

The Influence of Leadership Style on the Public Service Delivery System: A Case Study in Kabupaten Nunukan, Indonesia

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Abstract: Leadership is the process of influencing a group or individual to achieve a specific target while a leader is an individual who can influence others. In addition to the process, leadership is also seen as a system used by an individual to influence group members towards achieving objectives. In short, the term leadership style is a motivating behavior and helps subordinates in achieving goals. Therefore, this study aims to identify the role of leadership on the effectiveness of the public service delivery system in Kabupaten Nunukan, Indonesia. Using questionnaires, total of 376 of staff were selected as respondents. Findings show that leaders were found to adopt a transformative leadership style rather than adaptive and participative. In addition, there are four factors that influence transformative leadership style. That's factors consist of cooperation, criticism, disputes and group. Thus, the Batho Pele model (1997) and the Fiedler Contingency Leadership Model (1967) need to be combined or applied in forming an organization that is capable of providing the best service to society or the people.

Keywords: leadership, transformative, adaptive, participative, Nunukan, Indonesia.

I. INTRODUCTION

Leadership is very important to an organization or even to a country because leadership is the basis for the direction and development of an organization or country. Even certain good and positive leadership is needed in public organizations such as in ministries or government departments. Not to mention the government agencies at the district level, because it is the 'front door' of the government with the people. The efficiency of the district administration will symbolize the overall efficiency of government administration. At the same time, a certain leadership style is needed to ensure the government's delivery system runs smoothly and meets the target of the people as a whole.

This study, "The Influence of Leadership Style in Nunukan District Public Service Delivery System," attempts to explore the style or leadership style of Nunukan top management and see the impact and influence of leadership style on service delivery system. Not many studies have been done regarding leadership style with service delivery system, especially at the administrative level of the district government. Due to that, this study tries to identify the leadership style in Nunukan and at the same time improve services on behalf of the government.

Most previous studies have focused on the leadership style of certain department heads such as the leadership of the Regent in general without relating to other subjects such as leadership style and its relevance to the service delivery system. [1] for example only made a study on the leadership of the Regent, namely the leadership of Regent Sidrap, Makassar instead this study not only looks at the leadership of the Regent but also focuses fully on the entire top management leadership selected in Nunukan Regency.

[1] found that Regent Sidrap adopts a democratic leadership style, where he maintains good communication between his subordinates or ranks by holding deliberations before deciding or taking a policy and firm in each of his leadership, especially in decision making.

Meanwhile, [2] in his Phd dissertation entitled "Analysis of Leadership Style and Performance of Regent of Pohuwato Regency Gorontalo Province," found that Regent Pohuwato practiced transformational and transactional leadership style where the nature of change is applied in his administration and always give appropriate instructions and guidance to subordinates.

II. LITERATURE REVIEW

Leadership is the process of influencing a group or individual to achieve a specific target while a leader is an individual who can influence others [3]. In addition to the process, leadership is also seen as a system used by an individual to influence group members towards achieving objectives [4]. In short, the term leadership style is a motivating behavior and helps subordinates in achieving goals. It is considered as a motivator to achieve the goals of an organization [5].

Most definitions of leadership mostly describe that it involves a process in which influence over others to guide, structure, and facilitate activities in individual and organizational relationships [6]. There are different definitions of different aspects, including those that have a strong influence, ways of how to influence a group or individual, and the outcome of that influence. Differences in terms of leader identification and leadership processes i.e. differences in terms of concepts and researchers in different phenomena [7].

[8] in turn define leaders as agents of change, who act to affect others. [9] argue that one of the strongest motivations and resources for leadership is internalization, meaning the acceptance of leadership influence that is consistent with the behavioral motives of the followers.

The concept of leadership is important in terms of employee work style, which significantly influences organizational performance, effectiveness and results from leader behavior [10]. Leadership plays a key role for an organization to create good relationships among employees as well as management that has a positive impact on the organization, improve service performance and change the outcome of behavior when used properly [11].

Using the Batho Pele principle to evaluate the public service delivery system, [11] conducted a study to assess the extent to which the eight Batho Pele principles are implemented in the education sector in Limpopo district, South Africa. The study sample consisted of 52 officers and 50 educators found that the system of delivery of educational services is in an unsatisfactory or problematic category.

Studies in the health sector also found that health sector employees do not practice the Batho Pele principle. Where the results of the study found that superiors do not introduce the principle of Batho Pele as a whole to health sector staff and this causes doctors do not have a high commitment to treat patients and cannot work with nurses [12].

Through a qualitative approach, the Batho Pele principle reveals that there are problems in the public service delivery system in the Greater Zaneen City, Africa. Among the issues identified were low motivation, lack of budget and lack of human resources [13]. Therefore, the triangulation approach, which is a combination of quantitative and qualitative methods, found that by using the Batho Pele principle, good governance can be improved [19]. In addition, the Batho Pele principle was also found to emphasize the aspects of transparency and accountability especially in the service delivery system in the health sector [14].

Since the advent of electronic or digital government two decades ago, the delivery of online public services has been at the core of efforts to leverage the Internet and improve the performance of the public sector [10].

In addition, according to [12] leadership is defined as a process used to motivate and influence employees for better performance to achieve organizational goals. Meanwhile [13] describe leadership as the ability to influence an individual or group of people to achieve a particular goal and goals of an organization. Therefore, this study focuses on adaptive leadership style, transformative leadership style and participatory leadership style.

III. METHODOLOGY

Analysis unit or respondents consist of Nunukan population. Using a simple random sampling method, the determination of sample size in this study is based on a method that has been determined by [14]. Since the staff of Nunukan in 2019 is 8,000, the total sample required is 367 respondents. The research instrument consists of one sets of questionnaire. While, this study also focuses on two analyzes namely mean analysis and regression analysis.

IV. FINDING

To identify the leadership style practiced by leaders in Nunukan, mean analysis was obtained. Based on Table: I, it is found that leaders in the Nunukan practice transformative leadership style. Where the mean value recorded for transformative leadership style (4.05) is higher than adaptive leadership style (2.97) and participative leadership style (2.53).

TABLE: I

Variables	Mean
Transformative	4.05
Adaptive	2.97
Participative	2.53

Table II shows the findings for regression analysis of the factors influencing leadership style. The variables for leadership style consist of cooperation, criticism, completion, work, consideration, productivity, effort, respect, family, competence, reason, responsibility, closeness, positive and listener. It was found that there are four variables that are found to be significant at the significance level of 0.01, namely cooperation, criticism, disagreement and group.

Significantly, variables of cooperation, criticism, disagreement and group were found to influence leadership styles. Thus, the null hypothesis was rejected and overall, these factors contributed 47.4 percent in identifying the factors that influence the leadership style in Nunukan.

TABLE: II

Variables	Statistics
Cooperation	0.000***
Criticism	0.000***
Disputes	0.000***
Group	0.000***
Consideration	0.433
Productive	0.563
Effort	0.073
Regards	0.503
Family	0.746
Efficient	0.127
Reason	0.720
Responsibility	0.565
Near	0.204
Positive	0.108
Listeners	0.929
R2 = 0.474	
Sig = 0.000	

V. CONCLUSION

In terms of theory, the two theories that have been discussed, namely Batho Pele (1997) and Fiedler Contingency Leadership Model (1967) need to be combined or applied in forming an organization that is able to provide the best service to society or people. In this study, by giving priority to the needs of the people, and combined with various or varied leadership styles that are transformative, adaptive and transformative leadership styles, then it is certain that the government (Regent Department) is able to provide an effective public service delivery system and at the same time giving satisfaction to the people.

Improvement is the best step for the Nunukan in ensuring the needs and welfare of the people are given priority. In the process of improvement, it needs to start from the leaders, then to the staff and then to the people in evaluating the effectiveness of the services provided.

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In ensuring the best leadership style to be accepted by staff, a leader needs to diversify his leadership style as suggested in the Fiedler Contingency Model (1967). Where this model believes in the effectiveness of leadership styles varies depending on the situation. In this study, the proposed leadership styles are transformative leadership style, adaptive leadership style and participative leadership style.

In addition to leadership style, a leader also needs to identify the needs of the people. Therefore, the Batho Pele Model (1997) which means to prioritize the people should be emphasized. Where the Batho Pele Model focuses on eight principles in ensuring the accessibility of government services by increasing the efficiency and accountability to the recipients of public goods and services, namely the people. The eight principles are consultation, service, access, courtesy, information, openness and transparency, correction and value for money.

Therefore, if the two theories or models are combined and applied in the process of delivering services to the people, of course the quality of existing services can be improved and in turn can improve the well-being of the people in general.

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