

THE EFFECT OF LEADERSHIP STYLE ON THE PERFORMANCE OF THE WEST JAKARTA FIRE SERVICES

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ABSTRACT

This study entitled The Effect of Leadership Style on Employee Performance at the West Jakarta Fire Service, which is located at Jalan Tanjung Duren Raya No. 1, RT.12/RW.2, Tanjung Duren Utara, Grogol Petamburan, RT.12/RW.2, Tj. Duren Utara, Kec. Grogol petamburan, West Jakarta City, Jakarta Special Capital Region 11470. This research will take place from June-December 2020. Population and sample in this study were all operational members of the Fire Department, totaling 134 people. The sampling method was purposive random sampling, and the number of samples was 57 people. Furthermore, the data is processed by quantitative methods using the SEM PLS 3 tool. The criteria for testing discriminant validity are based on the value of the test variable which is greater than the value of the other variables. Based on the test results in the year that the value of the x1 variable is smaller than the two y variables. Thus the test results are not discriminantly valid. The result of this study is that the value of Cronbach's alpha is more than 0.7, so it can be said that the variable is said to be reliable. The composite reliability value from the test results shows a value above 0.7, so it can be said that the data is valid. The conclusion from the test results can be said that the data is valid and reliable. Closer to 1, the better. From the test results, it is known that the NFI value is 0.68 which means the model is quite good and appropriate. Based on the test results, it is known that the Y1 variable has an R-Square value at Y of 0.781. This means that the variable X can explain the effect of the variable Y by 78.1% while the remaining 21.9% is explained by other variables outside of this study. Based on the test results, it is known that the P-value of the test results between the variables x to Y is 0.000. Based on these results, it can be concluded that the variable x has an effect on y1 and the variable x has an effect on y2. Results of the regression test show that the value of the original sample X against Y is 0.884. means that if the value of the variable x increases by 1 unit, it will increase the value of Y by 0.884.

Keywords : Leadership, Employee Performance

INTRODUCTION

In an organization to realize quality human resources in terms of what they are engaged in, it necessary to have the role of a leader. A leader who has the ability in his field can influence the performance of employees to work by the instructions given. The ability of a leader to run according to an organizational or company factor will be able to support an effective leadership process and create a good performance. Leaders and

employees can work together and fill each other's shortcomings to create a cohesive and harmonious work climate in all parts. Success is the actualization of self-potential

outright the opportunity to meet the needs of life for an employee. As for the company, success is a means towards the growth and development of the company. Along with its development, companies often neglect the management of their human resources.

Therefore a leader (Leadership) in government services is a component of top management who moves first, walks in the forefront, takes the first step, acts first, pioneers, directs thoughts, directs opinions, directs the actions and guides of others, and moves others through their influence so the goals that have been set can be achieved. An organization is a consciously coordinated social unit with an identifiable reactive boundary, working continuously to achieve goals. Organizations consist of people who have a clear set of activities and are carried out on an ongoing basis to achieve organizational goals. All actions taken in every activity are initiated and determined by people who are members of the organization, where man are the main supporters of every organization regardless of the form of the organization.

As a servant of the state and society, the West Jakarta fire department must also be able to improve services by improving and optimizing service standards with the principles of being fast, precise, and satisfying to be in line with the vision of the West Jakarta fire department, namely the realization of professionalism in service and protection for the public. Residents of West Jakarta from the fire disaster. The task of the West Jakarta fire sector is to assist the West Jakarta Mayor in carrying out his duties in the field of fire and prevention, with the function of serving the community in licensing/recommending building supervision in the case of fires and extracting Regional Original Revenue (PAD) through levy collections. Understanding and comprehension to all parties that the fire department is not only after the fire but behind omit many missions are carried out in the context of security, comfort, and service for humans, buildings, and services as a whole. The different work patterns of firefighters are institutions that work with other work units in the area. These differences can be seen from the pattern of work carried out, among others:

1. Work 24 hours (City Guard)
2. Requires excellent physical and stamina
3. Must know various national and international standards in the field of fire
4. Must have knowledge of electricity, buildings, combustible materials, assistance to people and property, use of technology, and investigations
5. Work based on fixed procedures (Protap)
6. Not understanding and applying the required knowledge standards will be fatal for firefighters, people, and property to be saved.

Basically, leadership has an important influence on work motivation and employee performance. In the fire department, most of whom are State Civil Apparatuses (ASN), it is their obligation to devote themselves to certain agencies appointed / where they are placed, then their service to the community must be number one when needed whenever they must be ready to serve needs of the people who need their help. For this reason, the

employees of the Fire Department need good motivation from their work environment and good performance from within themselves and their environment, the leadership at the relevant institution or service is also the initial gateway that becomes an example for their subordinates to motivate and improve the performance of their employees. Table of recapitulation of West Jakarta city fires from 2017-2019:

Table 1
Recapitulation of the Number of Fires
and Fires that Can Be Managed in 2017-2019

MONTH	Number of Fires			Number of Fires That Can Be Treated		
	2017	2018	2019	2017	2018	2019
Januari	19	10	8	17	8	7
Februari	22	12	9	19	9	8
Maret	14	11	24	11	10	22
April	20	12	20	18	10	19
Mei	20	8	16	17	8	14
Juni	50	12	10	48	11	8
Juli	33	12	31	31	10	28
Agustus	33	9	23	29	7	20
September	12	21	12	10	19	11
Oktober	14	16	18	14	15	16
November	13	14	11	10	11	10
Desember	10	18	10	8	16	8
Total	260	155	192	232	134	171

Source: Dinas Pemadam Kebakaran;2020

From the table above, it can be seen the number of fire incidents from 2017-2019 with the highest number of fires happened in 2017 as 260 fires while the number of fires that can be handled above 90%, for example in 2019 in December the number of fires was 10 incidents, while only 8 incidents can be handled.

Meanwhile, the number of employees in the Riau Province Fire Department can be seen in the table below :

Table 2
Number of employees at the City Fire Department in 2019

Position	Number of Employees (person)
Head of Department	1
Secretary	1
Head of Subsection	3
Head of Division	3
Section	6
Operational Member	120
Total Number	134

Source : Dinas Pemadam Kebakaran ;2020

From the table above, the object of this research is the operational member. Operational members referred to employees of the Fire Department who directly handle the incident at the time of the fire.

In the organization, two parties are interdependent and the main elements in the organization, namely the leader as superior and employees as subordinate. The leadership of leaders in an organization is considered very important because leaders have a strategic role in achieving organizational goals which are usually stated in the vision and mission of the organization. Leadership is the ability and skill of a person or individual who occupies a position as a work unit leader to influence the behavior of others, especially his subordinates, to think and act in such a way so that through positive behavior can make a real contribution to the achievement of organizational goals. Then Basuki and Susilowati (2005) stated that the leader is the central management point, while management is the central point of the organization. Leaders in their leadership need to think about and show the leadership style that will be applied to their employees. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. The leadership style of superiors can affect the success of employees in achievement. In other words, the superior's leadership style can affect the performance of employees in an organization. Then an important value element in the organization besides the leadership style is work motivation. Motivation is a factor whose presence can lead to job satisfaction and improve employee performance. Work motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities to achieve a goal. Thus motivation is an important variable, where motivation needs to get better attention for the organization in improving the performance of its employees. Based on the background of the problem above, the writer concludes the formulation of the problem, that is: "Does Leadership Style Affect Employee Performance at the West Jakarta Fire Department?"

Theoretical Framework

There are four leadership behaviors, namely directive, supportive, participative, and achievement-oriented. Employee performance cannot be separated from the role of the leader if the leader can move his subordinates, the organizational goals will automatically be achieved and if the leader cannot move his subordinates or manage his subordinates the organizational goals are not achieved. This can be seen from the lack of leadership in providing clarity about the direction of their respective goals. Concerning employee performance, Iskandar (2016) states the notion of performance is work performance, work implementation, work performance. Meanwhile, Armstrong in Supriatna (2013) states that: In management terms, performance is getting good results from the organization through understanding, mutual consideration guided by a work standard.

Leadership is an expression that places the position of a leader in an institution in the most important position and will always be responsible for its leadership. Robbin (2006) states that leadership is the ability to influence the group towards the achievement of goals. Leadership is a process of interaction between leaders and employees in which the leader seeks to influence employees to achieve the goals of the company or institution Northouse, (2010); Yukl, (2005). According to Thoha (2007) leadership is the nature,

character, or way of a person to foster and mobilize a person or group of people so that they are willing, committed, and loyal to carry out activities under the duties and responsibilities to realize a company that has previously determined. In motivating employees, the role of a leader is needed because leadership is a process of using positive influence on others to do more effort in several tasks or change their behavior. Effective leadership can help institutions to survive in situations of uncertainty in the future Katz and Khan, (1978); Koh (1995); Mowday (1982) in Sovyia Desianty (2005). In addition, Gibson (2006) says that leadership is an effort to use the type of influence rather than coercion to motivate people to achieve certain goals. Path-goal theory, This theory is the task of the leader to provide information, support, or other resources needed to followers or subordinates so that they can achieve their various goals. The term path-goal stems from the belief that effective leaders should be able to show the way to help their followers get the things they need to achieve their work goals and make the journey easier and remove obstacles.

A person's performance is a combination of ability, effort, and opportunity that can be assessed from the results of his work". Leaders in the organization must have advantages compared to their subordinates, namely employees in the organization concerned so that they can show their subordinates to move, be active, have high efforts to achieve the goals that have been set. To find out how well employees are performing under the standards set by the organization/company, it is necessary to perform a performance appraisal, which implies a continuous assessment of performance. Performance appraisal is the process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees on their work performance. In evaluating employee performance, six things need to be understood, namely:

1. Usefulness of performance appraisal results
2. Elements of performance appraisal
3. Past performance appraisal techniques
4. Tips for carrying out performance appraisals that manage human resources in the organization.

Performance appraisal is a process carried out by organizations by evaluating or assessing employee performance. This activity is to improve personnel decisions and provide feedback to employees about their work performance.

To support this research, the following is the previous research which is the basis for the researcher to carry out Ricky Randhita's research, 2012 with the research title "The Influence of Leadership Style on Employee Performance in Village Government Organizations (Case of Ciparigi Village, North Bogor District, Bogor City)", Bogor Agricultural University, 2012. This study aims to identify the urban village head leadership style applied in various activities, examine the factors that influence the application of the urban village head leadership style, examine employee performance in the Ciparigi Village organization, and analyze the influence of leadership style on employee performance in Ciparigi Village. From the results of the study, it is known that the level of employee performance in the Ciparigi Village organization as a whole is high enough, reaching 75 percent of employees, while the rest have average commission. In the performance appraisal, there is no difference between the performance appraisal based on the

appraisal of the employee concerned and the appraisal of the community members. The effect of applying a certain leadership style to the urban village head related to various activities in the Kelurahan be perceived by employees to affect the resulting performance. The application of the consultative leadership style and the participatory leadership style of the urban village head affect producing high employee performance.

Research conducted by Cafila Ficalita, 2011 with the title "The Influence of Leadership Style on Employee Performance in the Malang City Cooperatives and SMEs Service", Universitas Islam Negeri, MALANG, 2011. This research was conducted at the Malang City Cooperatives and SMEs Office. There are 38 samples selected by Saturated Sampling. In

this study, the data analysis used was a multiple linear regression model. Before performing regression analysis, validity, reliability, and classical assumption tests were carried out so that the resulting data would be good. Based on the results, it can be concluded that the directive leadership style, supportive leadership style, participatory leadership style simultaneously have a significant influence on employee performance. However, if tested partially, only the participative leadership style variable has a significant effect on employee performance. The variable that has the most dominant influence on employee performance is participatory leadership style. So it can be concluded that directive leadership style, supportive leadership style, participatory leadership style have an equally important role in improving employee performance.

Research conducted by Lusi Maryani, 2011 with the research title "The Influence of Leadership Style on Employee Performance in the Human Capital Management Division at PT. Bank OCBC NISP Tbk", Mercu Buana University, Jakarta, 2011. The purpose of this study was to determine and analyze the effect of leadership style consisting of 3 dimensions, namely authoritarian leadership, democratic leadership, and independent leadership on employee performance at PT Altrak 1978 Medan branch. The research methodology used is the descriptive analysis method and multiple linear regression analysis. Data processing is done using SPSS 16.0 for windows. The population in this study were employees at PT Altrak 1978 Medan Branch and the sample was all employees who operated 75 people. The results of this study indicate that the variables of authoritarian leadership style, democratic leadership style, and leadership style have no significant effect on employee performance at PT Altrak 1978 Medan Branch. These results can be seen in the multiple regression analysis and the coefficient of determination, the R-value of 0.632 means that the relationship between authoritarian leadership style, democratic leadership style, and independent leadership style on employee performance is 63.2%, meaning that the relationship between variables is close. Adjusted R Square value of 0.355 which means 35.5% of performance can be explained by the leadership style consisting of authoritarian leadership style, democratic leadership style, and free leadership style. While the remaining 64.5% can be explained by other factors not examined in this study.

METHOD

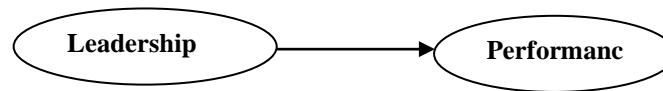
The hypothesis of this research is: "It is suspected that leadership style has an effect on work motivation of West Jakarta fire department employees."

According to methodology that used in this study, then the variables that analyzed are :

1. Leadership style (X)
2. Employee performance (Y)

Conceptual Framework

The conceptual framework in this research can be described as shown below:



Picture 1 : Conceptual Framework

Research Location and Research Time

In this research, the author conducted research at the fire department office in west jakarta, which is located at Tanjung Duren Raya Street No. 1, RT.12/RW.2, Tanjung Duren Utara, Grogol Petamburan, RT.12/RW.2, Tj. Duren Utara, Grogol petamburan, West Jakarta, Jakarta Capital Special Region 11470. This research will take place from June to December 2020.

Data Types and Sources

1. Primary Data is data obtained through field research by conducting direct research at the West Jakarta Fire Department office which is the object of research which is the object of research to obtain some information.
2. Secondary data is data obtained from the West Jakarta Fire Department, which is about the number of employees and various sources related to employee performance

Data Collection Technique

1. Interview.
is a data collection method. The author conducts direct interviews with related parties to the object of research such as leaders and employees.
2. List of Question
is a data collection method. The author makes a list of questions given to employees who became respondents in this research.

Population and Sample

Population and sample in this research is all operational members at the Fire Department amounted to 134 people. Sampling method by purposive random sampling. To determine the number of samples used the slovin formula :

$$n = \frac{N}{N d^2 + 1}$$

$$N d^2 + 1$$

n = Sample Size

N = Population Size

d² = precision allowance of inaccuracy due to tolerable or desirable sampling error, example 10%.

$$\text{The sample is } \frac{134}{(134 \cdot (0,10^2)) + 1} = 57,26 = 57 \text{ people}$$

The X and Y Variables used in this linear regression analysis were obtained from the results of a questionnaire about each of these variables. To change the qualitative data from the questionnaire results into the quantitative data that needed in the linear regression analysis, Then the ordinal scale is used as follows:

- a. Variable X (Leadership)
 - 1. Very Good (VG) rated 5
 - 2. Good (G) rated 4
 - 3. Not Good Enough (NGE) rated 3
 - 4. Not Good (NG) rated 2
 - 5. Very Not Good (VNG) rated 1
- b. Variabel Y (Employee Performance)
 - 1. Totally Agree (TA) rated 5
 - 2. Agree (A) rated 4
 - 3. Don't Agree (DA) rated 3
 - 4. Disagree (D) rated 2
 - 5. Totally Disagree (TD) rated 1

Data processing uses Structural Equation Modeling (SEM) which is run by Smart PLS 3.

Operational Variable

The operational variables of this research are :

Simbol	Variabel	Dimen	Indikat
X	Organizational Leadership (Kartono, 2013)	1. Arrange	a. Managerial Ability
			b. Provision
		2. Showing	a. Information Availability
			b. Notification
			c. Communication
			d. Development
		3. Organize	a. Division of Tasks
			a. Leadership Control
4. Control	b. Follow up Action		
	a. Need for Affiliation		
Y	Employee Performance (Iskandar, 2016)	1. Motivation	b. Need for Power
			a. Task Clarity
		2. Development	b. Result Clarity
			c. Time Clarity
			a. Solidarity
		3. Support and Work	b. Social Integrity
			a. Information Convenience
		4. Information Convenience	b. Definition
			c. Feedback

RESULT AND DISCUSSION

Descriptive Statistic Test

	No.	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
X1	1,000	0.000	4,351	4,000	3,000	5,000	0.607	-0.616	-0.367
X2	2,000	0.000	4,158	4,000	3,000	5,000	0.523	0.364	0.176
X3	3,000	0.000	4,246	4,000	3,000	5,000	0.539	-0.244	0.110
X4	4,000	0.000	4,298	4,000	3,000	5,000	0.674	-0.765	-0.453

Descriptive statistic tests were conducted to determine the average value, median value, maximum and minimum values and the standard deviation of each indicator used to describe the researched variables.

Convergent Validity Test				
	X	Y1	Y2	Information
X1	0.727			Valid
X2	0.811			Valid
X3	0.709			Valid
X4	0.818			Valid
Y1			0.73	Valid
Y2			0.817	Valid
Y3			0.787	Valid
Y4			0.804	Valid

The decision making criteria in testing convergent validity are based on the test result value that is greater than 0.7. Based on the test results, it is known that the entire value of the convergent validity test results is greater than 0.7. Based on these results, it can be concluded that the indicators to describe the variables are declared valid.

Discriminant Validity

	X	Y
X		0.768
Y2	0.884	0.785

The criteria for testing discriminant validity are based on the value of the test variable which is greater than the value of the other variables. Based on the test results, it

is known that the value of the x1 variable is smaller than the two variables of y. Therefore, the test results are discriminantly invalid.

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X	0.766	0.773	0.851	0.59
Y	0.792	0.797	0.865	0.617

This test is to prove the valid and reliable data. The data is valid if the composite reliability value is above 0.7 and the data is reliable if the Cronbach's alpha value is greater than 0.7. From the test results, it is known that the value of Cronbach's alpha is more than 0.7, so it can be said that the variable is reliable. The composite reliability value from the test results shows a value above 0.7, so it can be said that the data is valid. The conclusion from the results of this test is the data are valid and reliable.

R squared

	R Square	R Square Adjusted
Y	0.781	0.777

The R-Square test is used to test the ability of the x variable to explain the y variable. The decision making in this study is based on the R-square value. If close to 1, it's better and if close to 0, it's less good. Based on the test results, it is known that the Y variable has an R-Square value of 0.781. Then the X variable is be able to explain the effect of the Y variable by 78.1%. While the remaining 21.9% is explained by other variables outside of this research.

Path Analysis (look at the convergent validity test)

Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X ->Y2	0.884	0.885	0.036	24.422	0.000

T Test

This test is to find out the relationship between the independent variable and the dependent variable. The test results are based on the p values. If the p value is less than 0.05, it can be concluded that there is an influence between the independent variables on

the dependent variable. Otherwise, if the p value is greater than 0.05, it can be concluded that there is no influence between the independent variables on the dependent variable. Based on the test results, it is known that the P value of the test results between the x variable and y1 are 0.000 and the test result value between the x variable and y2 are 0.000. Based on these results, it can be concluded that the variable x has an effect on y.

Regression Test

This test is to know the direction of the relationship between the independent variable and the dependent variable. Decision making is based on the value of the original sample. The test results show that the value of the original sample X against Y is 0.884.

CONCLUSION

The conclusions from this research are :

1. The criteria for testing this discriminant validity is based on the value of the test variable which is greater than the value of the other variables. Based on the test results, it is known that the value of the variable x is smaller than the variable y. Therefore the test results are not discriminantly valid.
2. Cronbach's alpha value is more than 0.7, so it can be said that the variable is reliable. The composite reliability value from the test results shows a value above 0.7, so it can be said that the data is valid. The conclusion from the test results can be said that the data is valid and reliable.
3. Based on the test results, it is known that the SRMR value of the test results is 0.089, so the data is fit. NFI is a suitability test between the suitability of the model. Decision making is based on a 0-1 range. The closer to 1, the better.
4. Based on the test results, it is known that the Y1 variable has an R-Square value of 0.781. It means that the X variable is able to explain the effect of the Y variable by 78.1%. while the remaining 21.9% is explained by other variables outside of this research.
5. Based on the test results, it is known that the P value of the test results between the variables x to y is 0.000. Based on these results, it can be concluded that the variable x has an effect on y.

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