



THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN PURE PALM COOPERATIVE (Case Study: Tenggulun Village, Aceh Tamiang Regency)

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Abstract

The purpose of this study was to describe employee performance, applied leadership style and to analyze the influence of leadership style on employee performance at Koperasi Sawit Murni in Tenggulun Village, Aceh Tamiang Regency. The analytical method used is descriptive analysis and multiple linear regression with SPSS tools. The results of the study concluded that the performance of the Koperasi Sawit Murni employees was in a poor category, because the employee's performance in completing tasks and daily work was not in accordance with the expectations of the leadership, the leadership style applied by the leadership of Pure Palm Oil Cooperative was democratic. The regression results show that it shows that employee performance is significantly influenced by a free, democratic and authoritarian leadership style.

Keywords: Leadership Style, Employee Performance, Cooperative

1. Introduction

The process of activities of a company or organization will definitely experience obstacles in achieving its goals. One of them is the management of Human Resources (HR). Many companies or organizations have experienced setbacks and even failed to achieve their goals just because of HR management problems.

One of the targets of HR management in the organization's management function is related to leadership issues. Leadership is someone who is appointed through his ability to influence a group towards the achievement of a goal. The way and pattern of behavior of the leader is defined by the subordinates who work with him as a leadership style.

Performance is the appearance of the work of personnel both quantity and quality in an organization. Performance can be the appearance of individuals or work groups of personnel. The appearance of the work is not limited to personnel holding functional and structural positions, but also to the entire line of personnel within the organization (Ilyas, 2012).

One of the factors that need to be considered to improve employee performance is regarding the leadership style applied by the company's leaders, namely how the leadership style applied can support the performance of its employees. Information about this leadership style is important to know by the company itself because leadership style is one of the important components that will affect organizational performance.

There are negative factors that can reduce employee performance, including the decreased desire of employees to achieve optimal performance, lack of punctuality in completing work,

lack of compliance with regulations, influences that come from the environment of coworkers and the absence of examples that must be used as a reference in achievement of good performance. All of these are some of the causes of decreased employee performance at work (Nawawi, 2011).

The leadership function facilitates the achievement of group goals. In modern organizations, the leadership function can be carried out by several participants. However, praise or insults for success or failure are usually directed at individuals-formal leaders. This phenomenon is evident in all organizations, but is especially prominent in the world of sport, where coaches and managers are either hailed as heroes or reviled, despite the fact that many variables influence team performance, including fate (Rivai and Sagala, 2013).

According to Sopiah (2008), researchers have identified two leadership styles, namely task-oriented style and employee-oriented style. Task-oriented leaders direct and supervise their subordinates closely to ensure that tasks are carried out satisfactorily. A leader who has this leadership style is more concerned with carrying out tasks than the development and growth of subordinates. Employee-oriented leaders seek to motivate rather than supervise subordinates. They encourage group members to carry out tasks by allowing group members to participate in decisions that affect them and bring about close, trusting, and rewarding relationships with group members.

Pure Palm Oil Cooperative in Tenggulun Village, Aceh Tamiang Regency is one of the cooperatives in Aceh Tamiang Regency which is engaged in oil palm plantations. Pure Palm Oil Cooperative which has permanent employees, with a composition consisting of permanent employees from the field and administration divisions who have their respective job descriptions and responsibilities.

Handoko (2014) describes the characteristics of leaders with authoritarian, democratic, paternalistic, charismatic, and laissez faire (liberal) styles.

2. Research methods

The research was conducted at the Pure Palm Oil Cooperative in Tenggulun Village, Aceh Tamiang District. The determination of the research area was carried out purposively (deliberately) based on certain considerations, namely the selection of a place based on the criteria of a place that was in accordance with the research that was chosen intentionally. The Pure Sawit Cooperative is one of the cooperatives in Tenggulun Village which has activities in the field of oil palm plantations. Established since 1996 and still active today.

Sampling using the saturated sample method, namely the determination of the sample if all members of the population are used as a sample or also called a census, so the number of samples is 36 people.

The data collected in this study consisted of primary data and secondary data. Primary data, namely data obtained from interviews and data collection results directly to respondents using questionnaires as well as observations and discussions in the field. Primary data was collected by means of a questionnaire (questionnaire), which is a method of collecting data by distributing a list of questions to respondents. The questions in the questionnaire were made using a Likert scale as a measuring tool.

While secondary data is data obtained from the office of the Pure Palm Oil Cooperative in Tenggulun Village and agencies related to this research.

3. Results and Discussion

3.1 Leadership Style

The leadership styles in this study include; free, democratic, authoritarian. The results of the research in detail are as follows:

a. Free Leadership Style

Based on the data that has been obtained from the research questionnaire, the data obtained are summarized by the frequency distribution of the answers given for each statement in each variable. The distribution of respondents based on independent leadership styles can be seen in Table 1.

Table 1. Distribution of Respondents Based on Free Leadership Style

No	Statement	Strongly agree		Agree		Disagree		Do not agree		Very Do not agree		Total	
		n	%	n	%	n	%	n	%	n	%	n	%
1	Leaders really believe on subordinates	2	5.6	34	94.4	0	0.0	0	0.0	0	0.0	36	100.0
2	Leaders consider Subordinates as co-workers	2	5.6	7	19.4	1	2.8	21	58.3	5	13.9	36	100.0
3	Leaders rarely intervene subordinates	1	2.8	3	8.3	2	5.6	24	66.7	6	16.6	36	100.0
4	The leader demands that each subordinate be responsible for each other's work	1	2.8	3	8.3	0	0.0	28	77.8	4	11.1	36	100.0
5	Leaders lack a clear vision and mission in work implementation	1	2.8	2	5.6	1	2.8	28	77.8	4	11.1	36	100.0

Based on the table, it can be concluded that most of the respondents agree on the statement that the leader strongly believes in subordinates, disagree with the statement that the leader considers subordinates to be co-workers, disagrees with the statement that the leader rarely intervenes with subordinates, disagrees with the statement that the leader demands every subordinate to be responsible. on their respective jobs, disagree with the statement that the leadership lacks a clear vision and mission in carrying out the work.

b. Democratic Leadership Style

The distribution of respondents based on democratic leadership style can be seen in Table 2.

Table 2. Distribution of Respondents Based on Democratic Leadership Style

No	Statement	Strongly agree		Agree		Disagree		Do not agree		Very Do not agree		Total	
		n	%	n	%	n	%	n	%	n	%	n	%
1	Leader do coordination with subordinates	4	11.1	32	88.9	0	0.0	0	0.0	0	0.0	36	100.0
2	Leader do Approach with subordinates	3	8.3	32	88.9	0	0.0	0	0.0	1	2.8	36	100.0
3	Leaders treat subordinates as part of team achievement	2	5.6	2	5.6	6	16.7	24	66.7	2	5.6	36	100.0
4	Leader take consensus decision	2	5.6	2	5.6	7	19.4	16	44.4	9	25.0	36	100.0
5	Leaders pay attention input from subordinates	2	5.6	2	5.6	7	19.4	11	30.6	14	38.9	36	100.0

Based on the table, it can be concluded that most respondents agree on the statement that the leader coordinates with subordinates, agree on the statement that the leader approaches subordinates, disagrees on the statement that the leader treats subordinates as part of the team's achievement, disagrees on the statement that the leader makes decisions unanimously. strongly disagree with the leader's statement paying attention to input from subordinates.

c. Authoritarian Leadership Style

The distribution of respondents based on authoritarian leadership style can be seen in Table 3.

Table 3. Distribution of Respondents Based on Authoritarian Leadership Style

No	Statement	Strongly agree		Agree		Disagree		Do not agree		Very Do not agree		Total	
		n	%	n	%	n	%	n	%	n	%	n	%
1	Leaders always demand full obedience of subordinates	2	5.6	34	94.4	0	0.0	0	0.0	0	0.0	36	100.0
2	Leader apply rigid work discipline	1	2.8	4	11.1	2	5.6	3	8.3	26	72.2	36	100.0
3	Leader like Give order and instructions	0	0.0	3	8.3	4	11.1	21	58.3	8	22.2	36	100.0
4	Leader take decision without involve employee (subordinate)	0	0.0	28	77.8	0	0.0	1	2.8	7	19.4	36	100.0

5	Leader often blame or scapegoating subordinates	0	0.0	3	8.3	3	8.3	4	11.1	26	72.2	36	100.0
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Based on the table, it can be concluded that most of the respondents agree on the statement that the leader always demands full obedience from subordinates, strongly disagree with the statement that the leader applies rigid work discipline, disagrees with the statement that the leader likes to give orders and instructions, agrees on the statement that the leader makes decisions without involving employees (subordinates), strongly disagree with the leader's statement often blaming or scapegoating subordinates.

After the respondents answered the statement about leadership style through interviews, then the employees of the Pure Sawit Cooperative were asked what they thought about the leadership style applied by the head of the Pure Sawit Cooperative. The distribution of respondents based on the leadership style of the head of the Pure Sawit Cooperative is presented in Table 4.

Table 4. Distribution of Respondents Based on the Leadership Style of the Head of Pure Palm Oil Cooperative

No	Leadership Style	Number of people)		Percentage (%)	
1	Free	3		8.3	
2	Democratic	23		63.9	
3	Authoritarian	10		27.8	
Amount		36		100.0	

Based on the results of the study, it showed that most of the employees of the Pure Sawit Cooperative, as many as 23 people (63.9%) stated that the leadership style applied by the head of the Pure Sawit Cooperative tends to be democratic.

3.2 Pure Palm Oil Cooperative Employee Performance

Performance is the result of work in quality and quantity achieved by an employee in the ability to carry out tasks in accordance with the responsibilities given by superiors to employees in the Pure Palm Oil Cooperative. The distribution of respondents based on performance can be seen in Table 5.

Table 5. Distribution of Respondents Based on Performance

No	Statement	Strongly agree		Agree		Disagree		Do not agree		Very Do not agree		Total	
		n	%	n	%	n	%	n	%	n	%	n	%
1	Employee able to draw up a work plan with good	3	8.3	17	47.2	1	2.8	15	41.7	0	0.0	36	100.0
2	Jobs given to capable employees realized in accordance with the target	3	8.3	11	30.6	2	5.6	20	55.6	0	0.0	36	100.0
3	Solution profession done right on target	3	8.3	14	38.9	1	2.8	18	50.0	0	0.0	36	100.0
4	Work done accurately	3	8.3	13	36.1	0	0.0	19	52.8	1	2.8	36	100.0

5	Reporting results work right time	2	5.6	1	2.8	11	30.6	4	11.1	18	50.0	36	100.0
6	Every employees work with good fellow co-workers	3	8.3	2	5.6	9	25.0	22	61.1	0	0.0	36	100.0
7	Every employee work well with superiors	2	5.6	1	2.8	12	33.3	21	58.3	0	0.0	36	100.0
8	Every employee obey the clock work	2	5.6	2	5.6	3	8.3	29	80.6	0	0.0	36	100.0
9	Every employees have a relationship which good with coworkers	2	5.6	1	2.8	3	8.3	30	83.3	0	0.0	36	100.0
10	Every employee get the job done fast	1	2.8	2	5.6	1	2.8	31	86.1	1	2.8	36	100.0

Based on the table, it can be concluded that most of the respondents disagreed on the statement that the employee was able to prepare a work plan well, disagreed on the statement that the work given to the employee was able to be realized according to the target, disagreed on the statement that the completion of the work was carried out on target, disagreed on the statement that the work is done accurately, strongly disagree with the statement of reporting the results of work on time, disagree on the statement that every employee cooperates well with fellow co-workers, disagree on the statement that every employee cooperates well with superiors, disagrees on the statement that every employee is obedient to working hours rules, disagree on the statement that every employee has a good relationship with co-workers, disagree on the statement that every employee gets the job done quickly.

3.3 The Effect of Leadership Style on Employee Performance at Pure Palm Oil Cooperatives in Tenggulun Village, Aceh Tamiang District

The influence of leadership style on performance in this study is seen from three sub-variables, namely free, democratic, and authoritarian leadership styles. The influence of leadership style on performance in this study is seen from three sub-variables, namely free, democratic, and authoritarian leadership styles. However, before carrying out statistical tests with the help of computer programs, it must be known that the data used in this study should not deviate from the BLUE assumptions (Best, Linear, Unbiased, and Estimator).

4. Conclusion

The performance of the Pure Palm Oil Cooperative employees is in the poor category. This means that the performance of the Pure Palm Oil Cooperative employees in completing their daily tasks and work is not fully in line with the expectations of the Pure Palm Oil Cooperative leadership. The leadership style applied by the Pure Palm Oil Cooperative leadership is democratic.

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