



ROLES AND LEADERSHIP STYLES IN IMPROVING EMPLOYEE PERFORMANCE AT THE COOPERATIVES AND SMES SERVICE OFFICE OF SOUTH SULAWESI PROVINCE

¹Asraid Basman, ²Sangkala, ³Suryadi Lambali

¹²³ State Administration. Social and Political Sciences, Hasanuddin University, Jalan Perintis Kemerdekaan No. km. 10, Tamalanrea, Makassar City, South Sulawesi, 90245, Indonesia.

ARTICLE INFO

ABSTRACT

Keywords:

Role,
Leadership Style,
Performance

The purpose of this study was to explore the role and style of leadership in improving performance. Therefore, the leader has full duties and responsibilities in every organization he leads to improve the quality and competence of his followers. With an increase, it means that the challenges will be more severe along with the times. In this case, there are tasks, roles and leadership styles that can make the organization better and more advanced, but in reality it is still running as if the changes are stagnant or insignificant from year to year. This study uses a qualitative method with 15 key informants in the research area. The results of this study identify that exemplary who can set an example, understand the ability of followers and assign tasks to the right people can improve organizational performance.

E-mail:
asraidbasman@gmail.com

Copyright © 2022 Enrichment : Journal of Management.
All rights reserved.

1. Introduction

In the life of the nation and the state in the midst of society, there is always someone who is considered more than others. Someone who has more abilities is then appointed or appointed A as a person entrusted with managing other people, usually such a person is called a leader or manager (NEGARA, n.d.). In the face of increasingly complex competition and the development of science and technology, the role of a leader is needed to move the organization, especially in the management of human resources (Komaludin, 2020).

A leader is a determining factor in the success or failure of A of an organization . A According to (Robbins, 2005) a leader is a person who is able to influence others and has managerial authority . Henry Pratt Faiechild in A (Kartono, 2004) a leader is someone who initiates social behavior by regulating, directing, organizing or controlling the efforts of others or through prestige, power and position.

The leadership of the Head of Service in improving the performance of Civil Servants can be seen from the way A guides, provides direction, and sets a good example for his subordinates . It aims to encourage passion and enthusiasm for work, increase employee productivity, increase discipline, reduce employee absenteeism, create a good working atmosphere and relationship, and enhance a sense of responsibility towards their respective duties.

Covey (in Rivai, 2003) divides the leadership role into three parts, namely: 1. Pathfinding is the role to determine a definite vision and mission. 2. Aligning is the role of ensuring that the structure, system and operational processes of the organization provide support for the achievement of the vision and mission. 3. Empowering (empowering) is a role to move the spirit in people in expressing talent, ingenuity and latent creativity to be able to do anything and be consistent with the agreed principles (Supriyadi, n.d.) (Nurtiasih, 2019).

In any organization, a sense of togetherness among its members is absolute, because a sense of togetherness is essentially a reflection of the agreement between subordinates, as well as between leaders and subordinates, in achieving organizational goals. (Wahjosumidjo, 2011) the role of leadership is to be fair, to give suggestions, to support the achievement of goals, to be a catalyst, to create a sense of security, as a representative of the organization, a source of inspiration and to be respectful. As part of the leader's efforts, they should be able to maintain consistency in organizational performance, the basis for decision-making related to measurement as well as a means of performance improvement, employee development and supervisory mechanisms, (Sangkala, 2016).

The Facilitative Leadership Style is based more on measurements and results that become benchmarks in the type of facilitative leadership. A facilitative leader, always attaches importance to the element of effectiveness. If a group has high effectiveness then the leader does not intervene much. On the other hand, if the group's performance is not effective, the leader will give instructions and help the group carry out the process. (Koesmono, 2007) revealed that the existence of a leader in the organization is needed to bring the organization to the goals that have been set.

(Conley and Godlman, 1994) suggested that facilitative leadership includes behaviors that help organizations achieve common, negotiated or complementary goals. According to Glenn Brome (2006), there are three skills related to facilitative leadership, namely the openness of a leader should provide opportunities for the people he leads to gather together and discuss, the courage to not submit under pressure and accept advice. Leaders of this style have the ability to listen to diverse opinions, including those who disagree with them. (Azzuhri & Huda 2016) said the results of the study showed that the situational leadership style had a positive and large impact on work performance, it could be said that if the use of the Situational Leadership Style was carried out appropriately according to the needs of subordinates, it would provide energy in encouraging employee work.

Several indicators to measure the extent to which employees achieve a performance individually according to (Robbins, 2006) are as follows: 1). Quality. The quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees. 2). Quantity. Represents the resulting quantity expressed in terms such as number of units, number of completed activity cycles. 3). Punctuality. Is the level of activity completed at the beginning of the stated time, from the point of view of coordinating with the output results and maximizing the time available for other activities. 4). Effectiveness. Is the level of use of organizational resources (manpower, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources. 5). independence. Is a level where employees have a commitment to work with the agency and employee responsibilities to the office. 6) (Rolos, Sambul, & Rumawas, 2018). Organizational Commitment. The degree to which employees have a commitment to work with the organization and employee responsibilities to the organization.

Performance is seen as the product of the multiplication of ability and motivation. Ability refers to a person's ability to do certain tasks, while motivation refers to the individual's desire to show behavior and willingness to try. People will do the best work if they have the will and desire to carry out the task well. Government Regulation (PP) No. 30 of 2019 concerning the work assessment of Civil Servants, stipulates, among other things, the substance of the PNS Performance Assessment which consists of an assessment of work behavior and an assessment of PNS Performance, Weighting of SKP Values, and Work Behavior of Civil Servants, Appraisal Officers and the PNS Performance Assessment Team, on how to assess, follow-up assessments in the form of performance reporting, performance ratings, performance awards, and sanctions as well as objections and a civil servant performance information system. In this Government Regulation what is meant by the Performance Assessment Management System.

From these facts, the problem can be formulated that the role and leadership style in improving employee performance is not yet optimal and effective. Start From these objective conditions, the author was inspired and interested in conducting more in-depth research at the Department of Cooperatives and SMEs in South Sulawesi Province. Therefore, to explore more deeply, the author uses the theory of Wahjosumidjo (2011) The Role of Catalyst, Glenn Brome (2006) related to Facilitative Leadership Style and Robbins (2006) related to Performance Indicators.

2. Methods

In this study, a qualitative approach was used by means of interviews with predetermined informants. In-depth interviews will be at the South Sulawesi Province Cooperatives and SMEs Office. With this approach, we will explore further how the role and leadership style in improving employee performance so far. Later there will be results regarding the success or failure of improving performance in this organization.

By involving various individuals, groups and organizations that can be accounted for scientifically. The method of collecting data that the author uses in this study is to choose the right informants in the organizational environment and observe. Through several questions that were sent to all informants. Primary data obtained through interviews will be used as source literature, related literature and documents.

3. Result and Discussion

The results of the research on the role and leadership style in improving employee performance at the Cooperatives and SMEs Service Office of South Sulawesi Province. In this study, the authors obtained some information that indeed the duties and responsibilities as well as the success of the organization are at the expense of the leaders of each organization.

The performance of subordinates is strongly related to the role and style of one's leadership in carrying out tasks for the goals and targets to be achieved. The performance is not only based on merely carrying out tasks, but the principle of the benefits of what is done must be in accordance with the nature of being a servant of the State and also as a public servant.

3.1 The Role of Leadership as a Catalyst

A catalyst is someone who is able to drive personal initiative in others. Catalyst leaders must be able to grow understandings and awareness of the people being led to believe that the actions taken are for the benefit of all existing members of the organization, so that the government they lead can run well and in accordance with what is expected.

The catalytic leadership of a Dinas head is a strong attitude to defend an argument but must be open minded at the same time. Many people think that being a firm leader requires putting on a grim face and speaking loudly. But actually assertiveness is how a leader can tell others about what he wants honestly, straightforwardly, elegantly and of course full of confidence.

To obtain initial data on catalytic leadership, the following are the results of interviews with :

"A catalytic leader is a leader who can be firm and responsible for what is said. This catalytic leadership is like taking something ordinary and turning it into something extraordinary."

Observing the results of the interview, it is said that the role of the head of the Service as a catalyst is someone who has a broad mindset with an overall approach to leading others about what a leader wants. Implementing the leadership role of the South Sulawesi Province Cooperatives and SMEs Office as a catalyst.

"Head of Department have provided sufficient examples or good examples, such as setting office hours and leaving the office, dressing discipline, discipline of work implementation and regulations about what you can and can't carried out by employees during organization".

Based on the interview, it can be said that To be a leader is not an easy matter, he has a great responsibility on his shoulders so he must be able to manage everything properly. Not many leaders are natural born leaders. Most leaders take responsibility for training themselves to be effective. Becoming a more effective leader is about what the leader does, not what the leader knows.

3.2 Facilitative Leadership Style

This Facilitative Leadership Style must of course have openness, courage and also be able to accept advice. This leadership style provides opportunities and space for subordinates to gather and

discuss plans and express their respective ideas.

Courage is also an absolute part of being a leader, who accepts challenges, whether new problems or problems that occur. Facilitative leadership also of course receives complete information, accommodates all inputs that will become a reference and careful consideration before making a decision.

The following are the results of interviews related to facilitative leadership styles:

"We really admire the superiority of the Head of the Service because he sees us as an inseparable part of an organization's achievements and considers us a valuable asset by giving us good care and protection .

Based on the results of the interview by illustrating that the head of the Service has a clear view of openness in order to achieve the goals of the organization he leads. In fact, he has high self -confidence and has grown into a person who does not hesitate in facing risks for the sake of achievement organization.

Leaders as problem solvers, namely a leader must be able to act quickly, precisely and responsively to the problems faced by the organization, and try to solve problems. the problem. He should be able to pinpoint the right timing of the decision, and can provide assistance to members or groups, so that they can adjust to every step taken to solve existing problems.

The interview data from the view of receiving advice to determine decisions are as follows:

"The village head always asked us to actively participate in conveying suggestions and input in a meeting , so she was the leader who involved us . He is aware and fully understands that this organization does not stand alone and needs to deal with certain individuals or groups both internally and externally. Everyone is given the same opportunity to express their opinion."

Based on the interview, it can be said that the head of the Service has a leadership style that is responsive to problems by interacting with employees colleagues, staff , even including residents for get information and solve it together.

Therefore , it can be said that the head of the Dinas implements his leadership style , namely facilitative leadership. By establishing and maintaining contacts both internally and externally to provide access to information for all parties so that the information obtained becomes support for carrying out the main tasks and functions in improving their performance. It 's not just listening, it's more about implementing it.

3.3 Performance Indicator

To determine the performance, there are 2 aspects, namely quality and effectiveness. Quality is not only oriented to output, but the outcome is the aspect of quality because of the benefits of what has been done. This is inversely proportional to just carrying out work which of course cannot improve performance.

As for effectiveness, it is more about completing work carefully and smartly but not violating existing regulations. Effectiveness is of course carrying out tasks correctly, correctly and responsively which can improve performance which will achieve goals and make the organization better.

The interview statement that contradicts the performance encountered by the researcher suggests that: "Employees are very responsive in carrying out work which is always satisfactory because of good results and can be followed up such as preparation of each activity or completeness of files for every need or operational need of the organization".

Based on the statement above, the quality of the work can be seen how much the results and satisfaction after the work is completed. Thus, improving good performance will automatically bring the organization to be more advanced and ready to continue to face challenges in the future.

Meanwhile, on the other hand, the interview results are different with complaints about effectiveness as quoted from the following interview results: "If you look at yesterday and from time to time, not all employees can carry out their assigned tasks. The competence of each individual clearly has differences that result in less effective collaboration or cooperation between employees in carrying out their duties. If only all employee abilities were evenly distributed and equally good, of course it would be more effective and would be better."

What was conveyed in this interview must be acknowledged that the work done together with

equal individual abilities will be better and more effective. But also this can be balanced by covering each other and sharing tasks according to ability.

4. Conclusions

In the results of research at the Department of Cooperatives and SMEs of South Sulawesi Province which can be concluded and taken from the results of this study are as follows:

The Head of the South Sulawesi Province Cooperatives and SMEs Service managed to improve the performance of his employees by starting from himself setting an example, having commitment and internally establishing relationships between leaders and subordinates internally. The Head of Service is also quite communicative in communicating to his subordinates, being considerate, respectful, listening and wise in making decisions by coordinating subordinates.

The existence of deficiencies such as inequality in employee competence does not reduce the role and leadership style for performance, but still reap good results and there is a balance between qualified employees and employees who can become a support system.

5. References

- Komaludin, D. (2020). Model Manajemen Pengelolaan Pusat Olahraga Dan Rekreasi Melalui Pengembangan Sumber Daya Manusia Berbasis Pengetahuan (Knowledge Based Worker). *Jurnal Fakultas Keguruan & Ilmu Pendidikan Kuningan*, 1(1), 19–33.
- NEGARA, L. A. (n.d.). *PENGARUH GAYA KEPEMIMPINAN TERHADAP KINERJA PEGAWAI PADA BIRO ADMINISTRASI UNIVERSITAS HASANUDDIN MAKASSAR*.
- Nurtiasih, D. (2019). *Tinjauan Fiqh Siyash Terhadap Implementasi Pasal 78 Undang-Undang Nomor 6 Tahun 2014 Tentang Desa (Studi Pembangunan Desa Pandansari Kecamatan Sukoharjo Kabupaten Pringsewu)*. UIN Raden Intan Lampung.
- Rolos, J. K. R., Sambul, S. A. P., & Rumawas, W. (2018). Pengaruh beban kerja terhadap kinerja karyawan pada PT. Asuransi Jiwasraya Cabang Manado Kota. *Jurnal Administrasi Bisnis (JAB)*, 6(004), 19–27.
- Supriyadi, S. (n.d.). *Peran Kepala Sekolah dalam Menumbuhkan Kepedulian Lingkungan di Sekolah (Studi Kasus di SMP Negeri 5 Jombang)*.
- Brome, Glenn. (2006). *The Facilitative Leader*. Second Edition. Outskirts Press Inc. Parker, Colorado.
- David T. Conley and Paul Goldman. (1994) *Facilitative Leadership: How Principals Lead without Dominating*. OSSC Bulletin; v37 n9 Aug 1994.
- Huda, Amirullah & Misbahuddin Azzuhri. 2016. The Influence of Situational Leadership Style on Work Motivation (Study on CV. Siro Pager Abadi Malang City, East Java). *Journal of Economics and Business*. Vol 1, Issue 10: Pp 1-23.
- Kartono, Kartini. (2004), *Leader and leadership*. Jakarta, King Grafindo.
- Koesmono, H. Friends. (2007) Effect of leadership and task demands on organizational commitment with moderating variables of nurses' motivation in Surabaya private hospitals. *Journal of Management and Entrepreneurship*, 9(1):30-40.
- Rivai, Veitzal., (2003), *Human Resource Management for Companies: From Theory to Practice*. Jakarta: PT. Rajagrafindo Persada.
- Robbins, Stephen P. (2005). *Organizational behavior*. Jakarta. Index.
- Robbins, Stephen P. (2006). *Organizational behavior*. tenth edition. Jakarta: PT Index Gramedia Group.
- Sangkala, (2016). *Public Management Dimensions*. (Issue 2). Yogyakarta: Capiya Publishing.
- Wahjosumidjo. 2011. *Effective Leadership*. Yogyakarta: Balai Pustaka.