

THE INFLUENCE OF LEADERSHIP STYLE ON THE PERFORMANCE OF EMPLOYEES AT CLASS IIB MAROS CORRECTIONAL INSTITUTION

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Abstract

This research aims to determine the influence of leadership style on employee performance at the Class IIB Maros Correctional Institution. This research uses a quantitative method of an associative nature, with a population of 57 people who are also the sample for the study. The data collection techniques used were questionnaires and documentation. The data analysis technique used is descriptive statistics and for inferential statistical analysis using simple linear regression with SPSS version 25. The results of this study indicate that the leadership style falls into the effective category based on indicators of decision-making ability, motivational ability, communication ability, ability to control subordinates, and ability to control emotions. The performance of employees at the Class IIB Maros Correctional Institution falls into the high category based on indicators of service orientation, integrity, commitment, discipline, cooperation, and leadership. Based on the results of simple regression analysis, there is no significant influence of Leadership Style on the Performance of Employees at the Class IIB Maros Correctional Institution.

Keywords: Leadership Style, Performance, Employees.

INTRODUCTION

Human Resources (HR) are a key element in achieving goals. Plans for survival and progress cannot be implemented without the goals and objectives set by the organization. Therefore, organizations need to manage human resources well. The performance and excellence of an organization heavily depend on the quality of its workforce, as the performance of an organization with skilled personnel tends to improve. Leaders or superiors play the most significant role in maintaining employee performance. To achieve this, leaders are needed who have the ability to lead and develop their subordinates in a manner that aligns with the organization's goals. The goal can be achieved if the members can work together well and are guided by a leader who is capable of leading them.

In organizations and companies, subordinates perform their tasks based on their superiors' instructions. If a leader does not have the skills to direct, then the work cannot be completed well. An effective leader has the ability to influence both subordinates and members. One aspect of a leader's success depends on how they manage situations so that the people they lead know what needs to be done. Therefore, the effectiveness of a leader depends on how well they manage and apply their leadership style according to the circumstances and conditions within the organization. To achieve an organizational goal, one can maximize and observe various aspects that may have an impact. Cooperation among employees is very important in an organization to achieve maximum results; the success of an organization depends on its leaders and the improvement of performance through the capabilities of employees via the tasks and responsibilities assigned by superiors. Leadership style is the action taken by a leader to influence employees to perform their tasks well in order to achieve the organization's targets. From that explanation, leadership is one of the important elements of management, where a leader is able to provide understanding and actions that can influence the psychological condition of subordinates, so that subordinates can imitate and observe the actions taken by a leader in carrying out their tasks according to expectations, which will result in a better impact on employee performance. On the contrary, if a leader acts contrary to expectations, it will have a negative impact on subordinates in their work.

Employee performance is the achievement of results based on assigned tasks, which can manifest in problem-solving ideas, new innovations, and more efficient performance. Performance management provides improvements for organizations, individuals, and groups as directed by leadership. Based on the stages of the management principle, which is the agreement that has been made, although there is a need to align high performance expectations. Employee performance is a factor in the successful implementation of rehabilitation for inmates. Correctional institutions

improve optimal performance with talented employees who possess expertise and are committed to the organization.

In line with the leadership style, which serves as the main reference for employee performance, it enables the achievement of performance standards. As previously explained regarding the leadership style that can result in an increase in subordinates' performance. Therefore, proper governance and the implementation of appropriate and good leadership styles can significantly influence employees to carry out their duties and responsibilities in line with the main tasks and functions of each employee.

There are three types of Correctional Institutions, namely General Correctional Institutions, Women's Correctional Institutions, and Juvenile Correctional Institutions, each with different programs and activities in their rehabilitation processes. The Correctional System is regulated by law as a system of care for detainees, children, and inmates. It operates by conducting monitoring, welfare, security, and community outreach, aimed at protecting and fulfilling human rights. The Indonesian Correctional System has been reinforced in Article 2 of Law Number 12 of 1995 concerning corrections, which explains the concept of social reintegration to shape inmates so that they can improve themselves, recognize their mistakes, and not repeat crimes, thereby being accepted back into the community and living normally.

The Class IIB Maros Correctional Institution is a public institution that focuses on providing services to inmates in their daily lives. Correctional institutions are under the auspices of the Ministry of Law and Human Rights in the first echelon of the Directorate General of Corrections. The Class IIB Maros Correctional Institution utilizes its institutional assets in the form of resources (staff) to understand the needs and desires of inmates related to their issues. The leadership model assessed in this study is applied in the field of security and order administration, where there are internal problems and issues among employees related to the security and order of inmates. Prison staff have the duty to secure and rehabilitate Correctional Institution Residents. (WBP).

Based on the preliminary research conducted, there are transfers of inmates from other prisons with cases of theft, drugs, murder, and other criminal offenses. The ideal capacity at the Class IIB Maros Correctional Institution is 250 inmates, but in reality, it holds 351 inmates, or 75 percent over capacity. This negatively impacts the excessive workload in handling and security, which can trigger inmate escapes, conflicts among inmates, and the failure of rehabilitation processes, resulting in an unfavorable atmosphere that affects the organizational climate.

Problems that occur in correctional institutions can affect performance, potential, boredom, and conflicts among coworkers. One of the factors that plays a role in addressing employee performance issues is leadership style. Based on the Path Goal Theory developed by Robert House (Gunawan, 2015: 158), leaders can improve

performance by providing activities that motivate their subordinates, so that their subordinates are convinced that sincere efforts will result in valuable achievements. This is reinforced by Setiana (2022:6) who states that leadership style is a series of actions aimed at aligning the interests of the organization and individuals in achieving specific goals. Previous research has proven that leadership style has a partial influence on employee performance (Asyarifah, E. R., & Kusmiyanti, K. 2021). On the other hand, Saputra, H. K. R., & Subroto, M. (2023) demonstrated in their research that leadership style has an influence but is not significant on employee performance. Based on the explanation of previous research, there is an inconsistency that creates an opportunity to conduct a re-examination of the relationship between leadership style and employee performance.

RESEARCH METHOD

1. Population

Sugiyono (2022: 7) This research uses a measurable, rational, and systematic quantitative approach, relying on numbers and statistical analysis. Quantitative research is based on positivism, which involves studying a small group of samples or a specific population. Data collection was conducted using research tools and statistical analysis, with the aim of testing the formulated hypothesis.

According to Sugiyono (2019: 126), the research population is a collection of entities that possess certain characteristics or attributes, chosen by the researcher as subjects or objects in the study to serve as the basis for drawing conclusions. However, population does not only focus on people but also refers to groups of animals, plants, and other natural objects. In this case, the population in the study includes all research subjects, namely all 57 employees working at the Class IIB Maros Correctional Institution.

2. Sample

Sugiyono (2019: 127) states that a sample is a part of the population and its characteristics. However, in situations where researchers cannot study the entire population due to its large size, it will result in limitations of time, funds, and manpower, so the sampling must be truly representative. According to Arikunto (2016: 104), if the population size is less than 100 people, the sample can be taken in its entirety. However, if the population exceeds 100 people, the sampling should preferably be done with a percentage between 10–15 percent or 20–25 percent of the total population. However, in this study, the total sampling technique was used where the sample size is equal to the population size. This is due to the limited number of the population, so the researchers chose to use total sampling, taking the entire population as the sample, which amounts to 57 people. (Sugiyono, 2020).

The data analysis methods used in this study include descriptive analysis and inferential analysis, with the aim of examining the research variables based on samples taken from the population.

Sugiyono (2020) Descriptive analysis is a statistical method used to describe or summarize data that has been collected in a more easily understandable format.

RESULT AND DISCUSSION

The discussion on the results of this research is related to the theories that have been studied, the opinions of experts, and previous research that has been explained in the previous discussion. Leadership style greatly influences a leader's success in influencing their subordinates, as previous research has indicated that leadership style significantly affects performance. (Hamidi, 2020). Similarly, Setjoadi et al. (2016) state that transformational leadership positively and significantly affects performance. However, the hypothesis test results in this research show that Leadership Style does not have a significant effect on Employee Performance at the Class IIB Maros Correctional Institution with a significance value of $0.346 > 0.05$. Thus, these analysis results are not in line with previous research that provided information that leadership style significantly directly affects employee performance. In Fiedler's contingency theory, it is stated that a leader's effectiveness depends on how well the leadership style aligns with the context, primarily the relationship between the leader and subordinates, task structure, and the leader's positional power.

Several factors underlying this research conducted by the author yield different results from previous studies, among which is due to the fact that employees in the environment of the Class IIB Maros Correctional Institution, based on field facts obtained, often have their leadership roles replaced by formal systems, rules, and procedures. This is viewed from the leadership style indicators applied by the Head of the Class IIB Maros Correctional Institution regarding the ability to control subordinates with a category level of 83.77 percent, which, although categorized as good, is based on the previously explained facts. Thus, in situations like this, leadership style has no influence because employees rely more on the rules and procedures implemented than on interactions with the leader. Many other factors can affect employee performance, such as the physical work environment, organizational culture, workload, and work-life balance.

Based on the Substitutes For Leadership Theory, there are several situations within an organization that can replace the role of a leader, making leadership style not significantly affect employee performance. This is because if the work has clear and well-organized Standard Operating Procedures (SOPs), employees can work effectively without being greatly influenced by the leadership style. Additionally, competent and independent employees do not require much guidance or direction from their leaders. The theory emphasizes that leadership style does not always affect

employee performance because there are many other factors that can accommodate, limit, or replace leadership style. Furthermore, the results of this study are relevant to the findings of research conducted by Purba, D. W., et al. (2023) and Tobing & Syaiful (2018), which indicate that Leadership Style does not significantly affect Employee Performance. Therefore, the hypothesis tested in this study is rejected, as there is no significant influence of Leadership Style on the Employee Performance of the Class IIB Maros Correctional Institution.

CONCLUSION

Based on the research results regarding the Influence of Leadership Style on Employee Performance at the Class IIB Maros Correctional Institution, the following conclusions can be drawn:

The leadership style (X) at the Class IIB Maros Correctional Institution falls into the good category when viewed from the indicators of decision-making ability, motivational ability, communication ability, ability to control subordinates, and ability to control emotions. As for Employee Performance (Y) at the Class IIB Maros Correctional Institution, it falls into the high category based on the indicators of service orientation, integrity, commitment, discipline, cooperation, and leadership. The results of the data analysis indicate that there is no influence of Leadership Style on the Performance of Class IIB Maros Correctional Institution Employees, with a very low level of correlation. According to the hypothesis test results, $t_{hitung} (0.951) < t_{tabel} (1.672)$ with a significance value ($0.346 > 0.05$), which means there are other factors that may dominate employee performance, so leadership style is not the main variable.

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