



Situational Leadership Model based on Characteristics in Country Civil Aparatures in the Government Regional Supiori Regency, Papua

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Abstract

This research was conducted to analyze differences in leadership styles based on ethnicity and age in the State Civil Apparatus in the Regional Government of Supiori District of Papua. This study uses quantitative research that emphasizes hypothesis testing and uses data collection methods through surveys by distributing questionnaires containing a list of questions answered by selected respondents and they are echelon II, III, and IV leaders of several local government organizations (OPD) in the Environment Supiori District Government has 111 respondents in this study. Data analysis techniques are used to test hypotheses using the F or ANOVA test which is used for testing more than two samples.

The test results show that the selection of selling leadership style is very dominant applied by the leaders in the Supiori Regency Local Government Environment and there are differences in the leadership style of the delegating. Based on hypothesis testing there are no significant differences in the style of telling, selling, and participating in leadership based on ethnicity and age.

Keywords: *Situational; Ethnic; Age Leadership Styles*

Introduction

Human resource management is largely determined by the nature of the human resources themselves, which are always developing (dynamically) both in quantity and quality. Human resource management is a policy, practice, and system that affects the behavior, attitudes, and performance of employees (Ng & Feldman, 2008). Human resource management is essential for organizational success because human capital has certain qualities that make it valuable.

The success of an organization is inseparable from the figure of the leader and his leadership style, which is the main capital in resource management that is as an activator in the organization assisted by his employees. A leader is someone who can influence others and has a managerial authority role. Leadership is what a leader does, the process of leading a group and influencing the group to achieve its goals (Robbins & Judge, 2008).

In the Indonesian government, the State Civil Apparatus (ASN) is spread to all corners of the region consisting of various ethnic groups. Regional leaders organizational leaders must approach their employees or employees in the office so that there is no cultural conflict (Bappenas RI, 2005). An Ethnicity is a group of people whose members identify themselves with their fellow human beings, usually based on the same lineage. Leadership style in a plural environment is very much needed in solving problems when there is tension among employees of different ethnic groups.

The main criterion that is no less important to a leader is the effectiveness of the leader as measured by the term contribution of the leader to the quality of the group's process felt by his followers (Yukl, 2017). A leader or prospective leader who is prepared needs to have a fairly good understanding of self-control, to be able to act and make decisions wisely. The current development of the age of the leaders of companies and organizations is no longer monotonous given the criteria of the number of pages to the age, but rather to have a mental ready and can carry out tasks. Even if someone is young in the current development, it can be chosen as a leader when having the criteria mentioned above. Issues related to leadership and leadership style lately become a very important topic of discussion, where when an organization reaches its success it is believed that its leaders can adapt to their employees very well so that in unity they achieve goals effectively.

One general indicator of the effectiveness of the leader is the extent to which the performance of the team or organizational unit is increasing and the extent to which the achievement of objectives is facilitated (Robbins & Judge, 2008). Attitudes and perceptions of followers towards the leader are other general indicators of the effectiveness of the leader, and this is usually measured by questionnaires and interviews. Attitudes, perceptions, and beliefs of followers are also indirect indicators of dissatisfaction and hostility towards leaders. Examples of these indicators are moody attitudes, requests to move, slowing work rhythms, and deliberate sabotage of equipment and facilities. Then the criteria for leadership effectiveness are the limits to the extent to which a person has a successful career as a leader (Yukl, 2017).

Technological advances and innovations by the central government have encouraged Supiori Regency, Papua to conduct leadership cadres in the regions. The Supiori Regency Government currently has around 2303 state civil servants who work from various cultural/ethnic backgrounds and ages in achieving government objectives. With differences in cultural/ethnic background and age leaders need to be able to do managerial work, so to achieve these objectives local governments need to provide training, training, and development of hard skills and soft skills regarding leadership.

Method

Research Methods

Research and data analysis is quantitative because of research data in the form of numbers and analysis using statistics. Research and data analysis is quantitative/statistical in nature, to test the established hypothesis. The type of research used in this study is survey research. Survey research is research that takes a sample from one population using a questionnaire as a primary data collection tool (Toomela, 2010). This type of survey research was chosen because it was adjusted to the purpose of this study, namely to find out whether there were differences in the style of ASN leadership based on Ethnicity and Age in the Supiori district government.

Participants

For the effectiveness and efficiency of research time, several samples were taken from the existing participant population. This research sample uses purposive sampling where it uses sample

determination techniques for specific purposes only (Etikan & Bala, 2017). The sample selected in this study is the State Civil Apparatus (ASN) which has echelon II, echelon III, and echelon IV positions. The total number of participants in this study were 111 ASN.

Data Analysis

The data analysis technique in this study is by using the F or ANOVA test which is used for testing more than two samples. While the essence of testing is the same, that is, want to find out whether there is a significant (clear) difference between the average count of several data groups (Sugiyono, 2014).

Results

Ethnic Leadership Style Differences

Figure 1. Homogeneity Leadership Test Output Based on Ethnicity

| Test of Homogeneity of Variances | | | | |
|---|------------------|-----|-----|------|
| | Levene Statistic | df1 | df2 | Sig. |
| TELLING | 1,446 | 7 | 103 | ,195 |
| SELLING | 1,015 | 7 | 103 | ,425 |
| PARTICIPATING | 1,007 | 7 | 103 | ,431 |
| DELEGATING | 2,236 | 7 | 103 | ,037 |

Hypothesis:

In the output table above we can see the results of the calculation of significance between the leadership styles above. With the basic decision making as follows:

Ho: There is no significant (homogeneous) difference in the choice of leadership style based on ethnicity in ASN in the Regional Government of Supiori Regency.

Hi: There are significant (heterogeneous) differences in the selection of Leadership Styles based on ethnicity in ASN in the Supiori Regency Regional Government.

Basic decision making

- If the probability is > 0.05 , then Ho is accepted
- If the probability is < 0.05 , then Ho is rejected

The table above shows that the Leven statistic in the leadership style of telling is 1.446 with a probability value of 0.195, selling = 1.015 with a probability value of 0.425, participating = 1.007 with a probability value of 0.431, and delegating = 2.236 with a probability value of 0.37, then based on the probability then Ho received.

*Differences in Leadership Styles by Age***Figure 2. Homogeneity Leadership Test Output by Age**

| Test of Homogeneity of Variances | | | | |
|---|--------------------|-----|-----|------|
| | Levene Statistic | df1 | df2 | Sig. |
| TELLING | 1,278 ^a | 5 | 104 | ,279 |
| SELLING | 1,257 ^b | 5 | 104 | ,288 |
| PARTICIPATING | ,614 ^c | 5 | 104 | ,689 |
| DELEGATING | 3,204 ^d | 5 | 104 | ,010 |

a. Groups with only one case are ignored in computing the test of homogeneity of variance for TELLING.

b. Groups with only one case are ignored in computing the test of homogeneity of variance for SELLING.

c. Groups with only one case are ignored in computing the test of homogeneity of variance for PARTICIPATING.

d. Groups with only one case are ignored in computing the test of homogeneity of variance for DELEGATING.

Hypothesis

Ho: There is no significant (homogeneous) difference in the selection of Leadership Styles based on age in ASN in the Regional Government of Supiori Regency.

Hi: There is a significant (heterogeneous) difference in the selection of Leadership Styles based on age in ASN in the Regional Government of Supiori Regency.

Basic decision making:

- If the probability is > 0.05 , then Ho is accepted.
- If the probability is < 0.05 , then Ho is rejected.

Decision

In the table above shows that the Leven statistic in the leadership style of telling is 1,278 with a probability value of 0.279, selling = 1,257 with a probability value of 0.288, participating = 0.614 with a probability value of 0.689, and delegating = 3.204 with a probability value of 0.010, then based on probability then Ho is accepted.

Discussion

First of all, this research adds to previous research by explaining that situational theory in the leadership style based on ethnic labor transition from industrialization to globalization has encouraged organizations to focus on effective leadership in multicultural environments. Four leader behaviors have a positive impact on leadership effectiveness: (a) task-oriented work completing, (b) relationship-oriented - building relationship quality, (c) change-oriented - learning and adapting to the environment, and (d) external oriented - Requires resources to advance the interests of the organization (Yukl, 2017).

The results showed that there was no significant difference in the choice of leadership style based on ethnicity in ASN in the Regional Government District of Supiori. The telling leadership style is a leadership style that is said by leaders who do not trust subordinates and give many directions to subordinates to do everything that needs to be done without looking at the relationship between the leader and his subordinates. Leaders know a problem, make decisions, and determine actions that need to be done alone. Leaders like this do not think about other people's feelings and views on the decisions they have made. Following the mindset shows that in this leadership style follower readiness is low, has a low commitment, and can not work well. This is caused by in general all ethnic/groups have this leadership style of distrust and doubt towards their subordinates so that the subordinates' self-confidence becomes lacking.

On the results of data processing, the differences in leadership style based on ethnic/ethnicity show that selling leadership style is very dominantly applied by inter-ethnic/ tribal leaders in the Supiori Regency Regional Government, but the results indicate that there is no significant difference in the selection of selling leadership style based on ethnicity on ASN in the Environment Supiori Regency Government. Selling leadership style shows a high relationship in problem solving and relations with subordinates is a meeting as an organization where the leader will explain more about his opinions received support than followers. In this leadership style, decisions are still made by the leader and then explain more about his opinions to get support than followers. In this way, followers understand what is set and are willing to carry out the task. In accordance with the mindset shows that in this leadership style the readiness of followers is classified as low-moderate, have competence, have commitment, cannot work effectively but want to try if they get motivation from the leadership.

The leaders who work in the Supiori Regency Regional Government are inseparable from the traditional ethnic/cultural of Biak character. Where the ethnic/tribe of Biak has the character of a mixed leadership type, this type is a combination of the nature of the attainment of leadership position found in the authoritative male leadership system and the leadership type inheritance of leadership positions that exist in the leadership type of king and *ondoafi*. With this traditional leadership type indirectly forming ethnic character/tribe of Biak until now, the leaders of non-Papuan ethnic/groups inevitably adapt to local culture, one of which is the local traditional leadership system which indirectly helps shape their character so that they can be accepted in the community and this result shows the leaders in the Supiori Regency Local Government Environment have the same nationalism insight as to the leaders of other ethnic/groups so that there are no significant ethnic differences.

On the results of the processing and testing of the data above, the results show that there is no significant difference in the selection of participating leadership styles based on ethnicity in ASN in the Supiori Regency Regional Government Environment. Participating leadership style seen by the behavior of leaders who focus more attention on the quality of relationships and less attention to the completion of tasks. Where the leader is more focused on the quality of the relationship and shows the completion of the task. The leader asks for the reactions and views of his followers before making a decision even though the decision is still in the hands of the leader. Under the mindset shows that in this leadership style the readiness of followers between moderate to high. Where followers have the skills, commitment, but are unable and unsure. This is because that every organization currently adheres to a democratic system so that no doubt all ethnic groups have this leadership style and the socio-cultural relations that are intertwined in the field between leaders and subordinates are very well established and the communication that is created is also two-way communication.

And in table 1 we can see the results of testing the differences in leadership styles based on ethnicity in the delegating section shows there are differences in the selection of leadership styles where the Levene statistics show a lower value than the selection of other leadership styles. Delegating leadership style is increasing the high trust of leaders towards subordinates and giving confidence to

subordinates to do their work with little direction and very little interpersonal relationships. Leaders know about an issue, make guidelines, limits, and terms of action and then leave it to followers to make decisions. Although authority is granted, responsibility and accountability for decisions made still lie with the leader. This is because each ethnic has a different level of trust in someone, where each ethnic has the nature of judgment and indicators to trust someone. And these results indicate that in addition to the leaders applying the selling leadership style some leaders also apply the delegating leadership style.

Second, testing the differences in leadership styles based on age on the results of previous research on the relationship between age and transformational leadership is quite fragmented and ambiguous (Zacher & Frese, 2009). By incorporating the concept of a future time perspective, some of the confusing results of previous studies can be partly explained. While age has a negative relationship with work related to Future Time Perspective (FTP), FTP in turn has a positive relationship with transformational leadership behavior. FTP is “flexible”, motivational-cognitive, and age-related builds that change over time (Zacher & Frese, 2009).

It was concluded that FTP is an interesting factor that must be taken into account not only in the general work environment but also in the context of leadership. The results of this study confirm that for leaders, the way they view the future of their work influences how they behave towards followers. This research uses Hersey and Blanchard's situational theory in which a leader adjusts their leadership style with the maturity development style of his followers, based on how ready and willing followers are to do the assigned tasks.

From the results of data processing based on age shows that the leaders of ASN in the Supiori District Government Environment there are no significant differences in leadership style. The telling leadership style is a leadership style that is said by leaders who do not trust subordinates and many give direction to subordinates to do everything that needs to be done without looking at the relationship between the leader and his subordinates. Leaders know a problem, make decisions, and determine actions that need to be done alone. Leaders like this do not think about other people's feelings and views on the decisions they have made. By the mindset shows that in this leadership style follower's readiness is low. This shows that the situational leadership of the Supiori Regency Regional Government generally is applied by all productive age groups.

On the results of data processing the differences in leadership style based on age shows that the selling leadership style is very dominant applied by leaders between the ages in the Supiori Regency Local Government Environment, but the results show that there is no significant difference in the selection of selling leadership styles based on age in ASN in the Supiori Regency Regional Government. Selling leadership style shows a high relationship in problem solving and relations with subordinates is a meeting as an organization where the leader will explain more about his opinions received support than followers. In this leadership style, decisions are still made by the leader and then explain more about his opinions to get support than followers. In this way, followers understand what is set and are willing to carry out the task. Following the mindset shows that in this leadership style the readiness of followers is classified as low-moderate, has some competence, has the commitment, is not sure but wants to try when getting motivated.

The leaders in the Supiori District Government in working to uphold democracy, do not discriminate between junior and senior leaders. Intertwined with good communication between leaders and subordinates, this result shows the leaders in the Supiori Regency Regional Government have a healthy competition with other leaders.

On the results of data processing and testing above, the results show that there is no significant difference in the selection of participating leadership styles based on age in the ASN in the Supiori

Regency Regional Government Environment. Participating leadership style seen by the behavior of leaders who focus more attention on the quality of relationships and less attention to the completion of tasks. Where the leader is more focused on the quality of the relationship and shows the completion of the task. The leader asks for the reactions and views of his followers before making a decision even though the decision is still in the hands of the leader. Under the mindset shows that in this leadership style the readiness of followers readiness between simple to high. Where followers who have skills but are unable and unsure need support so that motivation does not differ between ethnicities. This is because every organization upholds democracy so that the socio-cultural relations that are established in the field between leaders and subordinates or followers are very well established and the communication created by two-way communication.

In table 2 we can see the results of testing the differences in leadership style based on age in the telling, selling, and participating sections on the statistical levenge there is no significant difference which is different from the case with the delegating leadership style selection showing there are differences in leadership style based on age where the Levene statistic shows the value lower than the selection of other leadership styles. Delegating leadership style is increasing the high trust of leaders towards subordinates and giving confidence to subordinates to do their work with little direction and very little relationship between personal. Leaders know about an issue, make guidelines, limits, and terms of action and then leave it to followers to make decisions. Although authority is granted, responsibility and accountability for decisions made still lie with the leader. This is due to a leader at the age of > 50 years and not infrequently have a sense of distrust of his subordinates in giving a task. In contrast to leaders who still have a much younger age in providing assignments to subordinates who are older because for this leader subordinates with older age have a lot of experience so that it can help him in completing the task. And these results indicate that in addition to the leaders applying the selling leadership style some leaders also apply the delegating leadership style.

Overall leadership style based on ethnicity and age in ASN in Supiori District shows that there is no significant difference in leadership style and this study selling leadership style is more dominantly applied by leaders in productive age. The results of this leadership style based on ethnicity show that their leadership in the area is inseparable from the character of the ethnic / Biak tribe itself where the ethnic/tribe of Biak is a mixed leadership type that implements the authoritative leadership type and the king or *ondoafi* leadership type. Ethnic / Biak tribes with their leadership type form a structured leadership character so that it is not difficult to follow the applicable Government Laws and Regulations. Then the results of the leadership style based on age show that leadership in Supiori Regency is dominated by productive age but millennials are also needed to prepare cadre leaders and based on the age of the leader use more leadership style selling wherein the leadership style of delegating there is a difference in leadership style shows that leaders with age > 50 years and over there are still many who are actively working.

Conclusion

Wherefrom the results of the explanation above it is found that the dominant leadership style in Supiori Regency is selling leadership style. In the Hersey-Blanchard theory explained that selling leadership style is a leadership style where the leader gives the task with structured instructions but also supports followers. So that in its implementation it is necessary to have effective and efficient communication between ASN leaders and staff when leaders give a personal responsibility to their employees. It takes staff readiness in the form of ability readiness and psychological readiness.

Leadership Difference Test Results Based on Ethnicity and Age:

- a. Based on the results of the difference test, there is no difference in the selection of leadership styles on Ethnicity.
- b. Based on the results of the difference test, there is no difference in the choice of leadership style at age.

For further research, we must continue to study leadership styles, ethnicity, and age with different theoretical backgrounds from several perspectives. For example, consider the attribution mechanism of followers or peers for how leaders perceive their future can be relevant (Mangkunegara, 2011). In conclusion, using situational leadership style theory as a theoretical background, this study develops a coherent model that helps in explaining how ethnicity and age relate to situational leadership styles for a future time. Through this research new references to differences in leadership styles between ethnicity and age also contribute to previous fragmented findings. I believe that this study can be a good basis for further research on this issue and I hope this gives the author a useful idea for further study, to take this field to the next level.

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