The Relationship of Employee's Ethnic Origin to the Maturity Level of Subordinates in Situational Leadership

Oleh:

[1]**Fitriani;** [2]**Dapot Pardamean Saragih;** [3]**Poetri Enindah Suradinata**

[1] Program Studi Administrasi Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Musamus
[2]Jurusan Ilmu Administrasi Negara, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Musamus
[3]Jurusan Ilmu Hukum, Fakultas Hukum, Universitas Musamus

Email. fitriani@unmus.ac.id

Abstract

The uniqueness of the population in Papua is the diversity of ethnicities and religions that come from all corners of the archipelago, but can live side by side without conflict. This condition also occurs in the world of government, especially in the application of situational leadership types. This study aims to determine how much the relationship between the ethnic origin of employees and the level of maturity of subordinates in situational leadership is carried out in the Papua Provincial Government. The method used is a quantitative research method using the statistical test of Sommer's dyx relationship to validate the theory of situational leadership, namely to determine the maturity level of subordinates and the leadership style used based on the suitability of the situation meeting, as well as the additional Lambda relationship test. Respondents consist of 21 (twenty one) leaders and 130 (one hundred and thirty) subordinates spread over 7 (seven) offices in the Papua Provincial Government. The results of this study found the magnitude of the relationship +0.23 (very weak relationship) where the subordinates of each ethnic origin, were at a high level of maturity, which had a weak/small relationship in the group of ethnic origin. This indicates that the Papua Provincial Government employees already have a high level of subordinate maturity (M3-M4) by applying a situational leadership style (S3-S4) and only slightly has a relationship with the employee's ethnic origin, while a large/strong relationship comes from factors other.

Keywords: Maturity; Leadership; Situational; Ethnic

INTRODUCTION

Ethnicity is a social ethnic group that is special and ascriptive (present from birth), which is the same in style as the age group and gender. Indonesia is known as a nation with many ethnic groups, and according to statistics, there are almost 300 ethnic groups. Each tribe has different customs, manners, and norms. However, these various nations are able to integrate into an Indonesian state to achieve the goal of a just and prosperous society (Srijanti, 2009).

National identity in the aspect of ethnicity is the existence of a pluralistic (diverse) ethnic group. The plurality or variety of ethnic groups in question is seen from the number of ethnic groups of approximately 300 ethnic groups with different languages and dialects. The population according to BPS data in 2003 is 210 million people. Of this number, it is estimated that half or 50% are Javanese. The rest are

tribes who inhabit the territory of Indonesia outside Java. Such as the Makassar Bugis (3.68%), 2.04% Batak, 1.88% Balinese, 1.4% Acehnese, and other ethnic groups. Meanwhile, ethnic Chinese or ethnic Chinese only amount to 2.5% but spread throughout Indonesia and the majority of them live in urban areas.

In general, in sociology, ethnic groups can be grouped based on two things as follows: (a). Lineage, lineage is the main factor for ethnic groups. In practice, there are three types of lineage approaches that are commonly used, namely: 1) The patrilineal lineage (patrilineal), this occurs a lot in the ethnic groups in Indonesia, the Batak, Ambonese, Timorese and others, 2) The maternal lineage (matrilineal), usually the maternal lineage occurs within the Minangkabau tribe in South Sumatra, 3) The father and mother lineage (parental/bilateral), this lineage is run by the Javanese. (b). Mixed ethnicity, this ethnic group occurs when there is a mixture of races that inhabit a certain area/region. For example: the Peranakan tribe which is a mixture of Chinese and Malay races (Srijanti, 2009).

The development of increasing ethnic diversity in an area began since Indonesia's independence through a large-scale transmigration program even to all islands outside Java. One of the most favorite transmigration destinations from the colonial era to the new order era of transmigration was the province of Lampung, which was the closest with the island of Java. Due to the increasing diversity and ethnic pluralism, the interaction activities between them are increasingly varied (Widodo, 2019).

Diversity is a necessity and must strengthen Bhineka Tunggal Ika. Strengthening the sense of nationalism and establishing tolerance among others will be realized if the community is aware and has a good and thorough understanding of ethnic identity. In order for an understanding of ethnic identity to be carried out properly and thoroughly, Castellis in Buchari, 2014), states that there are three formations to build identity, namely; legitimacy identity, resistant identity and project identity.

Within the organization there are a number of employees consisting of many individuals with different characteristics from one another. Certain individuals as employees of the organization have abilities, beliefs, expectations, needs, and past experiences that are different from other individuals. A number of these different traits are individual characteristics in shaping individual behavior in organizations.

In an organization individual differences are common. Different individuals will have different views, goals, needs and abilities. These differences will be brought into the world of work, so that the differences in individual characteristics often cause individual behavior to differ from one another, even though they are placed in the same work environment. Every individual learns to socialize in the Edgar H. Schein organization (Mangkunegara, 2008). Individuals value values, expected behavior, and the importance of social knowledge of effective organizational behavior.

Schermerhorn (2012) categorizes three individual differences, namely; (1) demographic characteristics, such as age, gender, etc., (2) competence characteristics, such as dexterity or ability, and (3) psychological characteristics, such as values, attitudes and personality. Similarly, Gibson et.al., (2003:43) grouped individual variables into three, namely; (1) mental and physical abilities and skills, (2) demographics, such as gender, age and race, and (3) background, namely family, social class and experience. Gibson also added another variable, namely individual psychology which includes: personality, perception and attitude. An individual who has certain characteristics interacting with organizational characteristics determines the behavior of individuals and organizations directly. Individuals in the organization have a position with the properties or characteristics of the individual interacting will lead to individual behavior in the organization.

The central problem in managing the organization is leadership, especially in public organizations whose activities are carrying out services to the public. A leader in a public organization must be able to influence other people to want to move, cooperate and sincerely do their work through a humanitarian approach in order to achieve goals. A successful organization is an organization that can achieve its goals while having effective leadership and high employee performance. A leader of a public organization should have the ability to influence and motivate each individual subordinate to improve the performance of the government bureaucracy in providing services to the public.

According to Daft (2011) leadership is an influencing relationship between leaders and followers that aims to achieve real change and obtain results that are in accordance with shared goals. Meanwhile, according to Robbins (2015) defines leadership as the ability to influence a group towards achieving a vision or set of goals that have been set, and according to Hasibuan (2010) Leadership is the way a leader influences the behavior of subordinates, so they want to work productively to achieve organizational goals.

According to Veithzal (2017), leadership theory includes a) trait theory, b) behavioral personality theory, c) situational leadership theory. While Sadler (1997) argues that leadership theory includes: trait theories, power and influence theories, transactional theories, behaviorist theories, situational theories, contingency theories, attribution theories and transformational theories. Sudjana (2000) suggests that leadership theory can be categorized into three, namely: a) trait theory b) environmental theory and c) contingency theory.

According to Daft (2011), the core of Hersey and Blanchard's situational theory is that subordinates vary in their level of readiness. People who are low in task readiness, due to little ability or training, or insecurity, require a different leadership style than those who are high in readiness and have good abilities, skills, confidence, and willingness to work. According to situatimal theory, a leader can adopt one of four leadership styles, based on a combination of relationship behavior (attention to

people) and task (attention to production). The right style depends on the level of readiness of the subordinates.

Wahjosumidjo (2013) states that according to experts, situational leadership style contains the following points: (1) Where the leader is carrying out his duties is influenced by situational factors, namely the type of work, organizational environment, characteristics of individuals involved in the organization; (2) The most effective leadership behavior is leadership behavior that is adjusted to the maturity level of subordinates; (3) An effective leader is a leader who always helps subordinates in their self-development from immature to mature; (4) Leadership behavior tends to vary from one situation to another. Therefore, in situational leadership it is important for every leader to make a good diagnosis of the situation; (5) The pattern of leadership behavior varies according to the existing situation. Based on the theory of situational leadership style above, it can be concluded that situational leadership style is a pattern of behavior shown by a leader when he influences the activities of others both as individuals and in groups.

Hersey and Blanchard in Toha (2003) state that there are four basic styles of situational leadership which are very important for a leader in relation to the leader's own behavior in influencing his subordinates in terms of directing behavior and supportive behavior which will later involve work-oriented relationships. on the task, namely (1). Directing behavior is the extent to which a leader engages in one-way communication. The form of direction in this one-way communication, among others, defines the role that followers should do, informs followers of what they should usually do, where to do it, how to do it, and carry out strict supervision of followers, and (2) Supportive behavior is as far as where a leader engages in two-way communication, for example listening, providing support and encouragement, facilitating interaction, and involving followers in decision making.

The dimensions of measuring situational leadership style according to Hersey and Blanchard are identified in 4 dimensions/forms, namely: 1). G1 or Instruction style, ie if a leader gives a lot of orders, supervision and direction. The leader defines the roles of subordinates, what their duties are, how they are carried out, when and where they are carried out. Decisions are initiated by the leader and execution is closely monitored and communication is one-way. 2). G2 or Consulting/Selling Style, ie if a leader behaves "sell". The leader still gives intensive directors to his subordinates, because he is considered incapable, but leads to a high level of support because of the high willingness of subordinates. 3). G3 or Participation Style, that is, if a leader and those being led there are exchanging ideas/decision-making ideas. In this style, subordinates have the ability, but no motivation to do something. Leaders must carry out two-way communication, actively listen and respond to the difficulties they face.

Leaders try to encourage subordinates to use their abilities optimally. Subordinates are heavily involved in the decision-making process. The leader listens a

lot to subordinates' suggestions and exchanges opinions in decision making, invites teachers to meetings. 4). G4 or Delegating Style, ie if a leader does not need to provide much direction and support, the responsibility for solving problems and controlling tasks is left to subordinates. They are given the trust to carry out their own plans, establish procedures and technical activities. Subordinates are given the freedom to carry out tasks in their own way, because they have the ability and confidence to carry out their responsibilities.

Each leadership style is shown by considering the maturity level of subordinates. The continuum of subordinate maturity according to Hersey and Blanchard is divided into four categories and each level is denoted by the letter M (maturity), namely M1, M2, M3 and M4 (wahyudi, 2015). According to Gibson (1996) maturity is defined as the willingness of individuals or groups to assume responsibility for directing their own behavior.28 Meanwhile, Hersey & Blanchard (1986) state that maturity is the ability and willingness of people to take responsibility for measuring their own behavior related to specific tasks to be performed. Based on the explanation above, individual elements which basically have different characteristics, one of which is ethnicity or race in an organization and with the relationship between leadership and subordinates is very important to examine in order to support the performance of the organization.

RESEARCH METHOD

The research uses a simple quantitative approach. The unit of analysis is the entire individual population (21 leaders and 130 subordinates) population research and the scope is in 7 (seven) offices located in the territory of the Papua Provincial Government. Researchers will present data in tables and Lambda tests. Where the number of employees or subordinates who are grouped into ethnic origin is divided into three (3) namely ethnic Papuan, Javanese and others. then met with the level of maturity under the perception of the leader who was also divided into two (2) groups as well, namely the low maturity group (M1, M2) and the high maturity group (M3, M4). The meeting data is presented in the table, and the additional Lambda test is calculated to fulfill the researcher's curiosity. It should be noted that here the research center is the number of respondents (130 subordinate respondents).

RESULT AND DISCUSSION

The results of this study found in the test the relationship between the number of employees in each ethnic group of employees with the maturity level of subordinates, where the results of this study were divided into 3 (three) ethnicities namely Papuan ethnicity, Javanese ethnicity and other ethnicities. This result is in accordance with data from BPS Papua Province which states that the total population in Papua Province is 3.2 million:

| | | Maturity Level | | Total Employees |
		Low Maturity (M1,M2)	High Maturity (M3,M4)	
Total Employees in 3 Etnic	Etnic Papua	14	32	46
	Etnic Jawa	8	13	21
	Etnic Other	29	34	63
Total Employees		51	79	130

Other ethnicities The table above presents the number of employee/subordinate respondents and the percentage in each ethnic origin group, which is combined with the level of maturity of the subordinates' perception of the leader. Based on the table above, it can be seen that overall there are 51 subordinates out of a total of 130 subordinates who are at a low maturity level, and at a high maturity level as many as 79 subordinates out of a total of 130 subordinates. While for ethnic origin, it is known that 46 of the 130 subordinates came from Papua, 21 of the 130 subordinates came from Java, and 63 of the 130 subordinates came from other ethnicities.

Based on the distribution of numbers, it can be seen that these three ethnicities are both dominated by high maturity levels: Ethnic Papuans have subordinates at a high maturity level (33 subordinates of high maturity from a total of 46 subordinates to ethnic Papuans), ethnic Javanese have subordinates at a high maturity level as well. (13 subordinates of high maturity from a total of 21 subordinates in Javanese ethnicity) and other ethnicities have subordinates at a high maturity level as well (34 subordinates of high maturity from a total of 63 subordinates in other ethnicities).

Furthermore, the researcher conducted an additional test with the real Lambda relationship test only to fulfill the researcher's curiosity about the value of the existing difference whether it has a strong relationship value as well. The Lambda test produces a value of + 0.23 (very weak) , (+) which means that it indicates the first: the strength of the relationship between the maturity level of weak subordinates. Second: to emphasize that the relationship between the former variables is the number of employees according to ethnic origin as the X variable and the maturity level as the Y variable.

The information obtained shows that subordinates from the three ethnic groups are dominated by high maturity levels. And based on the Lambda test, it was found that the number of employees by ethnic origin group which includes ethnic Papuans, Javanese, and other ethnicities who both have a relationship, although weak, between the employee's ethnic origin group and their level of maturity.

The results on the number of employees according to ethnic origin groups which include Papuan, Javanese, and other ethnicities have a weak although weak relationship between the employee's ethnic origin group and their level of maturity (Each ethnic group is generally dominated by employees with a high maturity level). The results of this study are in line with the results of research conducted by Ihyani Malik in 2014 with the title of research on Organizational Culture and Organizational Performance of the Regional Government of Takalar Regency, where it is known that the results of the research are the weak relationship between one indicator (individual character) and the performance of their subordinates.

Additional statistical test of Lambda relationship – nominal-ordinal data
Number of employees in each ethnic origin with subordinate maturity level
λ_{yx}
+ 0,23 very weak relation
(+) shows the **first**: there is a strong relationship between the maturity level of weak subordinates to find out which type of organization they belong to. **Second**: to emphasize that the relationship between the former variables is the number of employees according to ethnic origin as the X variable and the maturity level as the Y variable.

Organizational culture can vary due to the variety of human resources, both in terms of gender, age, race, ethnicity, education level, experience and cultural background. To overcome this problem, it is necessary to manage diversity of culture (diversity management). Organizations must be able to manage diversity by changing it from being a barrier to becoming a cultural strength of the organization. That is, each individual has a different character in performing their work, so that diversity is united in the mission and vision of the organization. The existence of conformity and order in the organizational system that leads to one goal, the organizational culture of each individual takes a role in accordance with the abilities and skills they have.

The statistical results found that there was a weak relationship between ethnicity and subordinate maturity. Race or ethnicity is actually a controversial issue in organizational behavior, and can easily lead to debates that are avoided. Stephen P. Robbins and Tomothy A. Judge (2007) in their book study race or ethnicity in relation to organizational behavior on job outcomes, such as subordinate selection decisions, performance evaluation and workplace discrimination. The first point of the opinion of Robbins and Judge (2007) is that in work situations, there is a tendency for individuals (leaders or subordinates) to prefer colleagues of their own race or ethnicity in

performance evaluation, decision making, maturity assessment and leadership style. Second, there are substantially different attitudes towards affirmative action. Third, there is poor treatment in job decisions, such as low maturity and performance appraisals.

In this study, the respondents also seemed to avoid the debate, this is because the scope of research in 7 (seven) Papua Provincial Government Offices, has a diversity of race or ethnicity, religion and education in it with 35% dominated by ethnic Papuans and the majority having a bachelor's level of education (S1). However, the general view of the community is that the ethnic origin of Papua, which is located in the easternmost province of Indonesia, is ethnically lagging behind in terms of psychological maturity and maturity of work and regional development, so that the results of this study only prove that there is a relationship but it is very weak.

CONCLUSION

Maturity of subordinates is a reflection of the behavior of each individual working in an organization, which of course is expected to achieve the goals of the organization and the goals of the individual himself. Maximum achievement of goals is expected to come from the results of good individual achievements and behavior. Characteristics or building of an organization, which consists of resources, leadership, rewards, structure and work design. The factors in this variable influence and have a relationship with individual behavior and achievements in the organization, as well as individuals, namely subordinates consisting of abilities and skills that are divided into mental and physical; background divided by family, social level and experience; and demographics are divided into age, origin and gender. The results of this study are actually very unique, with the weak governance of the bureaucratic organization of the Papua Provincial Government, the less than optimal performance of the government bureaucracy, regional leaders also cannot be used as role models for the community, bureaucratic leadership styles that still adopt traditional leadership styles, and their concentration in local political dynamics. With the majority of research respondents coming from agencies that have a supervisory function, male gender, having a bachelor's education, very few Papuan ethnic groups / regional sons, even though strategic leadership positions are almost entirely colored by Papuan ethnicities. Finding that the relationship between individuals/subordinates who are in certain ethnic groups with the maturity level of subordinates. Both are found at a high level of maturity.

These results prove that in Papua Province government organizations, whose leaders still adopt the traditional Papuan leadership style (ondoafi, namely the leader is considered as someone who has unlimited power and is considered a parent who never makes mistakes, all subordinates must be able to make the leader happy). actually does not have a strong relationship between physical maturity and ethnicity of employees. Even if Papua's HDI results are low, this is due to the lack of knowledge and infrastructure in the province when compared to other regions in Indonesia, which are

subject to the same legislation. Suggestions that can be given are for the Papua Provincial Government to continue to use the situational leadership style by paying attention to all the conditions of its subordinates, but not to be separated from the complex characteristics of each individual, not only by looking at their ethnic origin in assessing the maturity of their subordinates, but looking at the characteristics of each individual. from various other elements, following existing theories.

REFERENCE

Gibson L,dkk. 1985. Organisasi : Perilaku, Struktur, Proses. Edisi 5. Jilid 1. Erlangga. Jakarta.

Gibson, James L., John M. Ivancevich, dan James H. Donnelly. 2003. Organizations Behaviour, Structure and Process. 8th ed. Boston: Richard D. Irwin Inc.

Gibson, el al. 1996. Organisasi: Perilaku, Struktur dan Proses. Alih Bahasa: Nunuk Ardiani. Jakarta: Binarupa Aksara.

Hersey, P & Blanchard, K. 1986. Management of Organizational Behavior: Utilizing Human Resourses(4th Edition). Englewood Cliffs,N.J.: Prentice-Hall, Inc

Ihyani Malik. 2014. Budaya Organisasi dan Kinerja Organisasi Pemerintah Daerah Kabupaten Takalar. UNM Makassar.

Mangkunegara, A.A. Anwar Prabu. 2008. Perilaku dan Budaya Organisasi. Bandung : Refika Aditama

Robbins, P. Stephen. 2006. Perilaku Organisasi. Edisi Sepuluh. Diterjemahkan oleh: Drs. Benyamin Molan. Erlangga, Jakarta

Robbins Stephen P. 2007. Perilaku Organisasi. Jilid 1 & 2. Alih Bahasa :Hadyana Pujaatmaka. Indeks Kelompok Gramedia, Jakarta.

Robbins Stephen P. 2015. Perilaku Organisasi. Penerbit Salemba Empat. Jakarta.

Sadler P. 1997. Leadership. Kogan Page Limited 120 Pentonville Road London P19 JN. h. 31 18

Sudjana. 2000. Manajemen Program Pendidikan. (Unruk PLS & Pengembangan SDM). Bandung: Falah Production. h. 28

Schermerhorn Jr, John R. 2012, Management, seventh edition, John Wiley & Sons, Inc

Sri Astuti Buchari. 2014. Kebangkitan Etnis Menuju Politik Identitas. Yayasan Pustaka Obor. Jakarta.

Srijanti, A. Rahman H.I., Purwanto S.K., Pendidikan Kewarganegaraan Untuk Mahasiswa (Jakarta: Graha Ilmu, 2009), hlm. 37.

Widodo. 2019. Pemahaman Identitas Etnik (Ethnic Identity) Untuk Mengembangkan Toleransi Masayrakat Kota Metro Lampung. Jurnal Faoundasia, Vol X Nomor 1 April 2019 (1-12).

Veithzal Rivai. 2017. Kepemimpinan dan Perilaku Organisasi. Jakarta: Raja Grafindo Persada. Ed. 4, h. 7-10