

Leadership Style In Improving Employee Performance (Study on the Financial and Regional Asset Management Agency of Sarmi Regency)

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Abstract. The purpose of this research is to understand the leadership style of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency in its efforts to improve employee performance. In this case there are two leadership subjects, namely the head of the agency and the head of the division. The research uses a descriptive qualitative method, with the data generated through field observations and critical analysis. Data collection techniques include observation, interviews, and documentation. Thus, leadership in improving employee performance is not solely dependent on the head of the agency, but also on leadership within each division, which significantly influences employee performance. Furthermore, the research indicates that the leadership style of the head of the Regional Financial and Asset Management Agency of Sarmi Regency uses delegating and participating leadership styles, while the head of the division applies telling and selling leadership styles.

Keywords: Leadership Style, Performance, Employees

1 Introduction

Improving employee performance in public organizations as an effort to improve the quality of Human Resources (HR) has indeed become a must. Employee performance is basically a manifestation of something that is done or left by an employee. Employee performance is very important because with high performance, the increase in organizational productivity will also be higher. According to Yeremia [1], to be able to carry out performance assessments can be done through the employee evaluation process. How much quality and quantity of employees in completing work based on the minimum work standards that have been determined, and informing employees of this performance. So that employees consciously give their best performance for the organization.

In addition, success in improving employee performance is certainly due to the influence of a leader. This influence can come from the characteristics of the leader or even the leadership style used in organizing. Leadership style can be interpreted as a form of behavior and a model of effort used by leaders to try to influence their subordinates. Indirectly leading is the ability that causes someone to be able to influence their followers. So that leadership ability is the main/core factor that determines the success of organizational goals. Because the leader is the person who acts as a coordinator, motivator, and connector (catalyst) who will direct the organization to its peak of success [2]. Leaders also have a crucial role in determining the direction and goals of an organization. Therefore, the achievement of an organization's goals or

failure is always closely linked to its leader [3].

The role of a leader in an organization has a significant effect on performance such as coordinating, motivating, and influencing, to improve employee performance. In other words, leaders must be able to choose a leadership style, so leaders need to know what attitudes, behaviors, and normative values can be used to influence employees in directing employees towards achieving and targeting organizational goals. Leadership itself has many theoretical references, but this study tries to review the leadership style of the head of the Sarimi Regency Financial and Asset Management Agency (BPKAD) with a theoretical approach according to Hersey and Blanchard [4], namely Telling, Selling, Participating, and Delegating.

The Regional Financial and Asset Management Agency (BPKAD) of Sarimi Regency is one of the OPDs (Regional Apparatus Organizations). So that the organizers of the agency are civil servants (PNS) who are the main part of the state administration, therefore improving the quality of civil servant performance is needed in maximizing human resources to facilitate and accelerate the nation's ideals. Improving the quality of employee performance does not lie in ability, and a high work ethic culture alone, but also includes loyalty and discipline. The discipline of civil servants greatly affects the implementation of government performance. Therefore, on April 12, 2023, President Joko Widodo issued Presidential Regulation No. 21 of 2023 concerning Working Days and Working Hours of Government Agencies and State Civil Apparatus Employees. The existence of this regulation aims to increase the productivity of civil servant work and to provide legal certainty on flexibility related to employee performance. However, there are still many civil servants who are not disciplined, in many government agencies. The flexibility of employee work is used as a defense tool against the indiscipline of certain individuals. For example, being late for work and going home before the task time is finished.

Of course, the lack of discipline of civil servants is very detrimental to society and the state. Where society and the state really need the quality of performance provided by civil servants. In relation to this, in the Regional Financial and Asset Management Agency (BPKAD) of Sarimi Regency, discipline problems are still often found. There are still many employees who do not have awareness of work discipline which is an internal factor. In addition to internal factors, external factors also play an important role in improving the quality of employees including the role of a leader in an organization. According to Davis and Newstorm [5] the role of a person is very important in an agency or organization, because if there is no leader the organization can fail, due to the absence of decision makers who are able to influence to achieve common goals. Leaders in organizations have a heavy duty in organizing and moving and organizing members who each have different thoughts, behaviors and backgrounds.

The use of the approach according to Hersey and Blanchard [4] is used because it is relevant in viewing the leadership of the head of the Regional Financial and Asset Management Agency of Sarimi Regency. Where the policies implemented by the head of the Regional Financial and Asset Management Agency of Sarimi Regency have an impact on the quality of employee performance. Such as the policy of not reprimanding employees if there are violations. And the lack of preventive and curative (action) that endangers the quality of performance at the Regional Financial and Asset Management Agency of Sarimi Regency. So based on the description above, it is necessary to conduct a research study on "Leadership Style in Improving the Performance of Employees of the Regional Financial and Asset Management Agency of Sarimi Regency."

2 Literature Review

Leadership

Leadership is something that has various definitions, many points of view in understanding the meaning of leadership, including based on characteristics, attitude patterns, interaction patterns, and influence, within the scope of the organization. According to Ghuftron, leadership is the process of influencing someone to be able to understand and encourage other people to agree with what they do and provide encouragement to understand how tasks can be carried out effectively, besides that leadership is an individual's effort to facilitate groups in achieving organizational goals [6].

In another sense, leadership is defined as the ability to influence a group to achieve a goal. Meanwhile, according to [7] leadership means dealing with the process of change. Leaders determine direction by providing a vision and mission for the organization going forward, then uniting the group through communication and inspiring them to overcome obstacles. According to Schermerhorn in [8] leadership can also be defined as the ability to influence someone to be willing to do something, including providing guidance, structuring, facilitating related matters within a group of people in an organization, in order to achieve a common goal.

Based on the previous explanation, it can be concluded that leadership character based on the leadership process is:

1. Leadership is about giving influence without coercion
2. Leadership involves using influence to achieve success
3. Leadership must have a number of followers.

Leadership style is the attitude and behavior of a leader in giving orders, delegating, communicating, giving reprimands, appreciation, leading discussions, and making decisions. And the ways related to achieving this are aspects of leadership style. According to [9] Leadership style is the attitude and behavior of a person (leader) based on personality in accordance with the values adopted by the leader. In practice, leadership must be able to influence followers to be able to carry out the intended tasks. Leadership style can be manifested in the form of reciprocal interaction between leaders and subordinates. The orientation of leaders tends to be based on the main tasks and functions and self-values that have been owned. So, if it is concluded that there is a leadership style that aims to focus on tasks, and there is leadership that focuses on self-values or humanity.

1. Participative Leadership Theory

Participatory means involvement. In this view, what is meant by participatory leadership theory is the leader's efforts to encourage and facilitate his subordinates to participate in decision making. According to the opinion [10] in order to implement participatory leadership, there are several things that must be considered, namely, first, understanding the decision situation, and second, the ability to provide encouragement to participants involved in the decision-making process.

2. Contingency Theory

Contingency theory is a leadership theory that explains that an effective organization depends on how leaders can adapt. This means that the leadership style must be in line with the culture of the organization. Leaders must be able to position themselves and their attitudes in interacting with their subordinates. Because this has an impact on the influence of leadership and the obedience of subordinates to a leader [11].

3. Leadership Theory

In [12] explains that the leadership style initiated by Hersey and Blanchard [4] uses the Ohio State University study. So that Hersey and Blanchard [4] can find four leadership styles that are relevant to be used by leaders. The four leadership styles are:

- a. Telling (S1). This leadership style determines the role of the leader, that the leader can

order his subordinates regarding anything related to the tasks they are given. This means that the influence of the leader is needed to carry out leadership tasks or work by ordering his subordinates.

- b. Selling (S2). This leadership style establishes the role of the leader in providing systematic and structured instructions to followers, but in the selling leadership style the leader needs to provide support, monitoring, and also motivation.
- c. Participating (S3). This leadership style establishes the role of the leader to be able to bring his followers along in decision making so that in achieving common goals the organization can determine the best attitudes.
- d. Delegating (S4). This leadership style establishes the role of the leader to be able to provide full trust to his followers. So that in carrying out leadership a leader will not provide much direction, support and motivation.

Employee Performance

Performance is the work results achieved by an individual or group in an organization based on the main tasks and functions as well as the authority and responsibility of each individual, in order to achieve the organizational goals that have been stated in the organization's vision and mission, which do not violate the law, morals or ethics [13].

Meanwhile, according to Munir, performance is a result of a job function or activity within a certain period of time, which is related to organizational achievements. Performance is a combination of a person's abilities, efforts, and actions that cause goals to be achieved. So a person's performance can be measured based on the resulting results [12].

Performance can be known and measured through quality and quantity. One form of quality is speed, quality, service and value produced by employees, while quantity is the amount or accumulation of work that has been produced [5]. These benchmarks are becoming increasingly important for achieving and maintaining competitive advantage. Based on the opinion of Simanungkalit & Tjahjoanggoro regarding performance assessment, it is an employee evaluation process that includes various dimensions and matters related to a job [2].

Based on the definition of performance above, employee performance is the result or achievement of employees in completing all tasks given according to their responsibilities. Performance is based on the achievement of quality and quantity of an employee. So that a performance is an achievement produced or output caused by human resources through the efforts and efforts made. These efforts and efforts that can produce quality and quantity achievements within a certain period of time to complete the work given to him according to the duties and functions of the employee [10].

According to Mathis and Jackson in [7] employee performance influences how much contribution to the organization, including:

1. Work Quantity, to be able to know the work quantity, the organization must provide a standard of work quantity (amount) for each employee. In assessing the quantity standard, it can be done by comparing the amount of work that should be (standard work norms) with the employee's ability.
2. Work Quality, to be able to know the quantity of work, the organization must provide work quality standards for each employee. With the existence of quality standards, the organization can achieve the expected work quality.
3. Time Utilization, what is meant by time utilization is the use of employee's productive time during the working period. This can be adjusted to the policies in force in an organization based on applicable regulations.
4. Attendance Level, in an organization the attendance level greatly influences performance.

Because in this assumption, the attendance level is directly proportional to the results and contributions. If the attendance level is low, of course employees will not be able to provide maximum performance according to standards.

5. Cooperation, to be able to maximize the performance of individuals or an organization requires good cooperation. What is meant by good cooperation is the involvement of all elements in achieving the goals that have been determined by the organization. To achieve good cooperation requires a leader who is able to provide influence and motivation to employees.

3 Method

This study uses a descriptive qualitative approach that attempts to provide an explanation, a description of the object based on the reality and facts of the events being studied, so that it can provide researchers with the convenience of obtaining data that has objective properties. The data collection techniques used are observation, interview, and documentation methods. The location of the study was carried out at the office of the Regional Financial and Asset Management Agency of Sarmi Regency. This technique is used in order to support the data obtained through observation, interviews and documentation. Furthermore, the data obtained is sorted and simplified, in order to provide ease in presentation, and to draw temporary conclusions. The data analysis technique is carried out using an interactive model, namely starting from data collection, data reduction, data presentation and drawing conclusions so that conclusions can be obtained that are grounded.

4 Result and Discussion

Leadership Style at the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency

From the results of an interview with Mr. Riksan Tan S.STP (head of assets) on October 8, 2023: "Mr. (Gerald) before deciding on a matter, we are always invited to discuss it first, he listens to us have opinions. So that the considerations for making decisions are not only based on his own thoughts. If that is called a participating leadership style, we strongly agree, because as I said earlier, you always involve all of us. Especially those related to areas including regional assets."

From the results of the interview above, in carrying out his duties as the head of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency. According to the perspective of Hersey and Blanchard's theory [4], the head of the agency applies a Participating leadership style which means that the leader's authority over his subordinates is not absolute. Or in other words, the leader involves employees in decision making. Based on the results of research in the field, it shows that the leader/Head of the Agency as the holder of the highest authority actually uses a participating leadership style approach. No exception in one of the characteristics of a democratic or Participating leader because the leader is willing to involve some employees in taking the authority and responsibility of a leader. so that the leader in this case gives some of the authority he has to employees.

Communication in the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency takes place reciprocally, both between leaders and subordinates or between subordinates. The Head of the Agency always provides opportunities for his subordinates to submit comments. So that subordinates have the opportunity to submit suggestions, considerations or comments.

In addition to using the Participating leadership style based on the Hersey and Blanchard theory [4], the leadership style carried out by the head of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency in relation to giving tasks according to the Hersey and Blanchard Theory [4], namely the Delegating leadership style which means that the leader only gives task instructions or delegates tasks to employees without providing explanations or directions related to the task. Thus, the relationship between the head and employees is only about completing tasks and giving tasks. This is in line with the results of an interview with Mr. Gerrald Abuere as the head of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency.

“In organizing an organization, leaders play a very important role in providing direction to employees, efforts must be made by leaders to achieve targets such as improving the Regional Management Information System (SIMDA) based on accuracy, improving the Cash Management System (CMS), improving human resources and several improvements related to financial management. Of course, the first thing is to prepare human resources. I don't know how to do it, I leave it to each head of the division.” (Interview on October 16, 2023 at the Sarmi Regency BPKAD Office).

According to Mr. Gerrald, a leader is very important in carrying out his leadership, including giving direction and always being visionary. This means that a leader must know what efforts must be made, as well as the targets that must be achieved. The efforts made by leaders are certainly different, because each person's leadership style is also very different. This is in accordance with the opinion [9] that leadership style is the behavior of a leader's attitude based on individual norms in accordance with the values (values) of the character adopted by a leader in the application of leading subordinates so as to be able to influence followers. The realization of leadership style is through the practice of interaction between leaders and employees.

Although using a participating leadership style, the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency is a bureaucracy, which means that the highest authority lies with the head of the agency. The authority of the head of the agency over his subordinates can be said to be absolute. This is in accordance with the characteristics of bureaucracy according to Weberian, one of which is the existence of a hierarchical structure, which requires every employee or lower structure to obey their superiors. So that generally bureaucratic superiors often use the telling theory approach or even contingency theory, which means the relationship between employees and leaders is based on the structure or procedure of assignment. The tendency of this theory is that leaders can use their authority (authority) in giving instructions to employees. And use their authority in decision making. However, in relation to providing the attitude of the Head of the Agency in carrying out leadership, he tends to allow the undisciplined behavior of employees at lower levels, such as being late for work and going home before the end of work hours or even leaving work before the end of work hours. This proves that the Head of the Agency uses a delegating approach in leading. The lack of direction at lower levels causes employees to act according to their wishes.

In the perspective of leadership theory according to Hersey and Blanchard [4]. The Head of the Sarmi Regency BPKAD in acting as a leader tends to use a delegating leadership style. This is because the Head of the Sarmi Regency Financial and Asset Management Agency (BPKAD) is aware of the importance of the role of his subordinates in leading other employees in each field. The Head of the Sarmi Regency Financial and Asset Management Agency (BPKAD), in carrying out his leadership duties, often gives instructions only to the structure directly below him, namely the heads of fields. There are four fields in the Sarmi Regency Financial and Asset Management Agency (BPKAD). The four fields consist of the budget field,

treasury field, accounting field, and regional asset field. However, occasionally the head of the field gives instructions to all employees in large meetings.

The following is the structure of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency:

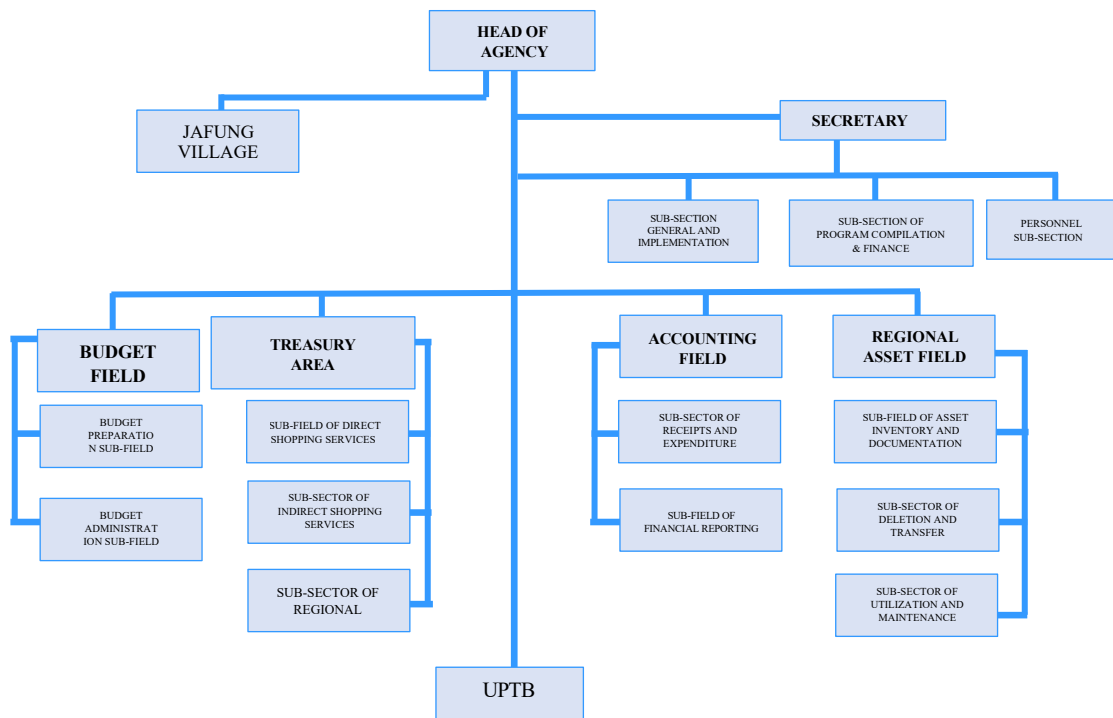


Figure 1 Structural BPKAD of Sarmi Regency
Source: BPKAD of Sarmi Regency

From the picture above, it is known that the head of the agency is in charge of four heads of divisions, where the head of division is the leader in each of his/her divisions. So it is important to study the leadership style of the head of division in running the organization at the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency. As a leader who interacts directly with subordinates who are technical employees. The head of division tends to divide tasks to his/her subordinates according to their specialization in their fields. According to Hersey and Blanchard's theory [4], the leadership style that fits these characteristics is the Telling type of leadership style. Namely, the leader in this position must be able to divide tasks to his/her subordinates and ensure that the tasks can be completed properly. Telling leadership style. However, in addition to dividing tasks, the head of division always gives direction to employees. This was explained during an interview at the Office of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency with one of the staff:

“Here we work according to what we usually do, and usually if the work is new and difficult there will definitely be technical guidance from the head of the department. Motivation

and direction are always given, with the aim that we do not feel difficult and get used to doing difficult work”

From the interview results above, it is explained that in carrying out leadership, the head of the division uses the Telling and Selling leadership style. In addition to giving reasonable tasks to subordinates, the head of the division also provides structured instructions to employees, and provides support through technical guidance and motivation.

With the explanation above, in an organization, leadership style greatly influences organizational performance. Leadership character becomes dominant in overseeing organizational goals. So if examined more deeply, the head of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency does not use the Telling and Selling leadership styles. However, he uses two leadership styles according to the theory of Hersey & Blanchard [4]. Namely participating leadership, and delegating leadership. Each of the four leadership styles has a different impact. First, participating leadership in a bureaucracy, participating leadership is very necessary to attract employee sympathy, and provide employee motivation so that employees feel important and involved. So that employees are racing to give their best performance. With the participating leadership style carried out by the head of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency, employees feel they have a democratic leader and encourage them to work without coercion.

Second, delegating leadership, this style is a preferred leadership style in the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency. Because with this leadership style, employees feel trusted by their leaders. In addition, with a delegating leadership style, it signals to employees that the leader will not interfere in employee affairs except for work matters. Although delegating leadership does not provide specific directions. However, this does not apply to civil servants (in general), and employees of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency (in particular). This is because civil servants are people who have been tested for competence and they are people who have passed various civil servant selections. However, the delegating type of leadership style can have both negative and positive impacts on the sustainability of the organization, because the leader tends to provide less direction and motivation to his subordinates. This has an impact on the decline in employee discipline, employees are often lazy when there are no tasks. Employees do not care and underestimate the supervision of their leaders. So if the employee's behavior becomes a habit, it will have a negative impact on the performance of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency itself.

However, through leadership style refers to understanding to Hersey and Blanchard's theory [4]. Although the leadership style used by the head of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency is predominantly participating and delegating. However, the Head of the Agency has actually involved the leadership below him to be able to implement the leadership style formulated by Hersey & Blanchard [4], namely the Telling and Selling type. So that the impact of the leadership style carried out by the head of the division, employees at the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency can work optimally. Because the Telling and Selling leadership style can build an organization at the lowest structural level.

Performance of Employees of the Regional Finance and Asset Agency

(BPKAD) of Sarmi Regency

Based on the results of observations conducted by researchers at the Office of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency, it is known that the performance of employees of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency is quite good. This refers to the opinion [4] related to performance is the achievement or work results (output) both in quality and quantity, achieved by humans in a certain period of time when carrying out their duties in accordance with their responsibilities. This means that good performance is when employees optimize their efforts to achieve quality work results. As for quality work results in public sector organizations can be shown through, the quality of employee service in achieving public satisfaction, the quality of employees in maintaining integrity, the quality of employees in discipline, and the quality of employees in developing capacity and innovation. In addition, what is meant by performance is quantity output according to Mangkunegara, namely employees are able to obtain work results (output) in large quantities. This means that employees with their quality are able to complete all work in productive work time. So that no work is left behind or even neglected. So to achieve output, employees must be careful and precise in using work time.

With the above assumptions, the performance of employees of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency has not been completely said to be good. Because there is still performance whose output quality is not good, there are still many employees who violate discipline, including being late for work, and going home early. Although in terms of quantity, the performance of employees at the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency is good as evidenced by the absence of unfinished tasks, including in the financial report at the Indonesian Audit Board (BPK) which always gets the WDP (Fair With Exceptions) predicate, meaning that the financial reporting performance has been completed well with several notes.

The improvement of performance quality that must be done at this time certainly cannot be separated from the role of the leaders in the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency. The role of leaders from the top level (head of agency) to the head of the division greatly determines the improvement of performance. However, the problem of performance quality, starting from discipline, ethics/politeness at the employee level is a classic problem that occurs in many organizations. In overcoming these problems, leaders need to be present through the approach and leadership style needed. The relevant leadership style to be applied among Hersey and Blanchard's leadership theories [4] is the Telling and Selling leadership style. Because both leadership styles are leadership styles that play a greater role and are applied by leaders in this organization. Which theory emphasizes the closeness between leadership and employees. Including instructions, motivation and reprimands can be felt directly by employees.

The performance of employees of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency can be known based on assumptions according to Mathis and Jackson in [12] regarding employee performance indicators as explained below;

1. Standard Work Quantity, based on the assumption of standard work quantity that employees of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency, have completed many tasks every day including formulating all technical policies related to finance, namely budgeting, spending, accounting and verification as well as regional assets and coaching the implementation of tasks in the budget sector and assignments from the executive leadership.
2. Work Quality Standards, quality or quality of work results from employees of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency, are also classified

as good because the management and control of APBD spending in Sarmi Regency can be maximized to provide benefits to the local community.

3. Time Utilization, namely the use of working hours that are adjusted to the work environment policy, employees of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency. In this case, it cannot be said to be good, because there are still many employees who corrupt time by coming late and going home early.
4. Attendance Level, the attendance level of employees of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency is still below the productive work standard, where productive work attendance is regulated in PP number 21 of 2023.
5. Cooperation, Cooperation between employees at the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency can be said to be quite good, coordination, consultation and instructions from the head are able to build a good organizational cooperation climate.

5 Conclusion

Based on the discussion above, it can be concluded that leadership greatly influences an organization, or the people involved in the organization. So that in maximizing employee performance at the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency, a leader figure is needed who is able to choose the right leadership style in making decisions and achieving organizational goals. In this study, it can also be concluded that the head of the Regional Financial and Asset Management Agency (BPKAD) of Sarmi Regency uses a participating and delegating leadership approach. Then the implementation of the results of decisions from the head of the agency that can support employee performance is carried out by the head of the division using the Telling and Selling leadership style. The leadership styles applied by these leaders complement each other so as to form a collegial organization in achieving the common goals of the organization.

Recommendation

When viewed from employee performance, the improvement of employee performance cannot be said to be optimal, especially in terms of employee discipline. There are some employees who still cannot complete tasks according to quality, quantity, and are still late in attendance, and there are some who cannot work together with colleagues or leaders. Suggestions and solutions to overcome these obstacles include:

1. Leaders as the authority holders must continue to communicate well between leaders and subordinates so that employees have high work enthusiasm.
2. It is expected that leaders improve things in providing work motivation, support and direction to employees to always love their jobs in order to create pleasant working conditions for members in the organization.
3. Routinely conduct evaluations related to employee performance so that employees feel appreciated in every result that has been done.
4. It is expected that leaders in providing clarity of orders will be further improved regarding what must be done and how to do the work in accordance with the responsibilities carried out so that organizational goals are achieved effectively and efficiently.

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