020) did study about role leadership in Upgrade performance employee on service marine and fishery Biak Numfor district. Problems found by researcher in study this that is The leadership role carried out at the Department of Marine Affairs and Fisheries in Biak Numfor Regency is considered not optimal in accordance with the expectations desired by the government and the community, especially for employee performance.

Awaluddin and Zulfikar (2020) too to do study about role leadership in Upgrade performance employee on office religious affairs in the district Tangse district Pidie. Study this use method qualitative and done in the office religious affairs in the district Tangse district Pidie, Aceh. Results study revealed fact that Lack of supervision from the local government over the religious affairs office in Tangse District.

## Research Methods

This research uses qualitative approach methods. Researchers consider a qualitative approach can explain the results of the study in more depth using words that can express the content of informants' thoughts and opinions in the form of the phenomenon of employee performance levels in the Muara Komam District office of Paser Regency of East Kalimantan which is suspected to increase due to the leadership style used by the achievement subdistrict head. The type of research in this study is descriptive. The research was conducted at the Muara Komam District Office of Paser Regency of East Kalimantan. On Jalan Negara Km.170 Number 1 Paser Regency, East Kalimantan Province. In determining the selection of research informants, researchers choose population techniques. Data collection techniques in this study use techniques: 1) Observation to observe the situation and conditions that occur in the field. Observation is done by going down directly to observe what you want to research; 2) *In-depth* interview

techniques to get more in-depth information seen from the informant's perspective. The questions given are unstructured questions so that informants will feel more comfortable in telling them; 3) Finally, the documentation technique as tangible evidence of portrait phenomena is needed to complement both of the above data. Researchers collected data in the form of photos or files needed for the study.

In analyzing data researchers using data analysis, interactive analysis models are concepts developed by Miles and Huberman consisting of three simultaneous activity flows, namely data reduction, data presentation and conclusion or verification (Miles & Huberman, 1984). More clearly data analysis is carried out by the following procedures: First, record all the findings of phenomena in the field both through observation, interviews and documentation; Second, reviewing records of observations, interviews and documentation studies, and separating data that are considered important and unimportant, this work is repeated again to check for possible misclassifications; and Third, describe data that has been classified with regard to the focus and purpose of the research; and

1. Fourth, make a final analysis in the form of a report on the results of the study.

## ***Result and Discussion***

### **Overview of Leadership Style applied to Muara Komam District Office**

A process in which leaders influence his subordinates for could cooperate with full liver for reach objective organization or agencies that have applied is definition by general about leadership. Leadership style used in something agency is how nature a leader to subordinates to match with desired goal achieved.

From result study at the District Office estuary Komam, then writer try take traits leader in undergo his job as following: 1) The leader is a person who has high enthusiasm; 2) Leaders in assigning duties to their employees always pay attention to the ability of each of their employees; 3) Leaders can read the situation at hand and adjust to a suitable leadership style that is able to meet the needs of the situation; 4) In decision making the leader always includes subordinates even though the final decision remains in the hands of the leader; 5) One of the achievements that has been achieved by muara Komam subdistrict head is that he was named the Best Subdistrict head in East Kalimantan Province.

Looking at the characteristics that the author has stated above, the author concludes that there is no one leadership style that is used specifically by the subdistrict head but subdistrict head uses a situational leadership style in running his government. Where the subdistrict head understands very well to lead a group can not use just one leadership style this is due to the level of acceptance of different subordinates and different situations. For this reason, 4 leadership styles are needed based on the level of employee's inability according to the situational leadership style theory put forward by Paul Harsey and Kenneth Blanchard.

### **Employee Willingness and Ability Level**

Based on employee profiles, and also after making in-depth observations, observations to the field and also interviews, researchers can know the level of maturity of employees based on the willingness and ability of employees in carrying out their duties. Researchers grouped 6 civil servants who served in the Muara Komam Subdistrict office based on the maturity level of employees using the theory of Paul Harsey and Kennet Blanchard. As we can see in the following table:

High	Moderate		Low
R4	R3	R2	R1
Capable and Willing or Confident	Capable but Unwilling, Not Safe	Can't Afford but Want and Believe Yourself	Unable and unwilling and unwilling also not confident

Of the six employees who were sampled in this study, no employees with low levels of ability and willpower (R1) were found. Found 3 employees who are at the level of incapable but willing and confident (R2). Employees with high ability to have low work motivation (R3) in the Muara Komam Subdistrict office amount to one employee. And employees who are able to complete the job well and also have high work motivation (R4) amount to two people.

### Subdistrict Head Behavior in Supporting and Directing Employees

Regarding the basic leadership style of a subdistrict head based on situational leadership theory, there are 4 basic leadership style behaviors as we can see in the following table:

(S3) Participation Low Briefing High Support	(S2) Consultation High Direction Support
(S4) Delegation Low Direction and Support	(S1) Instructions High Low Direction Support

Muara Komam Subdistrict head has a special style to cooperate with employees who are considered to have low ability but have this high work will. The leadership style used by subdistrict head in employees with R2 level is Consulting. Where in this style the subdistrict head is low support and high direction. This means that the subdistrict head provides more direction to employees because of the employee's lack of work ability but low support. Low support because the level of employee willingness to work is very high so that employees do not need motivation in working. The subdistrict head always communicates in more detail in instructing each task. Repeated communication is also carried out not only to the leaders but also to the executing officers who are *fresh graduated* employees who are quite experts in terms of technology. But it still corresponds to the hierarchy in the organizational structure. It's just that the kasi more often ask their subordinates about things they are less good at, especially in terms of technology. From this we can see that the motivation of the employee's work is quite high, because he does not hesitate to directly ask his subordinates.

Subdistrict head holds a considerable share in the agency it leads, so the decline in employee performance should be the responsibility of the subdistrict head. So that in this case the Muara Komam subdistrict head can further increase its support again to these R3 level employees. In terms of the ability of employees at the R3 level, it is quite capable for the scope of work involved. However, his willingness to work is relatively low, this is seen at the time of the interview he seemed reluctant and even refused to be interviewed more deeply. This can be caused by various things, one of which is the lack of appreciation from the leadership to subordinates so that employees lose motivation in working. Subdistrict head support can be in the form of work motivation, appreciation of every work success or other things. So that employees feel their work is appreciated and involved in every decision-making process. They will feel that their existence is needed and that they are part of the organization. Then the leadership style used by the subdistrict head at this level is Participation.

Against two employees with a high level of maturity who are at the level (R4) the leadership style used by the Muara Komam Subdistrict head is the leadership style of the Delegation. Where the behavior of the subdistrict head low direction and support. This is because these two employees are at the highest level and are considered capable of completing their work well and have high work motivation. However, the Muara Komam subdistrict head still carries out the supervisory function of these two employees so as not to deviate from the vision and mission of the agency.

### **Conclusion**

Based on the results of research and discussion, it can be concluded that the leadership style carried out by the subdistrict head is able to improve the performance of employees at the Muara Komam District office of Paser Regency, East Kalimantan. The leadership style implemented by the Muara Komam District Office tends to lead to situational leadership styles. In treating his 6 subordinates, he applied different styles. This is because the difference in employee maturity is seen in terms of the ability and willingness of employees in working.

In this study, it was found that of the six civil servants there were 2 employees who fell into the R4 level category, then there was 1 employee who was in the R3 level category and there were also 3 employees who were at the R2 level. And no employee falls into the R1 level category. This is due to the success of the subdistrict head in treating employees according to their respective maturity levels.

How to treat employees according to their maturity level, namely: 1) Towards the R4 level of the subdistrict head delegate or give up the entirety of a certain job so that it can be carried out properly but still supervised by the subdistrict head directly. 2) At the R3 level, providing support to increase employee work motivation is carried out in the form of appreciation of the success of employee work and including employees in every decision-making process. 3) Towards the R2 level subdistrict head try to hear the feelings of followers about the decisions to be made as well as the ideas and suggestions of employees. And the subdistrict head also provides a lot of training to improve the work ability of its employees.

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