

The Effect of Leadership Style and Integrity on Performance at West Sumatera Sar Office

Putri Ramadhani^{1(*)}, Syamsir²

¹ Study Program Master of Public Administration, Universitas Negeri Padang, Indonesia

² Department of Public Administration, Universitas Negeri Padang, Indonesia

(*)✉ (e-mail) uthi07@gmail.com

Abstract

This study aimed to reveal The Effect Of Leadership Style and Integrity Employee on Employee Performance at West Sumatera SAR Office. This study uses a quantitative approach. The population in the study was the whole of the set of all members in an object of research as many as 75. The sample was obtained through proportional stratified random sampling. Respondents in this study consisted of 74. Data in this study were collected through questionnaires and analyzed with multiple linear regressions. The results of this study have shown that all variables of Leadership Style and Employee Integrity simultaneously have a significant effect on the performance of employees in the West Sumatera SAR (Save and Rescue) office. The level of significance in the results of multiple linear regression was 0.000. The practical implications of this research include the crucial ones in that it requires good integrity and leadership style to improve the performance of employees in the West Sumatra SAR Office.

***Keywords:** Leadership Style, Integrity Employee, performance*

Introduction

An organization is a consciously coordinated social unit consisting of two or more people and functions on an ongoing basis to achieve a common goal Robbins (2008). Every organization always wants a satisfying performance in achieving the mission and mission of the organization. This requires creativity, integrity and commitment and the leaders of the team in the organization to maximize themselves with the competence that is owned to jointly achieve goals that have been mutually agreed upon.

In an organization, leadership is a very important thing. The role of a leader in an organization is very influential in the life of the organization itself. Leadership is a very important factor in determining the achievement of the goals set by the organization. Leadership is the central point and policymaker of the activities to be carried out in the organization. Leadership style is a way for leaders to influence other people or subordinates so that they want to do the will of leaders to achieve organizational goals even though it may not be favored personally (Luthans, 2002).

According to (McShane, 2010) revealed that "Leadership is an activity that affects, motivating that allows for others can contribute to achieving the success of the Organization effectively". According to (Purnomo, 2006) Leadership Style has a positive effect on employee performance. According to (Luthans, 2002) Leadership styles have a significant influence on employee work. Influence of leadership style is also significant to performance, expressed as performance, meaning the quality and quantity of work achieved by a person in performing its duties in accordance with the responsibilities given to the concerned. According to (Mulyadi, 2002) The leadership is interpreted as a process in an organization that has an influence to determine the objectives of the Organization, provide motivation to subordinates to achieve objectives, affect subordinate interpretation, Organizing activities to achieve objectives, maintaining cooperation and group work relationships, obtaining support and cooperation from persons outside the group or organization. According to (Purnomo, 2006) Leadership Style has a positive effect on employee performance. According to (Luthans, 2002) Leadership style has a very important role in influencing the workings of employees. The influence of

leadership style on performance can also be said as work performance, namely the quality and quantity of work achieved by someone in carrying out their duties following the responsibilities given. According to (Mulyadi, 2002) states that leadership is something that includes a process in the organization that has a withdrawal in determining the objectives of the organization, motivating the behavior of its followers to achieve its objectives, to influence Interpretation of the events of the followers, organizing activities and to achieve the goal of organization, maintaining cooperation and group work relationships, obtaining support and cooperation from people outside the group or organization.

Furthermore, integrity is the basis of the public belief in a quality and a benchmark for each member in testing the decisions taken. Integrity requires one to be honest and transparent, courageous, accountable and wise to perform performance. These elements are used to build trust and provide a basis for reliable decision making (Sukriyah et al., 2009). Integrity is a quality that underlies public trust and is a benchmark for members in testing all their decisions. Integrity is the quality that underpins the public trust and is the benchmark for members to test all decisions (Sukriyah et al., 2009). Then, (Wibowo, 2007) mentions that the integrity of internal employees strengthens trust and therefore becomes the basis for reliance on their judgment. Another understanding is that integrity is a quality that underlies public trust and is a benchmark for members in testing all of their decisions. Furthermore, according to (Sunarto, 2003) states that integrity can accept unintentional mistakes and honest differences of opinion, but cannot accept cheating principles. The characteristics of someone with the integrity of words and deeds. Someone who has integrity is not a human type with many faces and appearances that are adjusted to his motives and interests.

However, on its way organizations often face obstacles, such as employee inconvenience. Based on the results of observations by researchers that employees in the office where these researchers feel dissatisfaction. This can affect employee performance and overall organizational performance. Good performance will produce satisfying results, but on the contrary poor performance will produce a poor performance as well. Based on observations from researchers that the performance at the SAR West Sumatera office is problematic, for example, they do swimming activities to improve physical quality to achieve good performance but there are still employees who do not swim, even though the activity aims to improve good physically so employee performance is getting better. Also, there are still employees who bring children at work, and some employees who are still late coming to the office so that the performance process is hampered. On the other hand, some employees are absent during working hours with the reason of leaving briefly. Some employees have seen playing cards during working hours with the reason of eliminating saturation even though there were still many positive things to do to improve performance such as increasing the node, improving knowledge related to SAR operations.

Based on the results of interviews conducted by researchers with one of the employees namely Mr. Roni Nur, a skilled rescuer position, he stated that the performance was not optimal at the West Sumetara SAR Office because of the daily training carried out related to the repetition of SAR operations, activities that sharpen the mindset in the form of science-related actions overcoming disasters is rarely done in the West Sumatera SAR office, lack of understanding and knowledge of employees when conducting operations, there are still gaps between members and superiors so that the atmosphere is not harmonious resulting in obstacles in the implementation process and the expected performance achievement. Next, the researcher interviewed the Head of General Subdivision, Mr. Adriwarmen, S.T, who stated that the performance of the West Sumatera SAR Office employees was less than optimal due to the lack of discipline of the employees in carrying out their duties. Also, performance constraints when performing operations are that employees are not fast in getting information if problems occur in the field. Yet if there is a disaster, just one minute late the lives of people certainly can not be saved.

Based on observations made by researchers at the West Sumatera SAR office on February 22, 2019, the leadership style that was carried out or implemented did not provide a sense of security and comfort to subordinates to disrupt the performance of each employee. Leadership can be carried out well if a leader has leadership emotional intelligence competencies. The success or failure of an organization is largely determined by the quality and style of leadership or personal efforts of the leader but it is unfortunate based on the observation that the leader does not pay attention or control the subordinates as a whole, and if employees are close to the leader then that is used, if there are officials those who did wrong were not properly reprimanded by the leaders and controls in this office. (Diputra, I. B. G. S., 2014), states that to improve performance, the role of a leader who is authoritative and has a good and firm leadership style can be an important factor in an organization. With these various supporting factors, it can improve the performance of each employee. A good leader, of course, must also be able to establish a good relationship between leaders/superiors to subordinates and always provide opportunities for other employees to convey ideas or ideas related to the organization to create hopes and desires of all elements in the organization the.

Furthermore, integrity is one of the factors that affect employee performance success, because integrity is the basis of public trust in an organization, integrity is also a reference for all members in the organization to test Their decisions. Integrity requires an honest, transparent, courageous, thoughtful and responsible attitude in carrying out performance. These four elements are also needed in building trust and as a basis for reliable decision making (Sukriyah et al., 2009). Based on the observations of researchers that some employees are not responsible for performing this also relates to the element of integrity, apart from that the dream is not wise in making decisions, this is seen from the case of employees who are close to the leader then the employee is used.

Based on the phenomena that the researchers have described above, the researcher is interested in conducting further research on the performance of West Sumatera SAR Office employees, by identifying and examining various factors that influence employee performance through this thesis research with the formulation of the problem whether there is an influence of teamwork and integrity on employee performance in the environment of West Sumatra SAR Office.

Method

This research uses a quantitative research method. It is said that the quantitative approach is due to the approach used in the research, the process, the hypothesis, down the field, data analysis and data conclusions up to the writing using the aspects of measurement, calculations, formulas, and certainty of numerical data. The population in the study was the whole of the set of all members in an object of research as many as 75. Respondents in this study consisted of 74 respondents determined using the Slovin formula and the technique of determining the sample was done by proportional stratified random sampling. Data in this study were collected through questionnaires and analyzed with multiple linear regressions. The data collection in this study was conducted by using a questionnaire with Likert scale measurement and using 4 answer options (strongly agree, agree, disagree, and disagree). The data obtained are then analyzed by using a simple regression technique. Before the first regression test is done the classical assumption test as required in the regression test. In addition to getting a general description of the two variables are also used frequency, mean, and TCR (Response Achievement Level).

Results and Discussion

This study wants to answer the formulation of the problem under study, namely whether there is an influence of leadership style and integrity together on the performance of employees in the West Sumatra SAR Office? To answer this research question, it can be seen the results of data analysis of research findings as presented in Table 1 below.

Table 1. Simultaneous Effects of Employee Leadership Style and Integrity on Employee Performance in West Sumatra SAR Office

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.726 ^a	.528	.514	4.767	1.829

a. Predictors: (Constant), Integrity Employees, Leadership Stile

b. Dependent Variable: Performance

Sumber: Research 2019

Table 2. ANOVA Test Results (F) The Effect of Simultaneous Leadership Style and Integrity on Employee Performance in West Sumatra SAR Office

ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1802.810	2	901.405	39.659	.000 ^a
	Residual	1613.745	71	22.729		
	Total	3416.554	73			

a. Predictors: (Constant), Integrity Employees, Leadership Stile

b. Dependent Variable: Performance

Sumber: Research 2019

Based on Table 1 above, it can be explained that the Adjusted R Square value obtained from the regression analysis is 0.514. That is, the magnitude of the influence of the leadership style and integrity variables on employee performance in the West Sumatra SAR Office is 51.4%. While the remaining 48.6% is influenced by other factors. If you pay attention to the Anova test results in Table 2 above, it can also be seen that the results or the significance value of the influence show the number 0,000a. That is, the truth of the conclusion of the results of this regression test can be trusted to 100%.

Furthermore, in this study, I want to answer the second and third problem formulation, namely whether there is an influence individually from the leadership style and integrity variables on employee performance in the West Sumatra SAR Office? In summary, the results of the regression testing to answer the problem formulation can be seen in Table 3 below.

Table 3. Effect of Employee Leadership Style and Integrity Variables on Employee Performance in West Sumatra SAR Office

Sub Variable	R	R Square	Adjusted R Square	Sig.
<i>Leadership Style</i>	.533 ^a	.284	.274	.000 ^a
<i>Integrity</i>	.698. ^a	.487	.480	.000 ^a

Sumber: Research 2019

Based on Table 3 , it can see that the Adjusted R Square value for the leadership style variable is 0.274. This means that the value of influence of leadership style on employee performance is 27.4% while the rest is influenced by other variables. Furthermore, the Adjusted R Square value for the employee integrity variable is 0.480. This means that the effect of employee integrity on employee performance is 48% and the remaining 52% is influenced by other variables. Also, if you pay attention to the Anova test results on the results or the significance value of the effect shows the number 0,000a for all variables. This means that the conclusion of the results of this regression test can also be trusted to 100%.

The results of research on the influence of leadership style and employee integrity on employee performance in the West Sumatra SAR Office have proven that there is an influence of leadership style and employee integrity on the performance of employees at the West Sumatra SAR Office, both simultaneously and individually. Together the influence of leadership style and employee integrity on employee performance in West Sumatra SAR Office produces a significance number of 0,000 and an Adjust R Square value of 0.514 so that it can be said that its contribution is 51.4% and the R-value is 0.726 which means that the strength of the style variable employee leadership and integrity of 72.6%. Based on these explanations it can be concluded that jointly the leadership style and employee integrity have a significant influence on the performance of employees in the West Sumatra SAR Office.

Furthermore, the test results individually on the influence of leadership style variables and employee integrity on employee performance produces a significant number of 0,000 each and the value of Adjust R Square respectively of 0.274 and 0.480. Therefore it mean that the contribution of leadership style to the performance of employees in the West Sumatra SAR Office is 27.4% and employee integrity control is 48%.

By observing the results of this study it can be understand that the results of this study can prove and contribute to strengthening theories and research findings that already exist, as stated by According to (Purnomo, 2006) Leadership Style has a positive effect on employee performance. Besides (Hendri, 2008) also expressed the opinion that leadership has a positive effect on Employee Performance. Leadership style has a very important role in influencing the workings of employees, the influence of leadership style on performance can also be said as work performance that is the quality and quantity results achieved by someone in carrying out their duties following the responsibilities given

Also, the results of this study are following research studied by several researchers such as Chen (2004) in their research examining the influence of organizational culture and leadership roles on organizational commitment, job satisfaction and employee performance in small and medium-sized industrial companies in Taiwan. Whereas (Thoyib, 2005) states that leadership, organizational culture, and organizational characteristics influence employee performance. While Fiedler in (Ogbonna, E., and Harris, 2000) proves the importance of leadership effectiveness by arguing that the effectiveness of a leader is a major determinant of the success or failure of groups, organizations or even countries. (Ogbonna, E., and Harris, 2000) in his research showed that leadership is well played by a leader can motivate employees to work better, this will make employees more careful trying to achieve the

company's expected goals, it has an impact on performance. The results of research Ogbonna and Harris (2000) show that organizational culture can be influence of leadership style toward job satisfaction and also has an impact in improving employee performance.

Also, integrity has a significant effect on employee performance, this is supported by the code of ethics and auditing standards of the Education and Training Center (2005) which states that the higher the level of employee integrity, the better the quality of performance results. The quality of inspection results reflects employee performance in terms of the quality of employee performance results. Mabruri and Winarna (2010) state that the quality of employee performance can be achieved if employees have good integrity and research finds that integrity influences performance. This is also consistent with the study of (Leroy, J.L., Gadsden, P., and Guijarro, 2011) the integrity of leader behavior is significantly related to organizational commitment and organizational performance. Good and reliable report quality will make a benchmark that the performance of the auditors is good.

Conclusions

Based on the results of the research and discussion described above, it can be concluded that there is an influence of leadership style and employee integrity on the performance of employees in the SAR Office in West Sumatra simultaneously or individually. Together the influence of leadership style and employee integrity on employee performance in West Sumatra SAR Office produces a significant number of 0,000 and an Adjust R Square value of 0.514 so it can be said that its contribution is 51.4% and the R-value is 0.726 which means that the strength of the style variable employee leadership and integrity of 72.6%. Based on these explanations it can be concluded that jointly the leadership style and employee integrity have a significant influence on the performance of employees in the West Sumatra SAR Office. While individually testing the influence of leadership style variables and employee integrity on employee performance produced a significant number of 0,000 and Adjust R Square respectively of 0.274 and 0.480. Therefore it can be said that the contribution of leadership style to the performance of employees in the West Sumatra SAR Office is 27.4% and employee integrity control is 48%.

References

- Diputra, I. B. G. S., & I. G. R. (2014). Pengaruh budaya organisasi dan kepuasan kerja terhadap motivasi kerja karyawan pada Hard Rock Hotel Bali. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*.
- Hendri, W. (2008). *Pengaruh Kepemimpinan dan Motivasi Terhadap Kinerja Karyawan Pada Hotel Grand Zuri Pekanbaru*. Universitas Riau.
- Leroy, J.L., Gadsden, P., and Guijarro, M. (2011). *The impact of daycare programs on child health, nutrition and development in developing countries: a systematic review. International Initiative for Impact Evaluation, Systematic Review 007*.
- Luthans, F. (2002). *Organizational Behavior* (9th ed.). McGraw-hill.
- McShane, S. L. an. M. A. V. G. (2010). *Organizational Behaviour*. McGraw - Hill.
- Mulyadi. (2002). *Auditing (Buku 1)* (6th ed.). Salemba Empat.
- Ogbonna, E., and Harris, L. C. (2000). Leadership Style, Organizational Culture and Performance: Empirical Evidence. *International Journal of Human Resource Management*, 11(4), 766–788.
- Purnomo. (2006). Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja Berdasarkan Motivasi Kerja Pada Karyawan Administratif di Universitas Sebelas Maret surakarta. *Jurnal Manajemen Sumber Daya Manusia*, 4(1), 27–35.
- Sukriyah, I., Akram, & Inapty, B. A. (2009). Pengaruh Pengalaman Kerja, Independensi, Obyektifitas, Integritas dan Kompetensi Terhadap Kualitas Hasil Pemeriksaan Oleh: *Pengaruh Pengalaman Kerja, Independensi, Obyektifitas, Integritas Dan Kompetensi Terhadap Kualitas Hasil Pemeriksaan*.

Sunarto. (2003). *Auditing* (1st ed.). Panduan.

Thoyib, A. (2005). *Hubungan Kepemimpinan, Budaya, Strategi, dan Kinerja: Pendekatan Konsep*. Fakultas Ekonomi Universitas Brawijaya.

Wibowo. (2007). *Manajemen kinerja*. Raja Grafindo Persada.