

# LEADERSHIP STYLE IN IMPROVING EMPLOYEE PERFORMANCE IN EAST JAVA RESEARCH AND DEVELOPMENT BUDGET PROGRAM

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**Abstract:** This study aims to describe the leadership style that is applied to the Balitbang Budget Program Staff in East Java, so as to improve the performance of the Balitbang Budget Program employees in it. This refers to the increasing demands on government performance in serving the needs of the East Java Province Balitbang budget makers. This study uses a qualitative method with a descriptive type. Choice of informants using purposive. While the data collection was done by observation, interviews and documentation studies. Data analysis used the triangulation technique of data sources, namely by reducing data, presenting data, verifying and final drawing of data obtained by comparing information with secondary data, and comparing the information with relevant theories. From the data obtained in the field, the results of this study indicate that the democratic leadership style applied in the performance of the employees of the East Java Balitbang Budget Program is considered good enough to improve the performance of the employees of the East Java Balitbang Budget Program.

**Keywords:** Leadership Style, Employee Performance, Program and Budget

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## 1. Introduction

It is a fact that civil servants are the backbone of the state, so that the goal of national development to realize a just and prosperous society based on Pancasila and the 1945 Constitution is largely determined by the implementation of tasks assigned to civil servants.

Thus, improving the quality of civil servants during this development period is very necessary and it is hoped that in this improvement can be obtained civil servants who are truly capable of carrying out their duties which in turn can facilitate and accelerate the achievement of national development goals.

Efforts to improve the quality of civil servants through formal education as well as training and development are methods or strategies that have been widely discussed and studied by many experts, in addition to those that have been determined by the government. In addition, improving the quality of employees cannot be separated from the existing leadership role.

The role of leaders according to Davis and Newstorm (2000: 152) is very important in organizations, because without a leader an organization is only a failure of people and machines. A leader in a government organization has the task of regulating and mobilizing a large number of people who have different attitudes, behaviors and backgrounds, to achieve the organizational goals that have been set.

In improving the quality of performance, the employees of the East Java Balitbang Budget Program have provided a lot of guidance, both in the form of increasing work discipline, hard work, and the motivation given by their superiors. Even though it is only a small unit in the performance environment of the employees who make up the Balitbang Budget Program, East Java is expected to have employees with high performance and with great commitment. However, as one of the government-owned public service institutions whose employees are all paid by the central government, the performance of government employees is identical to that of a convoluted bureaucracy, and slow to complete work.

Based on the above background, the formulation of the problem in this research is: How is the leadership style applied in the performance environment of the employees of the East Java Balitbang Budget Program so as to improve employee performance?

The objectives to be achieved by the researchers in this study are: to answer questions in the formulation of the problem, so that it can describe the results of research on the applied leadership style so as to improve the performance of employees who make up the East Java Balitbang Budget Program.

This research is expected to have benefits both academically and practically. The benefits expected from this research are: 1) academic benefits, this research was conducted with the hope that it can contribute to enriching scientific studies in the field of employee performance in the East Java Balitbang Budget Program and can be used as a source of information for further research. 2) practical benefits, this research is expected to provide information to interested parties. Furthermore, it is hoped that later the leadership style applied can run well so as to maximize the performance of the employees who compose the East Java Balitbang Budget Program to be able to provide the best service and restore trust.

## **2. Literature review**

### ***Leadership***

Leadership comes from the word "lead" which implies directing, fostering, regulating, guiding, showing, or influencing. So, the word lead contains two main points, namely; 1) Subject, namely the leader. 2) Object, which is led. So the function of the "leader" is to direct, foster, regulate, show the people being led so that the people being led are happy, agree, and are nurtured and obey the will and goals of the leader. Judging from that understanding, the leader has a responsibility, both physically and spiritually, for the success of work activities than those being led.

The failure of subordinates in carrying out their work tasks shows the failure of the leader himself, considering the leader is someone who is able to foster, direct, show, and regulate his subordinates, then all work tasks from subordinates will run effectively and directed towards their goals. Therefore, being a leader is not easy and not everyone is able to have the same in carrying out their leadership. (Sukarna, 1989: 1).

Leadership is a term for the abilities and activities possessed and used by leaders. Robert Kreither and Angelo Kinicki stated, leadership is an effort to influence members to achieve organizational goals voluntarily. This leadership emphasizes the ability of leaders not to force in moving members of the organization to do work / activities that are directed at organizational goals (Nawawi, 2006: 21).

In carrying out their leadership, leaders use various styles. There are leaders who are gentle and strong. Gentle leaders are usually very liked by their subordinates, but there are also leaders who in carrying out their leadership are not educative or persuasive but are harsh or repressive in fostering, directing, and managing their subordinates so that they work with fear.

In general, the leadership style is only known in two styles, namely the authoritarian style and the democratic style. The authoritarian leadership style is seen as a style that is based on the strength of the position and the use of authority in carrying out its duties as a leader. While the democratic leadership style is associated with personal strength and the participation of followers in the process of problem solving and decision making (Pasolong, 2006: 37).

Meanwhile, according to Lippitt and White, there are three leadership styles, namely (Miyanti, 2005: 61):

### 1. Democratic/Participatory Leadership Style

This democratic/participatory style of leadership places humans as the main and most important factor in every group/organization. Participatory style leadership is the ability to influence others to be willing to work together to achieve the goals that have been set by means of the various activities that will be carried out jointly determined by the leader and subordinates. Participatory style leadership is where the leader always provides opportunities for his subordinates to participate actively, mentally, spiritually, physically, and materially in all activities carried out by the organization to achieve the desired goals.

Participatory style leadership never hinders or stems the initiatives of subordinates to develop themselves and participate in developing the life adopted by the organization, so that subordinates can develop their abilities and abilities and skills in carrying out each job. Leaders with a participatory style always trust their subordinates without any doubts that can lead to a feeling of lack of trust from their subordinates. Usually the leader considers his subordinates to consist of people who are fully responsible for the tasks assigned to him.

The leadership process is realized by providing broad opportunities for group/organization members to participate in every activity. In this leadership style, employees have the same opportunity to participate in various activities within the organization, by encouraging the realization of cooperation, both between members in one unit or different units.

### 2. Authoritarian Leadership Style

Authoritarian leadership style is the ability to influence people or subordinates to want to work hard, effectively, and productively by giving pressures, threats such as punishment or sanctions as the main tool to achieve the goals that have been set. Here the leader considers himself more in everything than his subordinates, so that his subordinates are considered unable to do anything without orders. Therefore there is no other choice, but to submit and obey under the authority of the leader.

Authoritarian leadership is the oldest leadership style known to mankind. This leadership model is centered on the leader (leader center) or known as the directive style (Rustandi, 1992: 27). Autocratic style leadership is the ability to influence people or subordinates to want to work hard, effectively, and productively to achieve the goals that have been set, by giving pressures, threats so that the subordinates feel afraid.

Leaders see themselves as superior, in all respects, to their subordinates. The ability of subordinates is always looked down upon, so they are considered unable to do something without orders. The leader's orders as superiors should not be disputed, because they are seen as the only correct ones.

Leaders as rulers determine the fate of their subordinates. Therefore there is no other choice, but to submit and obey under the authority of the leader. The leader's power is used to pressure subordinates, using sanctions or punishment as the main tool. Leaders judge their success in terms of the emergence of fear and rigid obedience. What really stands out from this style is the giving of orders.

### 3. Free Leadership Style (*laissez faire*)

In this leadership style, the leader uses his power very little or allows his subordinates to do as he pleases, the leader only serves as a symbol. The leadership is carried out by giving full freedom to the people being led in making decisions and carrying out activities (acts) according to the wishes and interests of each, both individually and in the form of small groups. The leader only functions himself as an advisor, which is done by giving the opportunity to compromise or ask questions for group members who need it. The opportunity is given both before and after the member concerned makes a decision or carries out an activity.

The leader releases himself from responsibility (deserter), by accusing that it is the members of the group/organization who determine or carry out the decisions and activities. Therefore, he is not the one who must and needs to be held accountable for making mistakes or mistakes. The application of a free leadership style can be beneficial, including subordinates will be able to develop their abilities. However, this leadership brings losses to the organization, among others, in the form of chaos because each employee works according to their own tastes. The freedom to make a decision or carry out an activity in this type of leadership is left entirely to the people being led. Because every human being has his own will and will, it will result in an atmosphere of togetherness is not created, activities become undirected and confusing.

### **Employee Performance**

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. So it can be concluded that the performance of human resources is an achievement or work (output) both quality and quantity achieved by human resources for a period of time in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2005:67).

According to Mathis and Jackson (2002) employee performance is influencing how much contribution to the organization, including: 1) Quantity of Work This standard is done by comparing the amount of work volume that should be (standard work norms) with actual capabilities. 2) Quality of Work This standard emphasizes the quality of work produced compared to the volume of work. 3) Utilization of Time That is the use of working period that is adjusted to company policy. 4) Attendance Level The assumption used in this standard is that if an employee's attendance is below the work standard, the employee will not be able to make an optimal contribution to the company. 5) Cooperation The involvement of all employees in achieving the set targets will affect the success of the supervised section. Cooperation between employees can be improved if the leadership is able to motivate employees well.

### **3. Methods**

The method used in this study is a qualitative research method, where what is sought is an understanding of social phenomena, so that the main focus is an understanding of social phenomena from the point of view of the research subjects. Qualitative method, is an activity in filtering information from normal conditions in life from an object that is associated with problem solving, both from a theoretical and practical point of view (Nawawi, 1992: 209).

Qualitative research basically assumes that social phenomena that are the center of attention of the social sciences are very different from natural phenomena that are the focus of attention of the natural sciences because social phenomena that involve humans as practical actors or social activities are always loaded with a world of meaning attached to the subject. (humans) actors that involve interpretation, awareness, and subjective meaning at the individual level of the human being as a social act. In this view, to understand a social phenomenon, it must be the result of reading how the actor understands his world (Bungin, 2003:13). The reason

researchers use qualitative research methods is the nature and problem under study, where this research seeks to uncover and understand something behind the existing phenomena.

In this study, the informant determination technique was carried out by purposive sampling, where the selected informants were those who were considered to be the most knowledgeable and understanding about the problems in this study. Then it developed using the snowball technique, where the selection of further informants in order to extract data to obtain variations and depth of information was obtained on the basis of references or recommendations from key informants that had been determined previously through purposive sampling technique. The data collection techniques used in this research are: In-depth Interview, Observation, Documentation. Data analysis used the Interactive Model according to Miles and Hubberman and Saldana (1992:15). The analysis of this model goes through 3 stages, namely data reduction, data presentation, and conclusion drawing.

#### 4. Results and Discussion

##### **Leadership Style in the Office of the Research and Development Agency (Balitbang) of East Java Province.**

In improving the performance of the employees of the East Java Province Balitbang budget, the authority of the East Java Province Balitbang office head, to his subordinates, can be said to be absolute. This is contrary to the characteristics of leaders with participatory leadership styles whose authority over their subordinates is not absolute. The leader is willing to delegate some of his duties to his subordinates. It can be said that the leader in improving the performance of the budget makers of the Balitbang East Java Province is included in one of the characteristics of a leader with a democratic or participatory style because the leader is willing to delegate some of his authority to his employees or subordinates.

Communication in the East Java Province Balitbang office takes place reciprocally, both between leaders and subordinates as well as among subordinates. Communication that occurs within the Balitbang of East Java Province between leaders and their subordinates is included in a participatory leadership style, because there is reciprocity in the continuity of communication that is woven in the staff of the Balitbang budget of East Java Province, East Java Province. And always provide opportunities for subordinates to express opinions. What is done by the leadership of the Balitbang East Java Province is included in one of the characteristics of a participatory leadership style, because subordinates have the opportunity to convey suggestions, considerations and opinions.

Praise and criticism given by leaders at the Balitbang Office of East Java Province can be said to be balanced. This is in accordance with the characteristics of a participatory leadership style which states that the characteristics of a participatory leader are balanced praise and criticism given by the leader to his subordinates.

In the East Java Province Balitbang Office, responsibility for the success of the organization is shared by every element in it. This is in accordance with one of the characteristics of the participatory leadership style which states that a participative leader is responsible for the success of the organization together with his subordinates. So that it can be said that in carrying out responsibilities, the leadership of the East Java Province Balitbang Office is a type of leader with a participatory leadership style. But besides that, there are also weaknesses from the leaders of the East Java Province Balitbang, namely the leadership at the East Java Province Balitbang Office asking for the loyalty of subordinates in terms of work that is considered unnatural. This is due to the inappropriate working hours received by subordinates only because the leader asks his subordinates to attend meetings that take a lot of time until late at night. This is not in accordance with one of the characteristics of a participatory leadership

style, because the leadership of the East Java Province Balitbang Office demands the loyalty of his subordinates unreasonably.

In addition, the leadership of the East Java Province Balitbang Office pays less attention to feelings in acting and acting towards their subordinates. What was done by the leadership of the East Java Province Balitbang Office was not in accordance with the participatory leadership style, because from the results of the information received by the researcher, the office leadership did not pay attention to feelings in behaving and acting like the characteristics of a participatory leadership style that pays attention to feelings in acting.

### **Performance of budget drafting employees at Balitbang East Java Province**

This standard is carried out by comparing the amount of work volume that should be (standard work norms) with actual capabilities. Judging from the data obtained by previous researchers, the quantity of work produced by budget drafting employees in Balitbang East Java Province is very good because almost everything runs smoothly, this is certainly inseparable from the role of the budget drafter leader in Bakesbangpol East Java Province which results in the quantity of work produced. by their employees increases.

This standard emphasizes the quality of the work produced compared to the volume of work. From the research that has been done by researchers in budgetary staff at Balitbang East Java Province, the quality of work in budget drafting employees in Balitbang East Java Province is getting better after being led by the current leader compared to the previous leader. This is evidenced by the results of the information and also the charter received by the budget drafting officer at the Balitbang East Java Province.

### **Time Utilization**

Utilization of time is related to the use of working period according to company policy. From the leadership style applied by the head of the budget drafter in Balitbang, East Java Province, it is currently not in accordance with the policies implemented in the budget maker. In utilizing the time, the leader of the budget maker in the Balitbang of East Java Province crossed the reasonable limit because his subordinates were required to carry out tasks beyond the time that should have been applied.

### **Attendance Rate**

The assumption used in this standard is that if an employee's attendance is below the work standard, the employee will not be able to make an optimal contribution to the company. The attendance rate of budget drafting employees at Balitbang East Java Province is above the work standard, due to regulations in the form of fines for latecomers. With the stipulation made by the head of the budget drafter at the Balitbang of East Java Province, the level of attendance in the budget compiler in the Balitbang of East Java Province has become good. But unfortunately the level of attendance is not followed by the head of the budget maker itself.

### **Cooperation**

The involvement of all employees in achieving the targets set will affect the success of the parts being supervised. Cooperation between employees can be increased if the leadership is able to motivate employees well. There is motivation from the leadership of the budget maker in Balitbang, East Java Province, to increase cooperation between employees in budgeting. This is evidenced by the results of research that has been done previously by researchers. This good cooperation is adjusted to the ability of each element in the Balitbang budget for East Java Province. With the cooperation between employees in the Balitbang budget compilers of

East Java Province. then of course the target achieved by the head of the budget compiler in the Balitbang of East Java Province can be quickly resolved.

## 5. Conclusion

The role of the leader in determining the direction of a group is really needed, and a good leader is not about coercion or domination but rather to wise assertiveness and having a planning process to lead and control the work of organizational members by using all available organizational resources to achieve the goals set. Likewise, in the preparation of the Balitbang budget for the Province of East Java, which is influenced by the leadership style applied by the head of the Balitbang budget, to realize the goals expected by the head of the Balitbang budget for the Province of East Java.

The leadership style applied in the Balitbang budget preparation for East Java Province is the Democratic Leadership Style, this can be seen from the most compatibility with the indicators in this style including:

- a. Leaders are willing to delegate some of the authority to subordinates.
- b. Decisions are made jointly between leaders and subordinates.
- c. Policies are made jointly between leaders and subordinates.
- d. Communication that takes place is reciprocal, both between leaders and subordinates as well as fellow subordinates.
- e. Supervision of the attitudes, behavior, actions or activities of subordinates is carried out fairly.
- f. Initiatives can come from leaders or subordinates.
- g. There are many opportunities for subordinates to convey suggestions, considerations or opinions.
- h. Praise and criticism are balanced.
- i. Leaders encourage the perfect performance of subordinates within the limits of their respective abilities.
- j. The responsibility for the success of the organization is shared.

Meanwhile, only a few are not suitable, including:

- a. Leadership authority is not absolute.
- b. Assignments to subordinates are given on a request basis rather than instructive.
- c. The leader asks for the loyalty of subordinates fairly.
- d. Leaders pay attention to feelings in behaving and acting.

## Suggestion

The democratic/participatory style applied in the preparation of the Balitbang budget for East Java Province in improving the performance of its employees has been considered good. This can be seen through several indicators of leadership style that have been described in the previous chapter. However, it still needs to get some improvements in its leadership style to further improve employee performance to be better in the future, including:

1. It is hoped that the nature of the leader here is the head of the Balitbang budget drafter of East Java Province to be more gentle with his subordinates because for his subordinates the nature of the leader of the Balitbang budget maker is still too temperamental so that sometimes the employees still feel afraid.
2. In addition to the nature, the attitude of the leader is also expected to care more about the feelings of his subordinates. Indeed, the attitude of the leader of the Balitbang budget maker is very firm and is considered good in terms of improving performance, but in giving

- warnings to his subordinates, he must also pay more attention to the feelings of his subordinates.
3. Pay more attention to working hours for their subordinates, because it is judged that there is a lack of tolerance for working hours for subordinates. If you hold a meeting, it is hoped that you will not come home from work so that employees do not come home too late because employees also have family obligations at home.
  4. Maintaining good communication relationships between leaders and employees, leaders and other leaders, and employees with other employees.
  5. The sense of responsibility of employees in carrying out their duties is further enhanced.

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