

LEADERSHIP STYLE STRATEGY IN IMPROVING EMPLOYEE PERFORMANCE AT THE LAHEWA DISTRICT OFFICE NORTH NIAS REGENCY

By

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ABSTRACT

This study aims to analyze leadership style strategies in improving employee performance at the Lahewa District Office, North Nias Regency. The focus of this study covers three main things: (1) to determine the leadership style strategies applied at the Lahewa District Office in improving employee performance, (2) to determine the obstacles faced in implementing these leadership style strategies, and (3) to identify strategies that can be applied to improve leadership effectiveness in an effort to improve employee performance. This study uses a qualitative approach with data collection techniques through observation, in-depth interviews, and documentation. The results of the study indicate that the dominant leadership style applied at the Lahewa District Office is a participatory leadership style, where leaders involve employees in decision-making and provide space for employees to express ideas and input. However, in its implementation, several obstacles were found, such as a lack of effective communication between leaders and employees, low motivation of some employees, and limited work support facilities. To overcome these obstacles, strategies that can be applied include increasing the intensity of communication, providing periodic self-development training, and providing adequate facilities and infrastructure to support the implementation of tasks. Through the implementation of these strategies, leadership effectiveness is expected to increase, thus having a positive impact on improving employee performance.

Keywords: Strategy, Leadership Style, Employee Performance, Lahewa District Office.

STRATEGI GAYA KEPEMIMPINAN DALAM MENINGKATKAN KINERJA PEGAWAI DI KANTOR KECAMATAN LAHEWA KABUPATEN NIAS UTARA

ABSTRAK

Penelitian ini bertujuan untuk menganalisis strategi gaya kepemimpinan dalam meningkatkan kinerja pegawai di Kantor Kecamatan Lahewa, Kabupaten Nias Utara. Fokus penelitian ini meliputi tiga hal utama: (1) untuk mengetahui strategi gaya kepemimpinan yang diterapkan di Kantor Camat Lahewa dalam meningkatkan kinerja pegawai, (2) untuk mengetahui hambatan yang dihadapi dalam penerapan strategi gaya kepemimpinan tersebut, dan (3) untuk mengidentifikasi strategi yang dapat diterapkan guna meningkatkan efektivitas kepemimpinan dalam upaya meningkatkan kinerja pegawai. Penelitian ini menggunakan pendekatan kualitatif dengan teknik pengumpulan data melalui observasi, wawancara mendalam, dan dokumentasi. Hasil penelitian menunjukkan bahwa gaya kepemimpinan yang dominan diterapkan di Kantor Camat Lahewa adalah gaya kepemimpinan partisipatif, di mana pimpinan melibatkan pegawai dalam pengambilan keputusan dan memberikan ruang bagi pegawai untuk menyampaikan ide serta masukan. Namun, dalam penerapannya ditemukan beberapa hambatan seperti kurangnya komunikasi yang efektif antara pimpinan dan pegawai, rendahnya motivasi sebagian pegawai,

serta keterbatasan fasilitas penunjang kerja. Untuk mengatasi hambatan tersebut, strategi yang dapat diterapkan antara lain adalah meningkatkan intensitas komunikasi, memberikan pelatihan pengembangan diri secara berkala, serta menyediakan sarana dan prasarana yang memadai guna mendukung pelaksanaan tugas. Melalui penerapan strategi ini, efektivitas kepemimpinan diharapkan dapat meningkat sehingga berdampak positif terhadap peningkatan kinerja pegawai.
Kata Kunci: Strategi, Gaya Kepemimpinan, Kinerja Pegawai, Kantor Kecamatan Lahewa.

INTRODUCTION

Employee performance is a key indicator of the effectiveness of public sector organizations, particularly at the sub-district government level, which directly implements public services. Poor employee performance results in slow public service delivery, diminished public trust, and suboptimal achievement of organizational goals. Therefore, efforts to improve employee performance are a strategic issue in government management. One factor consistently linked to employee performance is leadership style. Leadership is understood not only as a structural position, but as a process of influencing employee behavior through communication patterns, decision-making, and motivation. A leadership style that is incompatible with the characteristics of the organization and employees has the potential to reduce employee motivation, discipline, and initiative (Robbins & Judge, 2021; Yukl, 2021).

The Lahewa District Office in North Nias Regency, as a sub-district-level government work unit, faces employee performance issues reflected in inconsistent attendance, late completion of tasks, and low work initiative. These conditions indicate that the leadership strategies implemented have not been fully able to drive optimal employee performance. Therefore, this study aims to analyze the leadership style strategies implemented, identify obstacles to their implementation, and formulate strategies that can improve leadership effectiveness in improving employee performance.

LITERATURE REVIEW

1. Leadership Style

Leadership style refers to the behavioral patterns used by leaders to direct, motivate, and influence employees to achieve organizational goals. Goleman (2020) emphasized that leadership effectiveness depends on the leader's ability to adapt their leadership style to the needs of the situation and employee characteristics. Northouse (2021) differentiates leadership styles

based on task orientation and relationship orientation, each of which has different implications for organizational performance. In public organizations, participatory and transformational leadership styles are considered relevant because they encourage employee engagement, strengthen two-way communication, and increase a sense of responsibility for work (Lussier & Achua, 2020). Conversely, an overly authoritarian leadership style has the potential to reduce employee creativity and motivation.

2. Employee Performance

Employee performance is defined as the quality and quantity of work results achieved by an individual in accordance with assigned responsibilities (Mangkunegara, 2021). Performance is influenced not only by individual abilities but also by organizational factors such as leadership, the work environment, and the reward system (Mathis & Jackson, 2020). Employee performance indicators include work quality, work quantity, responsibility, cooperation, and initiative (Bernardin & Russell, 2019).

3. The Relationship Between Leadership Style and Employee Performance

Theoretically, leadership style has a causal relationship with employee performance. Leaders who are able to build effective communication, provide motivation, and involve employees in decision-making tend to produce better performance. Previous research in various sub-district offices has shown that participatory leadership contributes positively to improving employee performance, although its implementation is often challenged by resource constraints and low work discipline.

RESEARCH METHODS

This study uses a descriptive qualitative approach to deeply understand the phenomenon of leadership styles and employee performance at the Lahewa District Office, North Nias Regency. The research location was determined purposively due to the relevance of the leadership and employee performance issues studied. Data were collected through observation, in-depth interviews, and documentation. The research informants included the sub-district head as the key informant, the sub-district secretary as the primary informant, and several section heads and staff as supporting informants. Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing, while maintaining data validity through source triangulation.

RESULTS AND DISCUSSION

1. Leadership Style Strategies Applied

The research results show that the dominant leadership style applied at the Lahewa District Office in North Nias Regency is participatory. This is reflected in employee involvement in internal discussions, the sharing of opinions before decision-making, and the provision of opportunities for employees to provide input regarding task implementation and public services. The participatory leadership implemented by leaders reflects a strong relationship orientation, where leaders act not only as decision-makers but also as facilitators of teamwork. This finding aligns with Northouse's (2021) view that relationship-oriented leadership tends to increase trust, openness, and employee engagement within the organization. In the context of public organizations, this leadership style is important because it can strengthen employees' sense of responsibility for public service duties.

However, the research also shows that the implementation of participatory leadership at the Lahewa District Office remains normative and situational, not yet fully institutionalized in the work system. Employee involvement in decision-making is often limited to technical operational issues, while strategic decisions are still dominated by leaders. This indicates that employee participation has not been fully accompanied by proportional delegation of authority. According to Robbins and Judge (2021), participative leadership will have an optimal impact on performance when accompanied by role clarity, consistent two-way communication, and leadership trust in the competence of subordinates. Without these three elements, participation becomes merely a formality that does not significantly improve performance.

2. Obstacles in Implementing Leadership

This study identified several key barriers to implementing leadership style strategies at the Lahewa District Office. The first barrier is the lack of effective internal communication. Although leaders facilitate open discussions, work instructions and task prioritization are not always delivered clearly and consistently. This often results in employees waiting for further instructions before completing work, resulting in delays in service delivery. The second obstacle is low motivation among some employees, especially those with long-term experience. This situation indicates work burnout that is not fully addressed through adaptive leadership strategies. Hasibuan (2020) states that employee motivation is significantly influenced by leadership's

attention to their psychological needs, including recognition, self-development, and clear career paths.

The third obstacle is limited work facilities and infrastructure. Inadequate work facilities limit employees' freedom of movement in carrying out their duties optimally. Pasolong (2021) emphasized that government apparatus performance is inextricably linked to the support of adequate work systems and facilities. Therefore, limited facilities are a structural factor that undermines leadership effectiveness.

3. Leadership Effectiveness Improvement Strategy

Based on research findings, several strategies can be implemented to improve leadership effectiveness and enhance employee performance. First, strengthen organizational communication through clearer, more routine, and structured instructions. Effective communication reduces task ambiguity and increases work efficiency (Robbins & Coulter, 2021). Second, providing regular employee training and development to improve employee competence and confidence in carrying out their duties. Lussier and Achua (2020) emphasize that leadership oriented toward human resource development will be more effective in improving an organization's long-term performance.

Third, implement a fair and transparent reward and performance recognition system. Rewards don't always have to be material, but can take the form of formal recognition or greater trust given to high-performing employees. This strategy aligns with Mangkunegara's (2021) view that rewards are a crucial instrument for improving employee motivation and performance. Thus, participatory leadership at the Lahewa District Office needs to be strengthened through the support of a more comprehensive organizational system in order to be able to provide a real impact on improving employee performance.

4. The Impact of Leadership Style on Employee Performance

From a performance perspective, research has found that a participatory leadership style has a positive impact on working relationships and cooperation among employees, but it does not necessarily increase individual initiative and productivity equally. Employees feel more valued and heard, but not all have shown significant improvements in the quality and quantity of their work. This can be explained through Mangkunegara's (2021) theory of employee performance, which states that performance is influenced by a combination of ability, motivation, and job opportunities. In the context of the Lahewa District Office, participatory leadership has created

a more conducive work climate, but has not fully increased intrinsic employee motivation, especially for employees who have worked for a long time and are accustomed to bureaucratic work patterns.

Mathis and Jackson (2020) emphasized that effective leadership must be accompanied by a clear reward and feedback system to motivate employees to improve their performance. Research findings indicate that limited formal recognition for high-performing employees leads to stagnant work motivation. As a result, some employees simply fulfill administrative obligations without any incentive to innovate or improve service quality. Furthermore, performance indicators such as work initiative and individual responsibility remain relatively low. This situation reinforces Bernardin and Russell's (2019) view that employee performance is determined not only by leadership style but also by the clarity of work systems and performance expectations set by the organization.

CONCLUSION

This study concludes that participatory leadership is the primary approach implemented at the Lahewa District Office in North Nias Regency and has positive potential for improving employee performance. However, its effectiveness is still limited by communication barriers, motivation, and limited work facilities. Therefore, improving employee performance requires strengthening leadership strategies supported by a conducive organizational system. These findings provide practical implications for sub-district leaders in designing more effective leadership strategies and provide theoretical contributions to leadership studies in the public sector.

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