

Research Article

Open Access

## THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE IN PUBLIC HEALTH CENTER KONawe DISTRICT

Marniansih<sup>1\*</sup>, Sanihu Munir<sup>2</sup>, La Ode Kamalia<sup>3</sup>

<sup>1,2,3</sup>Universitas Mandala Waluya,  
Kendari, Southeast Sulawesi, Indonesia

Corresponding Author : Marniansih  
Email : marniasastro74@gmail.com

### Abstract

**Background:** Based on the preliminary interview, it shows that most of the employees have a less satisfied response with the existing leadership style at the Public health center and although most say that the leadership is very open to suggestions and criticism from their employees. Furthermore, the Public health center with a leadership style that according to some staff is less favorable, but has better service to the public than the Public health center with a leadership style that is preferred by its staff. So, the question is whether the influence of the leadership style carried out by the leadership of the Public health center, and the organizational culture that is formed will be able to influence the increase in employee productivity at each Public health center.

**Methods:** This research is a quantitative using cross sectional design. The research was conducted from February to March 2021 with 124 samples.

**Result:** It is known that there is a relationship between Authoritarian Leadership Style and Employee Performance (  $X^2$  calculation, Chi Square= 41.90>  $X^2$  table 3.84), Delegation Leadership Style with Employee Performance (  $X^2$  Count or Chi Square= 57.56> from 3.84 or  $X^2$  table), Participatory leadership style with Employee Performance (  $X^2$  Count or Chi Square 26.82> of 3.84 or  $X^2$  table).

**Conclusion:** Authoritarian Leadership Style has a strong relationship, delegation has a strong relationship, and also participation has a strong enough relationship to the performance of employees at the Konawe District Health Center.

**Key words:** Leadership style, Authoritarian, Delegate, Participative, Employee, Performance

## INTRODUCTION

An important factor that must be considered by organizations in their efforts to increase employee productivity more effectively is leadership activities in encouraging or motivating the workforce involved (1). So it takes a lot of energy in efforts to change people's behavior in line with the health development program(2). Because the motivational element in it is evident at the level of wages, work safety and security, social needs, and the work environment, it is hoped that its appreciation and application will encourage work to become high quality work to increase personal work productivity and ultimately benefit both parties, namely the organization and the workers themselves.

The aspect of health development is the main goal in order to create a healthy society that is independent and has a sense of justice. Various elements are involved in the healthy society movement in order to encourage the achievement of the ideals of the nation, however, this issue must be our collective responsibility. Other sectors that can participate in the achievement of health services include education, religion, agriculture / food security, environment, migration and settlement, marine affairs, animal husbandry, and other sectors (3).

Community health center, hereinafter referred to as Public health center, has a main role as an extension of the arm of government. The regions in providing basic health services to the community are expected to be able to increase the affordability of quality health services(4).

Leadership is a method used by a leader in influencing the behavior of others. Leadership style is a behavior norm that is used by a person when that person tries to influence the behavior of others. Each of these styles has advantages and disadvantages. A leader will use a leadership style according to his abilities and personality(5).

In addition to organizational culture and communication that need to be considered in increasing employee productivity is the work environment within the company. A pleasant work environment for employees through binding harmonious relationships with superiors, colleagues, and subordinates, as well as being supported by adequate facilities and infrastructure in the workplace will have a positive impact on employees, so that employee performance can increase. The work environment has a very important role in carrying out company activities(6).

The number of health workers in Konawe district is 986 people, consisting of 763 health workers for 29 health centers and the rest are in the Konawe District Health Service and Regional public service agencies, apart from that non- Government employees health workers are approximately 63% of the total 986 State civilian apparatus health workers. people, and State civilian apparatus personnel in Public health center who were recorded were 763 people(7).

With the number of health personnel in Konawe Regency which is quite large and is considered capable of meeting the needs of the ratio of services and coverage of health service programs, however, it is known that there are still many program coverage that have not been implemented properly, it is known that in 2019 the coverage of birth assistance by health workers has decreased from 75.70% decreased to 61.1%, the coverage of infant visits from 29 Public health center was only 2 Public health center that reached 100 percent, namely the Morosi and Sampara Public health center, for the rest the average coverage was only 53%, the coverage of Public health center services to health for elementary school students in 2018 was only 1 Public health center with coverage services are fulfilled 100 percent, namely Public health center and other health centers only covering 63% and from 2020 to 2020 it is confirmed that all program



coverage is not achieved, and there are many other programs that almost on average do not reach the standard coverage according to the provisions (7).

Thus the need for a leadership style and culture in the organization Together to improve the quality of basic health services at the health center, both the strategies of challenges and opportunities in achieving service coverage need a strategy of challenges and opportunities in achieving service coverage that requires in-depth and structured analysis so that a leadership role is needed in providing services. policies and decisions within the organization

Based on the description of the problem, researchers are encouraged to review the performance of health center employees in Konawe Regency with a focus on the study of the Leadership Style variable as a variable that affects the performance of the health center employees in Konawe Regency.

## METHOD

This type of research is quantitative using cross sectional design. The study was conducted from February to March 2021. The population was the total number of employees recorded at 726 people and a sample of 124 people using the sampling method. Cluster Random Sampling.

## RESULT

Table-1 shows that of the total respondents 124 people stated that with good

performance amounted to 29 people (23.39%), and less numbered 95 people (76.61%).

Table 2 shows that from a total of 124 respondents, it is known that the respondents stated that the authoritarian leadership style was both 97 people (78.23%), and 27 people (21.77%).

Table 3 shows that from a total of 124 respondents stating that the delegation's leadership style was either 28 people (22.58%) and those who stated less were 96 people (77.42%).

Table 4 shows that from a total of 124 respondents who stated that the participatory leadership style was good, there were 36 people (29.03%) and 88 people who stated that they were less (70.97%).

The results of data analysis and obtained the value of X count or Chi Square  $41.90 >$  from 3.84 or X table and the value of Phi  $-0.605$  which means it has a strong relationship with negative correlation (Table 5).

The results of data analysis and obtained the value of X Count or Chi Square  $57.56 >$  from 3.84 or X table and the value of Phi  $0.704$  which means it has a strong relationship with positive correlation (Table 6).

The results of data analysis and it is obtained that the value of X Count or Chi Square  $26.82 >$  from 3.84 or X table and the value of Phi  $0.486$  which means it has a strong enough relationship with positive correlation (Table 7).

**Table 1**  
**Frequency Distribution of Respondents and Employee Performance**

Employee Performance	Frequency (f)	Percentage (%)
Good	29	23.39
Less	95	76.61
Total (n)	124	100

**Table 2**  
**Frequency Distribution of Respondents with Authoritarian Variables**

Authoritarian	Frequency (f)	Percentage (%)
Good	97	78.23
Less	27	21.77
Total (n)	124	100

**Table 3**  
**Responden Frequency Distribution with Delegation variables**

Delegation	Frequency (f)	Percentage (%)
Good	28	22.58
Less	96	77.42
Total (n)	124	100

**Table 4**  
**Frequency Distribution of Respondents with Participatory Variables**

Participative	Frequency (f)	Percentage (%)
Good	36	29.03
Less	88	70.97
Total (n)	124	100

**Table 5**  
**Relationship between Authoritarian Leadership Style and Employee Performance**

Authoritarian	Employee Performance				$\Sigma$	%	Chi-Square	$\phi$	X table
	Good		Less						
	f	%	f	%					
Good	10	34.48	88	92.63	98	79.03	41.90	-0.605	3.84
Less	19	65.52	7	7.37	26	20.97			
Total	29	100	95	100	124	100			

**Table 6**  
**Relationship between Delegate Leadership Style and Employee Performance**

Delegation	Employee Performance				$\Sigma$	%	Chi-Square	$\phi$	X table
	Good		Less						
	f	%	f	%					
Good	22	75.86	6	6.32	28	22.58	57.56	0.704	3.84
Less	7	24.14	89	93.68	96	77.42			
Total	29	100	95	100	124	100			

**Table 7**  
**The Relationship between Participatory Leadership Style and Employee Performance**

Participative	Employee Performance				$\Sigma$	%	Chi-Square	$\phi$	X table
	Good		Less						
	f	%	f	%					
Good	20	68.97	16	16.84	36	29.03	26.82	0.486	3.84
Less	9	31.03	79	83.16	88	70.97			
Total	29	100	95	100	124	100			

## DISCUSSION

### **Relationship between Authoritarian Leadership Style and Employee Performance**

The results of data analysis and obtained the value of X count or Chi Square  $41.90 >$  from 3.84 or X table and the value of Phi  $-0.605$  which means it has a strong relationship with negative correlation. Thus it can be concluded that the leadership style with the authoritarian has a significant relationship with the inverse relationship, which is not directly proportional to where the authoritarian leadership is actually the less the performance of the employees at the Public health centre.

Authoritarian leadership is someone who is very selfish, selfish and loves him very much that will encourage him to reverse the actual facts or facts so that they are in accordance with what is subjectively interpreted as reality. However, the effectiveness of authoritarian leadership is closely related to the power to take positive actions that cannot be achieved and various predetermined goals, but the power to take punitive actions is no longer possessed, the obedience of subordinates immediately loosens and work discipline will decline (8).

Authoritarian leadership always determines the tasks that must be performed by employees, employees are not given the opportunity to express opinions or suggestions. In addition, every employee who works will always be supervised by the leader. Employees who work in an authoritarian leadership style are likely to get high job satisfaction if they get a satisfactory salary, but on the other hand, they are still depressed because they are always supervised by the leader so they don't have the opportunity to actualize themselves, turning off creativity so that it can cause employee performance to decline(9).

Authoritarian leaders make decisions on their own without consulting employees. They produce decisions, communicate them to their subordinates and expect immediate implementation of their instructions. The characteristics / indicators of authoritarian leadership are: 1. All decisions are taken by the leader himself. 2. The duties of the subordinates are specified by the leader. 3. In behaving towards subordinates, the leader involves his personal feelings, so that they are more subjective. 4. Provide opportunities for subordinates to participate or submit opinions, but that is only a lips service. 5. Supervise the work of subordinates closely (10).

Leadership behavior or leadership style is one of the important factors that can affect job satisfaction. This is the responsibility of the company's leadership. Therefore, the leader must be able to see which leadership style is effective in carrying out its day-to-day operations. Effective leaders will be able to carry out their functions properly, not only shown by the power they have but also shown by the leader's concern for welfare, employee satisfaction with leaders and improving employee quality, especially nurturing attitudes shown to strengthen the willingness of employees to carry out their duties to achieve organizational goals. Subordinate satisfaction shows the attitudes and behavior of subordinates to their leader (11).

In this study, it explains that leadership with an authoritarian style is considered not sufficiently appropriate to improve employee performance at the Konawe District Health Center because authoritarian leadership is only selfish to achieve one organizational goal. Where there is still a lack of application for this leadership style if it is not in line with the leader's attention to welfare, employee satisfaction with the leader and improving the quality of employees, especially the nurturing attitude shown to strengthen the

willingness of employees to carry out tasks, and as State civilian apparatus the nature of the leadership or the head of the health center only regulates oversee the organization because the welfare provided by employees only depends on health operational assistance and the rest has the same wages as civil servants.

### **Relationship between Delegation Leadership and Employee Performance**

The results of data analysis and obtained the value of X count or Chi Square  $57.56 >$  of 3.84 or X table and the value of Phi 0.704 which means it has a strong relationship with positive correlation. So it can be concluded that leadership with delegation style has a relationship with employee performance where the application of leadership style delegation will improve employee performance in the scope of the Konawe District Health Center.

Delegation-style leadership is a leader who always discusses problems together with subordinates so that an agreement is reached on the definition of the problem which is then delegated overall decision-making to subordinates. Thus the subordinates have the control to decide on how to carry out tasks. Leaders provide ample opportunities for subordinates to carry out their own work because they have the ability and confidence to take responsibility for directing their own behavior. The success of a leader according to situational theory is determined by the characteristics of leadership with certain behaviors that are tailored to the demands of the leadership situation and the organizational situation faced by taking into account the time and space factors (12).

Delegation is the delegation of authority to others to complete specific activities. Any tasks that can be delegated. Tasks that can be delegated are in the form of tasks that are repetitive and routinely performed. Then the tasks that can develop employees' abilities or knowledge are better.

Tasks that are in accordance with the field they are good at or which they are interested in. It is enrichment, effective delegation to develop a person. Experience is the best teacher. The research results show that Job delegating is one of the best ways to develop people's capacity, compared to education, training, or seminars(13).

In order for the delegation of authority to be successful, in accordance with the objectives, it must be carried out appropriately or well, among others: a. There is a willingness or sincerity of superiors to provide delegations. b. Each subordinate who gets delegation must consider his abilities. c. The tasks and authorities assigned must be clear, subordinates understand the desires of the superior with the transfer. d. The delegation that has been given must not be weakened by the superior, which results in not achieving the goal(14).

Delegation It is the responsibility as a leader to provide clear information about what is delegated, the results you expect, and the timeframe or performance you expect, in this study the performance of employees is quite good if the leader carries out a leadership style by delegating tasks so that it will give a sense of responsible for subordinates and feel trusted so as to improve performance.

### **Relationship between Participatory Leadership Style and Employee Performance**

It is known from the results of data analysis and obtained the value of X Count or Chi Square  $26.82 >$  from 3.84 or X table and the value of Phi 0.486 which means it has a strong enough relationship with positive correlation. In this study, it can be concluded that the participatory leadership style has a strong enough relationship with employee performance and is directly proportional to where leadership with participatory style will also improve employee performance.

Participatory Style Leadership, which is commonly referred to as democracy, where leaders involve making decisions that allow others to have some influence on the leader's decisions. In democratic leadership, subordinates participate in setting goals and solving problems. democratic or participative leaders decentralize authority to employees. Decisions are not made unilaterally but are participatory. The decisions are the result of the leader's consultation with his subordinates. The characteristics of a democratic leadership style are as follows: a. Decentralized delegation of authority b. Decisions taken by the leader involve the opinions of subordinates c. Two-way communication between leaders and subordinates d. Relationship oriented e. Assumptions that employees can cooperate and have morals (15).

Research using the same variable was also carried out by Mustofa's research at PT Surya Segara Surabaya with the results having the highest average of 4.08, this is because leaders always involve organizational members in setting a goal. The indicator "the leader communicates two-way" has an average of 4.01, this is because the leader there always maintains good relations with all employees and always communicates well with all employees. The indicator "hears and responds to all the difficulties experienced by subordinates" has an average of 3.92, this is because leaders provide opportunities for employees to discuss problems with the leader, in other words, participatory leadership is a research that is considered quite good (16).

The advantages of participatory leadership style are that in carrying out this function the leader tries to activate the people he leads, both in participating in decision making and in implementing. Participation does not mean being free to do whatever they want, but it is done in a controlled and directed manner in the form of cooperation by not interfering with or

taking on other people's main tasks and taking part in the leader (17).

Leadership in each Public health centre in Konawe Regency from the results of this study is partially embracing a participatory leadership style, this is the need for monitoring and evaluation in order to create an organizational atmosphere that is consistent with common goals.

## CONCLUSION

Authoritarian Leadership Style has a strong relationship, delegation has a strong relationship, Participation has a strong enough relationship to the performance of employees at the Konawe District Health Center. So that it is expected that by achieving a good leadership style, employee performance will be better. In this case, the leadership style should be used is the Delegation leadership style.

## REFERENCES

1. Ermawati Y, Amboningtyas D. The Effect of Intrinsic Motivation, Communication, and Financial Compensation on Employee Performance of Video Preparation Production at PT HIT Polytron which has implications for productivity. *Journal of Management*. 2017; 3 (3).
2. Jayadipraja EA, Prasetya F, Azlimin A, Mando WOSY. Family clean and healthy living behavior and its determinant factors in the village of Labunia, Regency of Muna, Southeast Sulawesi Province of Indonesia. *Public Health of Indonesia*. 2018; 4 (1): 39-45.
3. Juwono PT, Subagiyo A. *Water Resources and Regional Development: Water Infrastructure Supports Tourism, Energy, and Food Security Development*: Brawijaya University Press; 2018.
4. Ministry of Health R. Pmk No. 36 of 2015 concerning the Prevention of Fraud



- (Fraud) in the Implementation of the Health Insurance Program in the National Social Security System. Jakarta: Ministry of Health of the Republic of Indonesia. 2015.
5. Pratama IGBA, Wiksuana IGB. The effect of firm size and leverage on firm value with profitability as a mediating variable. *Management E-Journal*. 2016; 5 (2).
  6. Agung AAG. *Basic Statistics for Education*. Yogyakarta: Deepublish. 2016.
  7. Konawe District Health Office. *Konawe District Health Office Profile*. Southeast Sulawesi: Konawe; 2020.
  8. Fadilatunnisa F. *Analysis of Organizational Culture Against Branch Manager Leadership Style in Islamic Banking (Study on Bank BNI Syariah Tanjung Karang Students)*: UIN Raden Intan Lampung; 2020.
  9. Kamaluddin IHA, Patta Rapanna S. *Business Administration*: SAH MEDIA; 2017.
  10. Amril A. Effect of Work Discipline and Leadership Style on Employee Performance. *Journal of Entrepreneurship*. 2017; 3 (2): 59-68.
  11. Pious M, Firman SP. *Organizational Commitment to Employee Performance*: Eastern Script Publisher; 2018.
  12. Purwanggono CJ. The Influence of Motivation on Employee Performance to Face Competition in PT Telkom West Java. *Balance: Economic, Business, Management and Accounting Journal*. 2020; 17 (1): 1-11.
  13. Sujarwoto S, Tampubolon G. Spatial inequality and the Internet divide in Indonesia 2010–2012. *Telecommunications Policy*. 2016; 40 (7): 602-16.
  14. Hidayah S, editor *Analysis of student errors in solving spledv story questions* based on the steps to solve the pattern. *Proceedings of the National Seminar on Mathematics Education*; 2016.
  15. Setiawan B, Innatesari D, Sabtiawan W, Sudarmin S. The development of local wisdom-based natural science module to improve science literacy of students. *Journal of Indonesian Science Education*. 2017; 6 (1).
  16. Mustofa BU. The Influence of Competence, Participatory Leadership Style and Organizational Culture on Employee Performance of Pt. Surya Segara Surabaya. *Journal of Management Science (JIM)*. 2016; 4 (4).
  17. Podungge MR. *The Influence of the Quality of Human Resources on Employee Productivity at PT. Hasjrat Abadi Gorontalo Branch*. Thesis. 2017; 1 (931412143).