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## Effect of Leadership Styles on Officer Performance in Kampung Baru Village, Medan



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### ABSTRACT

The leader is a human figure who has the ability to organize, directing his subordinates to follow the rules that have been determined by the organization to achieve organizational goals. Leadership style is key to success in every organization because the leader personality will influence his subordinate to do the job in high passion an, in turn, increase employees performance. This research concerns leadership style and employee performance. Leadership style is independent variable while employee performance id dependent variable. The research objective is to determine whether leadership style (independent variable) affects employee performance (dependent variable) on an officer of Kampung Baru village, Medan and how much the level of influence. Correlation method with quantitative analysis was used to answer the problem and explain the relationship between the two variables and to test significantly in Pearson product-moment as well as the level of influence. Respondent (sample) is 19 officer of Kampung Baru Village, Medan. The results showed a strong and significant relationship (0.79) between leadership style and officer performance in the Kampung Baru Village, Medan. This means that the relationship and influence between the two variables are strong.



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## INTRODUCTION

A leader is a person who is needed in the life of nation and state. The leader is a human figure who has ability or skill to direct, organize, move and drive the person or society to achieve a common goal. Leadership is a way or process of a person's ability to influence or provide an example to his subordinates to achieve organizational goals that have been determined. It is about how the leader is able to influence his employees to carry out his duties, to create a comfortable atmosphere for all employees and communities, and to maintain harmony and keep his honor as a leader.

Leaders with leadership style play a strategic and decisive role in running the wheels of the organization, determine the organization performance and even determine the life of a nation and state. The good or bad condition of an organization, nation, and state, much determined by the quality of leaders and leadership.

In implementing an organizational development program, the most important thing is the performance of leaders and subordinates in achieving organizational goals. In such case, the role of a leader to instill awareness on his subordinates about the organization's success is depends on the success of collective work among the group on the principle that leaders need to improve high employee performance. A leader can excel for him, but it is not sufficient if he fails to grow and develop all the best in his subordinates.

A leader does not stand alone but requires other groups of people or subordinates who are mobilized in such a way that the subordinates give their dedication and contribution by working effectively, efficiently, economically and productively.

Leadership plays an important role in improving work performance, creativity, and employee performance. A good leader should be able to improve employee performance so that an organization can run well and provide high motivation for the community. Leadership style will make easier the leader in explaining the intensity, direction, and perseverance of an individual to achieve his goals.

Law Number 32/2004 stated that Local Government is the head of the region along with the officer that act as the local executive body (Supriadi, 2008). Thus, leader direction to the officer of Kampung Baru Village is to provide an incentive or encourage the employee to work with all efforts and power. Leader factor will influence the employees, among others,

by increasing the communication between leaders with employees and improve the welfare of employees, especially at the Kampung Baru Village, Medan.

Due to the importance of the good leader in providing direction and influence on the officer of Kampung Baru Village, Medan, this study will explain "Effect of Leadership Style on Officer Performance in Kampung Baru Village, Medan ".

### **PROBLEMS STATEMENT**

The problem statement is: how much the effect of leadership style on officer performance in Kampung Baru Village, Medan? The role of a leader is important to achieve the desired organizational goals, especially related to officer performance improvement to do its work. To realize work attitude and good officer performance, it takes various ways among others by using the right leadership style.

### **PROBLEMS COVERAGE**

The coverage of this study is as follows:

1. Leadership style in Kampung Baru Village, Medan.
2. Officer Performance in Kampung Baru Village, Medan.

### **RESEARCH'S OBJECTIVES**

The objectives of this study are as follows:

1. To study the forms of Leadership Style in Kampung Baru Village in implementing their job.
2. To study officer performance in Kampung Baru Village, Medan.
3. To study how the influence of leadership style on officer performance in Kampung Baru Village, Medan.
4. To identify village's head (Lurah) leadership style that implemented various activities.
5. To study officer performance in Kampung Baru Village, Medan.

6. To analyze the influence of leadership style on officer performance in Kampung Baru Village, Medan.

### **BENEFITS OF RESEARCH**

The benefits to be expected from this research are:

1. Theoretically, this study is useful as a study material on the leadership style in Kampung Baru Village, Medan.
2. Practically, this study is useful for leadership in Kampung Baru Village, Medan, as an input or discourse to what extent the leadership's influence on the improvement of officer performance in creating organizational goals that have been set.
3. Academically, this study may be used as a comparison for another study in Kampung Baru Village, Medan.

### **RESEARCH METHODOLOGY**

#### **Research's Type**

The method used in this study is Correlational Analysis which overview the Effect of Leadership Style on Officer Performance in Kampung Baru Village, Medan.

#### **Research's Site**

The research's site is Office of Kampung Baru Village, Medan

#### **Population**

According to Hadawari Nawawi, a population is whole of research object, consisted of animals, objects, people, plants, symptoms, test values or events as resources having certain characteristics in a study. The population in this study is the total of 19 officers of Kampung Baru Village, Medan.

#### **Sample**

The sample is a small part of a population which taken with a particular sampling technique. If the subject less than 100, it is better to be taken all for research sample (Arikunto, 1998).

Thus, the number of research samples is equal to the total officer in Kampung Baru Village Office, Medan, namely 19 officers.

### Data collection technique

The data was collected using techniques as follow:

#### a. *Field Research*

1. Observation, that is by direct observation on the research object, in this case, is the officer of Kampung Baru Village Office, Medan.
2. Interview, that is by making a list of questions which addressed directly to research respondent.
3. The questionnaire, that is a list of questions with multiple answers for sample or respondents.

#### b. *Library Research*

1. Library research that comes from books, according to research problems
2. Documentation, that is collected data from Kampung Baru Village Office, Medan, and other sources related to the research problem.

### Data Analysis

The data and facts obtained in the research location done by collecting, classifying and interpreting data related to the problems. Pearson moment correlation formula is used to study the influence of independent variable (leadership style) to the dependent variable (officer performance). The formula is as follow:

$$r_{xy} = \frac{N \cdot \sum XY - (\sum X)(\sum Y)}{\sqrt{\{N \cdot \sum X^2\} - \{N \cdot \sum Y^2\}}}$$

where :

$r_{xy}$ : Correlation Coefficient of variable X and Y

X: independent variable

Y: independent variable

N: number of samples

A t-test was used to test the significant level of relationship between the two variables. The formulas are as follow:

$$D = (r_{xy})^2 \times 100 \%$$

Hypothesis testing was conducted at 5% significance level and degrees of freedom (df) = n-2 than is by looking at the level of significance of independent and dependent variables.

## DATA ANALYSIS AND RESEARCH RESULT

### Data Presentation

Research data obtained from field observation and questionnaires are processed and analyzed according to data analysis technique. In total, there is 19 questionnaire which given to the respondent.

**Table 1. Distribution of Respondents' Response to Sex**

No	Sexuality	Frequency	Percentage ( % )
1	Male	12	63,15
2	Female	7	36,86
Total		19	100

**Source: Questionnaire 2015, n=19.**

According to the table, it can be seen that out of 19 respondents, 12 (63.15%) is male and 7 (36.86%) is female. This means that most of the officer in the office of Kampung Baru Village is Male.

**Table 2. Distribution of Respondents' response by Age**

No	Age (years old)	Frequency	Percentage ( % )
1	20 – 30	2	10,52
2	31 – 40	4	21,05
3	41 – 50	5	26,31
4	Above 51	7	36,84
Total		19	100

**Source: Questionnaire 2015, n=19.**

The table show that most of respondents (7 officer or 36,84%) is above 51 years old, followed by 5 officers (26,31%) is 41 - 50 years old, 4 officer (21,05%) is 31 - 40 years old, and the rest is 20 - 30 years old. It can be said that most of the officer who works in the Office of Kampung Baru village Medan is above 51 years old and approaching retirement.

**Table 3. Distribution of Respondents' Response by Education Level**

No	Education	Frequency	Percentage ( % )
1	Senior High School	6	31,57
2	Diploma III	5	26,31
3	S 1	5	26,31
4	S 2	3	15,78
Total		19	100

**Source: Questionnaire 2015, n=19.**

The table shows that most of the officer has senior high school educational level namely 6 persons (31.57%), followed by S1 (5 persons, 26, 31%), DIII graduates (5 persons, 26.31%), and S2 (3 persons, 15, 78%). Thus it can be concluded that the officer in the Village Office of Kampung Baru Medan has sufficient education level to conduct the respective procedure of government work.

**Table 4. Distribution of Respondents' Response by work level**

No	Work level	Frequency	Percentage ( % )
1	I	6	31,57
2	II	5	26,31
3	III	6	31,57
4	IV	2	10,52
Total		19	100

**Source: Questionnaire 2015, n=19.**

The table shows that most of the officer is fall in work level I and III, namely every 6 persons (31.57%), followed level II as many as 5 persons (26, 31) and level IV 2 persons (10.52%). All of the respondents is Civil Servant (PNS).

**Table 5. Distribution of Respondents' Response by Length of Work**

No	Length of Work	Frequency	Percentage ( % )
1	Less than 5 years	4	21,05
2	6- 10 years	6	31,57
3	11 - 15 years	4	21,05
4	21 -25 years	3	15,78
5	Above 26 years	2	10,52
Total		19	100

Source: Questionnaire 2015, n=19.

The table shows that most of the respondents have been working for 6-0 years, namely 6 persons (31.57%), followed by 11-15 years and less than 5 years (each 4 persons, 21.05%), 21-25 years (3 persons, 15.78%) and above 26 years (2 persons, 10,52). It means that most of the officer who served in the Village Office of Kampung Baru Medan has to work for the long time period and have good experience in the duty.

**1. Independent Variable (X) : Leadership Style**

**Table 6. Distribution of Respondents Response Regarding Good Interaction With Employee**

No	Response	Frequency	Percentage ( % )
1	Good	10	52,63
2	Less good	5	26,31
3	Not good	4	21,05
Total		19	100

Source: Data Analysis, 2015, n =19

The table shows that most respondents (10 persons, 52.63%) respond that the leader always interacts well to the employee, 5 (26, 31%) respondents respond less Good, and as many as 4 Respondents (21.05%) is not good. Thus, it is concluded that the leader always interacts well with his subordinates in giving jobs and influencing his subordinates to follow the rules in the Village Office of Kampung Baru.



**Table 7. Distribution of Respondents Response Regarding the Leader in Rewarding Employee works**

No	Response	Frequency	Percentage ( % )
1	Appreciate	12	63,16
2	Less Appreciate	4	21,05
3	Not Appreciate	3	15,78
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that the responses of respondents regarding the leader in appreciating the employee's works are as many as 12 respondents (63.16%) respond appreciate, 4 respondents (21.05%) respond less appreciate, and as many as 3 respondents (15.78%) respond not appreciate. It means that leader of Kampung Baru Village Office appreciates reports from the employees, although sometimes there is a mistake by the employees, the leader provides an opportunity.

**Table 8: Distribution of Respondents ‘Responses Regarding Leaders can Set Work Conditions to Improve officer Performance**

No	Tanggapan Responden	Frequency	Percentage (%)
1	Able	13	68,42
2	Less Able	3	15,78
3	Unable	3	15,78
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that most of respondents responded that the leaders able to regulating the working conditions to improve employee performance (13 persons, 68.42%), followed by less able (3 persons, 15.78%) and unable (3 persons, 15,78%). It means that the leader has the ability in managing health conditions to employees without any emotion in achieving the objectives in the Village Office of Kampung Baru that has been determined in government regulations.

**Table 9: Distribution of Respondents' Response regarding Leaders Requiring Officer to Discipline on Working Rules**

No	Response	Frequency	Percentage ( % )
1	Requiring	14	73,68
2	Less Requiring	4	21,05
3	Not Requiring	2	10,52
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that most of respondents responded that the leader's office to discipline on the rules (14 persons, 73.68%), (4 persons, 21.05%) and not requiring (2 persons, 10,52%). Thus, it can be concluded that the leader requires employees to follow the discipline of work to achieve effectiveness in the Village Office of Kampung Baru.

**Table 10. Distribution of Respondents' Response Regarding the Office Facilities to Support Officer Performance Maximally**

No	Response	Frequency	Percentage ( % )
1	Support	15	78,94
2	Less support	4	21,05
3	Not support	0	00,00
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that most of the respondent's responses that office facilities can support the officer performance maximally (15 persons, 78.94%) and 4 respondents (21.05%) stateless support and no respondents stated not supporting. It is indicated that facilities provided by the leader to support administrative process in the Village Office of Kampung Baru is sufficient to achieve organizational goals

**Table 11: Distribution of Respondents' Response Regarding The Leader assign job in clear job structure**

No	Response	Frequency	Percentage ( % )
1	Clear	14	73,68
2	Less clear	4	21,05
3	Unclear	1	5,26
Total		19	100

**Source: Data Analysis, 2015, n =19**

It can be seen that most of the respondents stated the leader divide the task in a clear work structure (14 respondents or 73.68%), followed by 4 respondents (21.05%) stated less clear, and only 1 respondent (5.26 %) state not clear. It means that the leaders divide tasks to every officer clearly to support in carrying out its duties.

**Table 12: Distribution of Respondents' Response Regarding the leader stressing job responsibility to the officer**

No	Response	Frequency	Percentage ( % )
1	Stressing	14	73,68
2	Less stressing	3	15,78
3	Not stressing	2	10,52
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that most of the respondents state that the leaders emphasize the work responsibilities on the officer (14 respondents or 73.68%), followed by 3 respondents (15.78%) stated less stressing, and as many as 2 respondents (10.52% ) state not stressing. It can be concluded that the leader emphasizes responsibility to the officer in performing their respective duties and officer are able to correct any mistake while the leader only supervises officer works in the Village Office of Kampung Baru.

**Table 13: Distribution of Respondents Response Regarding the Leadership Style of the Leader is suitable for Employee Welfare**

No	Response	Frequency	Percentage ( % )
1	Suitable	15	78,94
2	Less suited	3	15,78
3	Not suited	1	5,26
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows most respondents state that the leadership style is suitable with the officer welfare, namely 15 respondents (78.94%), followed by 3 respondents (15.78%) stateless Suited, and as many as 1 respondents (5.26%) states not Suited. Such finding indicated that

the leadership style able to influencing officer to follow the works rules.

**Table 14: Distribution of Respondents Responses regarding The Leader Act Fair to Officer**

No	Response	Frequency	Percentage ( % )
1	Fair	15	78,94
2	Less Fair	3	15,78
3	Unfair	1	5,26
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that most respondent state the leader is being fair to the officer, namely 15 respondents (78.94%), 3 respondents (15.78%) stateless fair, and only 1 respondent (5.26%) state unfair. It is indicated that the leader acts fairly to the officer both in dividing tasks or solving the problems among officer.

**Table 15: Distribution of Respondents' Response regarding the Leaders Providing Maximum Directions to Officer**

No	Response	Frequency	Percentage ( % )
1	Provide	13	68,42
2	Less Provide	4	21,05
3	Not provide	2	10,52
Total		19	100

**Source: Data Analysis, 2015, n =19**

It is indicated most of the respondents state the leaders provide maximum direction to the officer, namely 13 respondents (68.42%). Four respondents (21.05%) stateless provide, and 2 respondents (10.52% ) state not provide. Thus the table above concludes that the leadership gives direction to subordinates before starting work. The leader always obliged to all officer to follow apple at the Kampung Baru Village Office where the leader gives direction to the officer.

**2. Independent Variable (Y): Officer Performance**

**Table 16: Distribution of Respondents Response Regarding Employees Always Following Work Instructions from the Leader or Jobs Provided by the Leaders**

No	Response	Frequency	Percentage ( % )
1	Implementing	13	68,42
2	Less implement	5	26,31
3	Not implementing	1	5,26
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that most of the respondents follow work instruction from the leader (13 respondents or 68.42%) and around, 5 respondents (26.31%) stateless Implement. But only 1 respondent (5.26% ) state not implementing. It can be concluded that generally, the officer of Kampar Baru Village follow all work instruction as regulations that must be implemented to achieve effective organizational goals.

**Table 17: Distribution of Respondents' Responses Regarding Employees Have Skills in Completing their Duties.**

No	Response	Frequency	Percentage ( % )
1	Skilled	13	68,42
2	Less skilled	4	21,05
3	unskilled	2	10,52
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table indicated that 13 respondents (68, 42%) stated skilled, 4 Respondents (21.05%) less skilled, and as many as 2 respondents (10.52 %) unskilled. The data concluded most of the officer in Kampung Baru Village has good skill to process work. The skills include is officer performance value but they must predict the time to complete the task to be on time.

**Table 18: Distribution of Respondents' Response regarding Employees Able to Complete Their Tasks On Time**

No	Response	Frequency	Percentage ( % )
1	Able	13	68,42
2	Less able	5	26,31
3	Unable	1	5,26
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that 13 respondents (68.42%) state able to complete their tasks on time, 5 Respondents (26.31%) is less able, and only 1 respondent (5.26%) is unable. Thus, it can be concluded that the officer of Kampung Baru village able to complete the task on time by processing public services not take a long time.

**Table 19: Distribution of Respondents Response Regarding Officer Has Received Harmony Which Given by the Leaders In-Running Its Duties To Achieve Organizational Goals.**

No	Response	Frequency	Percentage ( % )
1	Receive	15	78,94
2	Less received	3	15,78
3	Not receiving	1	5,26
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that 15 respondents (78.94%) state has received harmony given by the leaders in carrying out its duties to achieve organizational goals, 3 respondents (15.78%) state less receive, and only 1 respondent (5.26%) is not receiving. Thus, the table shows that generally, officer receives harmony given by the leaders, how the leader creates a working atmosphere is not rigid so that employees with leaders communicate freely without distinguishing social status/position.

**Table 20: Distribution of Respondents' Response Regarding Officer Gaining Incentive (rewards) from Leaders if Completed His Duties**

No	Response	Frequency	Percentage ( % )
1	Rewarded	12	63,15
2	Less rewarded	5	26,31
3	unrewarded	2	10,52
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that 12 respondents (63.15%) stated rewarded by the leader if completed his duties, 5 respondents (26.31%) is less rewarded, and as 2 respondents (10.52%) is not rewarded. Thus, it can be concluded that officer at Kampung Baru Village rewarded by the Leader and will get incentives such as the name will be entered in the list of good behavior achievement, promotion and so forth.

**Table 21: Distribution of Respondents' Response Regarding Employees Performing Their Duties and Functions According to Their Classification Within the Organization**

No	Response	Frequency	Percentage ( % )
1	Sesuai	14	73,68
2	Kurang Sesuai	3	15,78
3	Tidak Sesuai	2	10,52
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that 14 respondents (73.68%) perform their duties and functions according to their respective positions in the organization, 3 respondents (15.78%) is less perform and only 2 respondents (10.52%) is not performed. Thus, generally the officer performs his duty along with his position and level, so there is no interruption among officer in the office of Kampung Baru village.

**Table 22: Distribution of Respondents' Response Regarding Positive Officer Competition among Employees**

No	Response	Frequency	Percentage ( % )
1	Happen	12	63,15
2	Less happen	5	26,31
3	Not Happen	2	10,52
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that 12 respondents (63.15%) feel there is positive work competition among officer, 5 respondents (26.31%) is Less Happen, and 2 respondents (10, 52%) is Not Happen. It can be concluded that generally officer in Kampung Baru village fell that there is positive work competition among officer.

**Table 23: Distribution of Respondents Response Regarding Working Relationships Affect Good Employee Performance**

No	Response	Frequency	Percentage ( % )
1	Affect	15	78,94
2	Less affect	3	15,78
3	Not affecting	1	5,26
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that 15 Respondents (78.94%) state the working relationship effect on improving the officer performance, 3 respondents (15.78%) is less effect and only 1 Respondent (5, 26%) is not affecting. Thus it can be concluded that working relationship effect on improving the officer performance in the Village Office of Kampung Baru Medan. Good and healthy working climate will be able to increase the effectiveness of officer.

**Table 24: Distribution of Respondents Response regarding Facilities able to Encourage Timely Settlement of Duties**

No	Response	Frequency	Percentage ( % )
1	On time	15	78,94
2	Less timely	2	10,52
3	Not timely	2	10,52
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that 15 respondents (78.94%) state facilities able to encourage timely settlement of duties, 2 respondents (10.52%) is Less Timely, and 2 respondents (10.52%) is not timely. Thus, the existing facilities in Kampung Baru Village Office sufficiently to support the completion of tasks on time as expected, such as the number of adequate computer units and workspace so that employees are not constrained in the completion of



duties and comfort in the task.

**Table 25: Distribution of Respondents' Responses Regarding Employees Have Initiatives In Carrying Out Its Work Every day**

No	Response	Frequency	Percentage ( % )
1	Have	13	68,42
2	Less have	5	26,31
3	Not have	1	5,26
Total		19	100

**Source: Data Analysis, 2015, n =19**

The table shows that 13 respondents (68.42%) have initiatives in carrying out their daily work-, 5 respondents (26, 31%) is lack initiative and 1 respondent (5.26% ) is not have initiative. Thus, in general, the officer of Kampung Baru village has imitative in completing the task, work on time and without any mistakes, for example, employees bring home his duties and completing using his own laptop

### **B. Data Analysis**

In order to test the proposed hypothesis, then the quantitative response of respondent tabulated in the table of respondents response as follows:

1. Leadership Style (X Variable )

**Table 26: Distribution of Respondents' response by Independent Variable (Leadership Style)**

No Res	Response Value / Item										Total
	1	2	3	4	5	6	7	8	9	10	
1	2	1	3	2	2	1	3	3	1	3	21
2	3	3	1	2	3	1	2	1	3	2	22
3	1	3	3	1	1	2	2	1	3	2	19
4	3	1	2	3	2	2	1	3	1	2	21
5	2	2	1	3	3	3	3	1	2	2	20
6	3	3	1	1	3	1	3	1	2	3	21
7	3	2	1	2	2	1	2	1	2	2	21
8	2	2	2	3	2	3	2	1	2	2	20
9	2	3	3	2	3	3	2	1	3	2	21
10	2	2	3	3	3	2	2	1	2	3	23
11	3	2	3	3	3	2	2	3	2	3	22
12	2	3	3	3	2	2	2	3	2	1	25
13	3	2	3	2	2	2	2	1	3	2	22
14	2	3	3	2	2	2	2	1	2	1	21
15	3	3	3	2	2	2	2	1	2	2	21
16	2	2	3	2	3	2	2	1	2	3	22
17	2	2	3	2	2	2	2	1	2	2	22
18	2	2	3	2	2	3	2	1	1	1	20
19	3	2	2	3	3	3	2	3	3	2	26
Total											408

Source: Research Questionnaire 2015

2. Officer Performance ( Variable Y )

**Table 27: Distribution of Respondents' response by dependent Variable (Officer Performance)**

No Res	Response Value / Item										Total
	1	2	3	4	5	6	7	8	9	10	
1	2	2	3	2	2	2	1	2	2	1	19
2	1	2	2	2	2	2	3	2	2	1	19
3	3	2	1	2	2	3	3	1	2	1	20
4	2	2	3	2	2	1	1	2	3	2	20
5	1	2	3	2	2	3	3	1	2	2	21
6	2	3	2	2	2	2	3	2	3	3	22
7	2	2	2	2	2	2	3	2	1	2	20
8	2	2	2	1	2	1	1	2	3	3	17
9	2	2	2	2	2	2	1	1	2	1	18
10	2	1	2	3	2	2	3	1	2	3	20
11	2	2	2	2	3	2	3	1	1	2	20
12	2	2	2	1	2	1	3	2	1	2	17
13	2	2	2	3	2	2	3	3	1	1	21
14	2	2	2	2	2	2	3	2	2	1	22
15	2	2	2	2	1	2	3	2	2	1	19
16	2	2	2	2	2	2	3	1	2	2	20
17	2	2	2	2	2	2	1	2	1	2	18
18	2	2	2	2	2	2	3	2	2	3	22
19	2	2	2	2	2	2	3	2	2	2	21
Total											376

Source: Research Questionnaire 2015

### 3. Hypothesis Testing

The response value above is used for calculation of Product Moment Correlation coefficient.

The calculation is as follows:

**Table 28: Calculation of Correlation coefficient for independent and dependent variable**

No. Res	X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
1	21	19	441	361	399
2	22	19	484	361	418
3	19	20	361	400	380
4	21	20	441	400	420
5	20	21	400	441	420
6	21	22	441	484	462
7	20	20	529	400	400
8	21	17	484	289	357
9	23	18	625	324	414
10	22	20	484	400	440
11	25	20	441	400	500
12	22	17	484	289	374
13	21	21	441	441	441
14	21	22	441	484	462
15	22	19	484	361	418
16	22	20	484	400	440
17	20	18	400	324	360
18	19	22	361	484	418
19	26	21	676	441	546
Total	408	367	8.818	7.484	8.099

Source : Research Questionnaire 2015

Where the known value is as follow :

**n = 19**

**X = 408**

**Y = 376**

**X<sup>2</sup> = 7.484**

**Y<sup>2</sup> = 8.099**

Using formula of Product Moment Correlation :

$$r_{xy} = \frac{N \cdot \sum XY - (\sum X)(\sum Y)}{\sqrt{\{N \cdot \sum X^2 - \{\sum X\}^2\} \{N \cdot \sum Y^2 - \{\sum Y\}^2\}}}$$

$$r_{xy} = \frac{(19)(8.099) - (408)(376)}{\sqrt{(19)(8.818) - (408)^2(19)(7.484) - (376)^2}}$$

$$r_{xy} = \frac{(153.881) - (153.408)}{\sqrt{(167.542 - 166.464)(142.196 - 141.376)}}$$

$$r_{xy} = \frac{473}{(32,83)(28,63)}$$

$$r_{xy} = \frac{473}{\sqrt{(32,83)(28,63)}}$$

$$r_{xy} = \frac{473}{\sqrt{939,922}}$$

$$r_{xy} = 0,503$$

Using such formula, the effect of the independent variable (X) on the dependent variable (Y) is 0.503. It means that these two variables have positive correlation or there is the positive correlation between leadership style on officer performance. Therefore, it can be concluded that Hypothesis in this research can be accepted.

The significance of this correlation is known by comparing the correlation coefficient value with the number of Correlation Coefficients in the table of Product Moment. From the table, it can be shown that at n = 19, the significant level of 5% (or confidence level 95%), the value is 0.316, smaller than the number of r-value of 0.79. It means the effect of leadership style on officer performance is significant at 5%.

Guilford criteria, as cited in Jalaludin Rahmat, is used in order to know degree of relationship, as follows:

Less than 0,20 = very weak relationship.

0,20 – 0,40 = weak relationship.

0,40 – 0,70 = sufficiently weak relationship.

0,70 – 0,90 = strong relationship.

Above 0.090 = very strong relationship.

Furthermore, calculation of rxy at 95% confidence level, n = 19, r knew is 0.316, then the rxy is 0.79 or rxy > r table. It means the correlation between leadership style and officer performance is positive.

Furthermore, the calculation value of Product Moment Correlation Coefficient (r) will be tested its significant level, with t-test:

$$\begin{aligned}t &= \frac{r\sqrt{n-2}}{\sqrt{1-r^2}} \\&= \frac{0.79\sqrt{19-2}}{\sqrt{1-(0.79)^2}} \\&= \frac{(0.79)(6)}{1-0.6} \\&= \frac{4.74}{0.6} \\&= 7.47\end{aligned}$$

Based on the calculation of t-test, it is obtained that t calculated is 7.47, that is t count > t table (7.47 > 1.753), which means there is the significant relationship between leadership style and officer performance in Village Office of Kampung Baru Medan. The effect of Leadership Style can be calculated as follow:  $D^2 = (0.62) \times 100\% = 62.41$ . It means the effect of leadership style on officer performance is 62.41%, while 37.59% influenced by other factors such as the willingness to work and the environment.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

According to the discussion above, some conclusion is as follows:

1. The research hypothesis is accepted due to  $r_{count} > r_{table}$  or 0,503
2. T-test shows that there is the significant relationship between leadership style on officer performance in Kampung Baru Village Office, Medan, namely  $t_{counted} > t_{table}$  or 0,503
3. Coefficient Deterministic is 62.41%, means that leadership style affect 62.41% of the variance in officer performance and the remaining 37.59% is influenced by other factors.
4. Leadership style in Village Office of Kampung Baru Medan is fall in the high category.
5. Officer performance at the Village Office of Kampung Baru Medan is fall in the high category

### **Recommendations**

1. To achieve better and more efficient Leadership Style, leader of Kampung Baru Village Medan must have experience in the field where the leader can be placed or assigned, having a wider knowledge than the subordinate, able to influence subordinated to follows the leader's instructor, and appreciates the work that has been done by the officer.
2. Leaders should continuously increase initiatives in running government office, effective and efficient lead the subordinate, and problem-solving in the office in an effective manner in order to achieve the governmental affair objectives according to the law.
3. The need for openness between leaders and subordinate to create the conducive working environment. This is very helpful in improving employee performance.
4. The leader must ensure human relations between leaders with the subordinate and among subordinate. Creation of good working relationship among subordinate and spatial arrangement is very crucial to improve performance. It will create a good atmosphere and working environment

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