

Analysis of Factors Influencing Leadership Style in the Social Service of North Sumatra Province

Rahmayusiah, M.Chaerul Rizky

Abstract

This study aims to analyze the factors that influence leadership style in the North Sumatra Provincial Social Service. The method used is descriptive qualitative with a case study approach. Data were collected through in-depth interviews, observations, and documentation of a number of key informants, including structural officials, ASN staff, and non-ASN employees. The results of the study indicate that leadership style in the service is influenced by three main factors, namely: organizational culture, work motivation, and internal communication. The bureaucratic culture that tends to be hierarchical forms instructional leadership, while the varying levels of employee motivation require leaders to be more adaptive and responsive to individual needs. Open and two-way communication has proven to be an important element in building trust and leadership effectiveness. This study recommends the need to strengthen a collaborative work culture, increase leadership communication capacity, and develop a performance-based motivation system to support a transformative and participatory leadership style in the local government environment.

Keywords: Leadership Style, Organizational Culture, Communication, Work Motivation

Rahmayusiah

Management Study Program, Universitas Pembangunan Panca Budi, Indonesia

e-mail: rahmayusiah@gmail.com

M.Chaerul Rizky

Management Study Program, Universitas Pembangunan Panca Budi, Indonesia

e-mail: mchaerulrizky@dosen.pancabudi.ac.id

2nd International Conference on the Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Navigating The Future: Business and Social Paradigms in a Transformative Era.

<https://proceeding.pancabudi.ac.id/index.php/>

Introduction

Leadership is one of the key factors in determining the success of an organization, especially in the public service sector such as the Social Service. The leadership style applied by a leader greatly influences employee performance, work culture, and the effectiveness of work program implementation (Robbins & Judge, 2019). In the context of local government bureaucracy, adaptive and responsive leadership is becoming increasingly important to answer the increasingly complex and dynamic demands of society.

The North Sumatra Provincial Social Service is a government institution that has a strategic role in providing social services to the community. The complexity of tasks and the diversity of human resources in this agency require the application of a leadership style that is appropriate to the context of the organization. However, there have not been many studies that specifically identify the factors that influence leadership style in this agency environment.

Literature Review

A. Leadership Style

Leadership style is the approach used by a leader in influencing, directing, and motivating his subordinates to achieve organizational goals. This style reflects a combination of behaviors, attitudes, and communication strategies applied in a particular situation. According to Robbins and Judge (2019), leadership style is a consistent pattern of behavior used by a leader to influence the performance of his subordinates. Meanwhile, Yukl (2013) explains that leadership style is a leader's distinctive way of providing direction, motivating, and managing relationships with subordinates.

M. Chaerul Rizky (2023) stated that leadership style in the industrial era 4.0 must be adaptive to changes in technology and organizational culture. Effective leadership is one that is able to adjust its communication approach, empower subordinates, and create a collaborative work environment based on digital values and openness. Leadership style is not only influenced by the characteristics of the leader, but also by the work environment, organizational culture, and team dynamics (Luthans, 2021). Therefore, leaders are required to have flexibility in implementing a leadership style that is appropriate to the conditions and needs of the organization.

According to Robbins and Judge (2019), leadership style is influenced by several factors, including: internal factors of the leader (such as personality, values, and experience), environmental factors (such as organizational culture and working conditions), and follower factors (such as their characteristics, expectations, and needs).

Leadership style is influenced by several factors, including organizational culture, communication, and work motivation, as outlined by Robbins and Judge (2019). Organizational culture forms shared norms, values, and beliefs that influence how a leader interacts and makes decisions. Effective communication between leaders and team members, as well as the motivation given to members, also play an important role in determining the most appropriate and effective leadership style.

According to Robbins and Judge (2019), the leadership style indicators they use include idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

B. Organizational Culture

Organizational culture is a system of values, beliefs, norms, and practices that develop within an organization and serve as a guideline for behavior for all its members. This culture plays an important role in shaping the organization's identity and influencing employee attitudes, motivation, and performance.

According to Robbins and Judge (2019), organizational culture is a system of shared meaning held by members of an organization that distinguishes the organization from other organizations. This culture reflects how work is carried out and how employees interact.

Schein (2017) states that organizational culture is formed through basic assumptions that are taught to new members as the correct way to understand, think, and feel about various organizational issues. Meanwhile, Rizky (2023) emphasized that an organizational culture that is adaptive to changes in the times and technology is essential in the digital era. An open, collaborative, and value-based culture is the main foundation for successful and innovative leadership.

According to Robbins and Judge (2019), indicators of organizational culture consist of innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.

C. Internal Communication

Communication is the process of conveying information, ideas, and feelings from one party to another with the aim of creating shared understanding. In an organizational context, communication functions as a means of coordination, decision-making, and strengthening work relationships. Communication is a symbolic process in which individuals create and negotiate meaning in social, cultural, and relational contexts, West & Turner (2023).

According to Robbins and Judge (2019), communication is the process of conveying meaning by one person to another through verbal or non-verbal messages. The effectiveness of communication greatly influences teamwork dynamics, employee motivation, and the achievement of organizational goals. Meanwhile, Rizky (2024) stated that effective communication is one of the foundations of public organizational leadership. Open and participatory communication not only facilitates the flow of information, but also increases employee motivation, loyalty, and performance.

Communication indicators according to West & Turner (2023) include several key elements: sender, message, receiver, and communication channel. In addition, communication also involves a dynamic and ongoing process, where the position and role of the sender and recipient of the message can change.

D. Work Motivation

Work motivation is an internal and external drive that drives someone to act and maintain behavior in achieving work goals. Motivation affects the level of energy, commitment, and employee satisfaction at work. According to Robbins and Judge (2019), motivation is a process that explains a person's intensity, direction, and persistence in achieving goals. The three key elements of motivation are: how hard a person tries (intensity), where the effort is directed (direction), and how long the effort is maintained (persistence).

Luthans (2021) states that work motivation includes internal and external forces that direct work behavior towards achieving organizational goals. These include individual needs, perceptions, expectations, and incentives. Rizky (2024) added that in public organizations, ASN work motivation is greatly influenced by factors such as leadership, organizational communication, and workload. Motivation is also an important mediating variable in the relationship between organizational structure and performance

According to Fred Luthans (2021), work motivation indicators can be seen from several aspects, including the work itself, salary, promotion, supervision, coworkers, and working conditions. In addition, internal factors such as the need for achievement, power, and affiliation also influence work motivation. In general, work motivation can be measured through effectiveness, quality and quantity of work results, punctuality, and independence in working.

Research Methodology

This study uses a descriptive qualitative approach with a case study method, which aims to deeply understand the factors that influence leadership style in the Social Service of North Sumatra Province. This approach was chosen because it allows researchers to explore the

meaning, experience, and perception of individuals in a particular social context (Creswell & Poth, 2018).

Data were collected through three main techniques, namely:

1. In-depth interviews with key informants consisting of structural officials, ASN, and non-ASN employees;
2. Participatory observation of the dynamics of leadership and daily work interactions;
3. Documentation study of regulations, activity reports, and internal policies of the organization.

The purposive sampling technique was used to select informants who were considered to have relevant and in-depth information related to the focus of the study. Data analysis was carried out thematically with the stages of data reduction, categorization, meaning drawing, and verification (Miles, Huberman, & Saldaña, 2014). Data validity was strengthened through triangulation of sources and techniques, as well as confirmation to informants (member check) to ensure the validity of the findings.

Results

The results of the study indicate that leadership style in the North Sumatra Provincial Social Service is significantly influenced by three main factors: organizational culture, work motivation, and communication patterns.

1. Organizational Culture

Organizational culture that tends to be bureaucratic and hierarchical forms a structural and instructional leadership pattern. Leaders tend to prioritize compliance with formal procedures and rigid command chains. This finding is in line with the view of Robbins and Judge (2019) that organizational culture influences leadership expectations and behavior through the dominant values adopted in the work environment. "The leadership style here is very dependent on the formal structure. If the leader is not firm and does not follow the rules, subordinates can be disobedient," (Informant 1, Head of General Sub-section).

This less flexible culture also affects the leader's capacity to take a participatory approach. This supports the findings of Schein (2017), which states that organizational culture is key in shaping the perceptions of leaders and subordinates of their respective roles.

2. Work Motivation

The difference in employment status between ASN and non-ASN affects the uneven level of motivation. ASN tend to be more financially and structurally secure, while non-ASN employees are more motivated by direct incentives and recognition. Leaders who are sensitive to these needs tend to adopt a more supportive and flexible leadership style (Robbins & Judge, 2019).

3. Internal Communication

Two-way communication has been shown to be a key factor in building trust and leadership effectiveness. Leaders who are open to input and build dialogue are better able to create harmonious and productive working relationships. This is reinforced by Yukl's opinion (2013), which states that leadership effectiveness is greatly influenced by interpersonal communication skills in conveying vision and building relationships. "We feel appreciated if the leader is willing to listen, not just give orders," (Informant 3, Functional Staff).

The results of the study indicate that leadership styles in the Social Service are influenced by:

- a. Organizational Culture The dominant work culture is hierarchical and bureaucratic. This forms a leadership style that tends to be top-down and instructional. As stated by Schein (2017), organizational culture influences the values and behavior of leaders in decision making.

- b. Work Motivation The difference in motivation between ASN and non-ASN raises the need for a more flexible leadership approach. Robbins and Judge (2019) state that understanding individual motivation is an important basis for choosing the right leadership style.
- c. Internal Communication The two-way communication pattern applied by several leaders is able to create an open and productive work atmosphere. Yukl (2013) emphasizes the importance of communication as the main instrument in building leadership effectiveness.

Conclusion

This study concludes that organizational culture, work motivation, and internal communication are the main factors that influence leadership style in the Social Service of North Sumatra Province. It is recommended that organizations strengthen collaborative culture, improve communication training for leaders, and adjust leadership style to employee motivational conditions.

References

- Ardana, I. K., Mujiati, N. W., & Utama, I. W. M. (2012). *Manajemen sumber daya manusia*. Graha Ilmu.
- Anwar, Y. (2023). *The Influence of Leadership Style and HR Service on Performance Through Organizational Commitment*. *International Journal of Management, Entrepreneurship, Accounting and Finance*, 1(1), 1–10.
<https://journal.ysmk.or.id/index.php/IJMEA/article/view/264>
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Ferine, K. F., & Juniarti. (2022). *Pelayanan SDM*. Selat Media.
- Ferine, K. F. (2022). *Leadership*. Google Books.
<https://books.google.com/books/about/Leadership.html?id=fcK-EAAAQBAJ>
- Luthans, F. (2021). *Organizational behavior: An evidence-based approach* (13th ed.). McGraw-Hill Education.
- L. He and X. Hu, "The application of digital interactive storytelling in serious games," in 2010 International Conference on Networking and Digital Society, ICNDS 2010, 2010, vol. 1, pp. 286–289
- Mesra B. (2019). *Analisa Pengaruh Sumber Daya Manusia, Prasarana dan Lingkungan Kerja terhadap Kinerja Pegawai Universitas Pembangunan Panca Budi Medan*. *Jurnal Manajemen Tools*, 11(1), 235–250
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.
- R. Azuma, Y. Baillet, R. Behringer, S. Feiner, S. Julier, and B. MacIntyre, "Recent advances in augmented reality," *IEEE Comput. Graph. Appl.*, vol. 21, no. 6, pp. 34–47, 2001.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.
- Rizky, M. C. (2023). *The leadership budaya dalam kepemimpinan era industri 4.0*. Medan: Universitas Pembangunan Panca Budi Press.
- Rizky, M. C. (2024). *Pengaruh kepemimpinan, komunikasi dan beban kerja terhadap kinerja ASN dengan motivasi sebagai variabel intervening pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Labuhan Batu Selatan*. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 7(2), 161–171.
- Rizky, M. C., Faried, A. I., & Purba, E. F. B. (2023). Human resource management in facing the challenges of digitalization in the UMKM environment of Kwala Serapuh Village. *Proceeding of the 1st International Conference on the Epicentrum of Economic Global Framework (ICEEGLOF)*, 134–139.
<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF/article/download/79/66/327>

- Rizky, M. C. (2023). Peran gaya kepemimpinan dan budaya organisasi pada kinerja karyawan. *Jurnal Manajemen Tools (JUMANT)*, 12(2), 46–58. <https://jurnal.pancabudi.ac.id/index.php/JUMANT/article/view/4842>
- Rizky, M. C. (2022). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja Karyawan. Medan: Selat Media.
- Rizky, M. C. (2018). *Pengaruh Loyalitas Pegawai, Motivasi Intrinsik dan Kepribadian Ekstrovert terhadap Kinerja (Studi pada Pegawai Tetap Universitas Pembangunan Panca Budi Medan)*. *Jurnal Manajemen Tools*, 9(1), 53–66
- Rizky, M. C., & Andika, R. (2019). MSDM dalam mengembangkan SDM era global. CV Rural Development Service.
- Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). John Wiley & Sons.
- West, R., & Turner, L. H. (2023). *Introducing communication theory: Analysis and application* (7th ed.). McGraw-Hill Education.
- Yukl, G. A. (2013). *Leadership in organizations* (8th ed.). Pearson.
- R. Azuma, "A survey of augmented reality," *Presence Teleoperators Virtual Environ.*, vol. 6, no. 4, pp. 355–385, 1997.