

The Influence of Empathetic Leadership on the Performance of Village Office Employees in Buntu Batu District, Enrekang Regency

Muh Ikbal¹⁾, Dg. Makkalassa²⁾, Andi Rispan Rizaldi³⁾

^{1,2,3)}Management, economy and business, Muhammadiyah University of Makassar

Corresponding Author

Email : ikbalbal324@gmail.com

Abstract

This study aims to analyze the influence of empathetic leadership on employee performance in the village office of Buntu Batu District, Enrekang Regency. The approach used is quantitative with the field research method, collecting data through questionnaires, from 32 respondents of village employees. observation and documentation. In this study, the data sources used in data collection include primary data and secondary data. The research instrument used in this study used the Likert Scale method and the data research used statistical calculations through the Statistical for the Social Science (SPSS) application version 25. Based on the results of the study, it shows that there is a negative influence and significance of empathic leadership on the performance of village office employees in Buntu Batu District, Enrekang Regency, This is proven by a simple regression analysis test obtained by $t_{count} = (-2.552 > t_{table} = 2,039$. In addition, it was found that the significant value of empathetic leadership on employee performance was $0.016 < 0.05$. So it can be concluded that H_a is accepted. H_o rejected

Keywords: *Empathetic Leadership, Employee Performance*

INTRODUCTION

Organizations or companies inevitably have leaders with distinctive leadership styles. Leadership style can be described as the process by which an individual influences others or a group in their efforts to achieve specific goals. Good leadership depends heavily on the leader's ability to adapt their leadership style to the work situation they face. By implementing the right leadership style, a leader can motivate employees to work optimally, thereby improving employee performance. Employees are considered an important asset of an institution, contributing to the company's optimal performance and competitiveness. A company's performance will improve if there is good cooperation and relationships between leaders and employees (Masturi, Hasanawi, and Hasanawi 2021).

As life improves, demands for public services also increase. The public not only expects good service to be met, but they are also beginning to question the government's guarantee of the availability and quality of public services. The importance of ensuring the availability and quality of public services provided by the government has a significant impact. Because it aligns with its objectives, excellent service quality is an effort to provide services that meet and satisfy the public and convey a focus on service to the people (Azizah 2021).

Employees are now increasingly required to possess "abstract skills," namely skills that can be adapted to various situations and the ability to collect, use, and synthesize information and knowledge. This final reason is closely related to the current trend of organizations moving towards a knowledge-based approach. Rouhiainen assumes that the success of a knowledge-based organization depends heavily on the ability of leaders and employees to share expertise and information, build networks, and work innovatively, cooperatively, and effectively in various communication situations, ultimately creating shared knowledge. Rouhiainen further

concludes that the success of social interactions in a knowledge-based organization depends heavily on the communication competency of its leaders. (Jubaedah 2019).

The empathetic leadership style used by leaders toward employees can influence employee performance. Leaders play a crucial role in building relationships with employees to achieve company goals. An empathetic leadership style is quite effective in building positive relationships with employees. Without this empathy, many employees perform poorly in their duties. A discussion on work behavior guidelines is mandatory for all employees, as this is usually the focal point of communication delivered directly by the leader. This clearly serves as a guideline for employees in carrying out their work, both in the field and in the office. (Papatungan, Tangkudung, and Runtuwene 2021)

An organization's performance depends on the work of its employees. However, superiors can play a role in planning, implementing, and controlling an organization. In this regard, superiors must play a crucial role in motivating and managing their employees. Organizations need to pay special attention to employee achievements by providing rewards (prizes, rewards, and awards) and motivating them to work enthusiastically and assume a high level of responsibility for their duties. This will facilitate the organization's achievement of its planned goals (Jufrisen 2018).

RESEARCH METHODS

The approach used in this research is a quantitative approach, a research method based on the philosophy of positivism. It is used to examine a specific sample or population. Sampling is done randomly, data collection is carried out using research instruments, and statistical analysis is carried out, with the aim of testing the existing hypothesis. The research conducted is field research, and the data used is questionnaire data that is in accordance with this study.

This research was conducted at the Village Office in Buntu Batu District, Enrekang Regency, South Sulawesi Province with a research period of approximately 2 months starting from April 2025 - May 2025

RESULTS AND DISCUSSION

Buntu-Batu District is one of 12 sub-districts in Enrekang Regency, South Sulawesi. Buntu-Batu District was formed on January 19, 2007, after being split off from Baraka District. This sub-district is approximately 53 kilometers from the capital of Enrekang Regency, and can be reached by motorcycle or motorcycle in about 1 hour and 50 minutes from Enrekang City. The Village Office in Buntu-Batu District, Enrekang Regency, is a government organization that plays a vital role in carrying out government activities, especially in providing services to the community. The following villages are located in Buntu-Batu District:

- a. Pasui Village,
- b. Langda Village,
- c. Ledan Village,
- d. Lunjen Village,
- e. Buntu Mondong Village,

- f. Eran Batu Village,
- g. Potokullin Village, and
- h. Latimojong Village

Geographically, Buntu Batu District is a mountainous and highland area, dominated by highlands with rocky soil. Buntu Batu District has a tropical climate with dry and rainy seasons. Most of the residents earn their living as coffee, clove, and cocoa farmers, traders, and livestock breeders.

This district borders Baraka District to the north and south, Luwu Regency to the east, and Baraka District to the west. Buntu Batu District is located at coordinates 119°37'19.16"E and 4°01'06.80"S.

1. Descriptive Statistics Test Results

Descriptive statistics are used to statistically describe data. Descriptive statistics in this study refer to the mean and standard deviation, as well as the minimum and maximum values. The variables used in this study are human resource development and employee performance, which will be statistically tested, as shown in the following table:

Table of Descriptive Statistics Results

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Empathetic Leadership (X)	32	31,00	40,00	36,0625	2,35465
Employee Performance (Y)	32	32,00	40,00	35,2188	2,09044
Valid N (listwise)	32				

The table explains that the Empathetic Leadership variable has a minimum respondent answer obtained from the results of the questionnaire distribution of 32, the maximum respondent answer obtained from the results of the questionnaire distribution is 31, the average total respondent answer obtained from the results of the questionnaire distribution is 40.00, the average total respondent answer obtained from the questionnaire distribution is 39.06 and a standard deviation of 2.354. The Employee Performance variable has a minimum respondent answer obtained from the results of the questionnaire distribution is 32, the maximum respondent answer obtained from the results of the questionnaire distribution is 40.00, the average total respondent answer obtained from the results of the questionnaire distribution is 35.21, and a standard deviation of 2.090

Reliability testing is a method for measuring the consistency and stability of data or findings in research. Its purpose is to ensure that a measuring instrument, such as a questionnaire, produces similar results when measured repeatedly, demonstrating the instrument's reliability. A Cronbach's Alpha value >0.60 is generally considered a good indication of reliability.

Variabel	Cronbach Alpha	Koefisien Alpa	Status
Empathetic Leadership (X)	0,693	0,60	Realiable
Employee Performance (Y)	0,621	0,60	Realiable

Table It can be seen in the table that each variable has a Crohnbach alpha of more than 0.60 ($\alpha > 0.60$) so it can be concluded that variables X and Y are reliable.

Hypothesis Testing

1. Partial Test (t)

The t-test is used to determine whether each independent variable has a partial or significant effect on the dependent variable. The results of this hypothesis testing using the t-test, calculated using software, are shown in the following table.

T-test results table

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	48,739	5,309		9,180
	Leadership	-,375	,147	-,422	-2,552

a. Dependent Variable: performance

If we look at the table above, the coefficients in the T test above and compare the calculated T table to -2.552 obtained from the t table with $df = n - k$ ($32 - 2$) which is 30 and alpha 0.05. The following is a discussion of this partial test of empathetic leadership on employee performance. From the results of the T test of empathetic leadership (X) on employee performance (Y) shows a significance value of 0.016. This value is smaller than 0.05 ($0.016 < 0.05$) and the calculated table is greater than the t table ($-2.552 > 2.039$). The negative t value indicates that the X variable has a unidirectional relationship. H_a is accepted and H_o is rejected. This shows that or it can be said that empathetic leadership has a negative and significant influence on employee performance at the village office in Buntu Batu District, Enrekang Regency.

2. R2 Determination Test

The coefficient of determination (R^2) is essentially used to measure the model's ability to explain variation in the dependent variable. According to Ghazali (2011), the coefficient of determination (R^2) essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is used to determine the suitability or accuracy of the relationship between the independent and dependent variables in the regression equation. The following are the results of the R^2 test.

R2 determination test results table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,422 ^a	,178	,151	1,92623

a. Predictors: (Constant), TOTAL

Table Based on the results of the determination test, the R Square value obtained was 0.178, which means that the empathetic leadership variable contributed 17.8% to the variation in employee performance, while the remaining 82.2% was influenced by factors outside the model in this study.

Discussion

The research discussion in this study only discusses or uses one variable X and Y: Empathetic Leadership (X) and employee performance (Y). Empathetic leadership here is a process by which leaders can increase or decrease abilities because the real goal is to achieve the quality or ability of the employee in order to achieve the goals of the village office in Buntu Batu District, Enrekang Regency. Meanwhile, employee performance is only individual because employee performance has different levels of ability in carrying out their duties or in serving community complaints. Therefore, the management of each village can make or measure the

services and performance of each employee. It cannot be denied that performance is an action, not an event. Therefore, the action itself can be seen from the existing components, not the results seen at that time. Determining the equation of simple regression analysis here is first done by testing the validity where the results of testing all questionnaires or questionnaires that have been distributed from the statement of the indicator variable X, namely Empathetic Leadership and the Employee Performance variable Y are declared valid after the data is obtained and analyzed using the SPSS method. To confirm the reliability of the questionnaire items for the X variable (Empathic Leadership) and the Y variable (Empathic Performance), the reliability test was conducted. The reliability of the X variable and the Y variable was confirmed because the alpha value was greater than the t-table.

Based on the research results, the results support the hypothesis that there is a negative and significant relationship between empathic leadership (X) and employee performance (Y) ($\beta = -0.375$ and $\text{sig} = 0.016$ ($\text{sig} < 0.05$)). This means that as the level of empathic leadership established by superiors increases, employee performance tends to decline. This relationship is negative and significant, meaning it is statistically reliable and not simply a coincidence. This finding may seem contradictory to the general belief that empathic leadership will improve employee performance. However, in certain contexts, excessive or inappropriate empathic leadership can actually:

1. weaken the leader's authority by daring to face vulnerability, leading to employees feeling too free and lacking discipline.
2. reduce work pressure by accepting others' perspectives, which is essential for achieving goals.
3. Creating a relaxed work environment by responding compassionately can reduce productivity.
4. Active listening can lead to role confusion if leaders focus too much on emotional relationships without maintaining structure and direction.

In other words, empathetic leadership requires balance. Empathy is important in building healthy work relationships, but if it is not accompanied by assertiveness, objectivity, and a focus on the organization, it can negatively impact employee performance.

This is in line with research presented by Dietz and Kleinlogel (2014) in a literature review titled "Empathy in Leadership: A Systematic Leaders in Organizations" in the Management Review Quarterly journal (vol. 2), which found that in some contexts, high levels of leadership empathy can trigger non-compliance with authoritarianism, especially when accountability is low. This effect leads to decreased subordinate compliance and a potential loss of organizational efficiency or control, thus decreasing employee performance in the context of this study.

The results of this study state that empathetic leadership has an effect on employee performance, but the direction of the effect is negative with the method used being a quantitative method and tested with a t-test. The results of this study are in accordance with the initial assumption, namely to find out whether empathetic leadership has a positive or negative effect on employee performance at village offices in Buntu Batu District, Enrekang Regency.

CONCLUSION

Based on the results of research and data analysis that have been conducted regarding the influence of empathetic leadership on the performance of village office employees in Buntu Batu District, Enrekang Regency, the following can be concluded: Empathetic leadership has a significant negative effect on employee performance. The results of the regression analysis show that the regression coefficient is negative with a significance level of <0.05 . This means that the higher the level of empathetic leadership applied, the employee performance tends to decrease, although empathetic leadership is important in building personal and interpersonal relationships, but if applied excessively or without control, it can reduce employee discipline and focus on work goals.

The following suggestions are made based on the research findings:

1. For future researchers, upon completion of this study, it is hoped that they can use this research as a reference, using different research methods or models and different research objects. The researcher suggests examining other factors that influence employee performance, such as work motivation, other leadership factors, organizational culture, or the work environment, to achieve a more comprehensive picture.
2. For employees, it is important to maintain professionalism even in a supportive and empathetic work environment to avoid reducing work enthusiasm and target achievement.
3. For village leaders, it is recommended to apply empathy proportionally. Excessive empathy without control and assertiveness can negatively impact employee performance.

REFERENCES

- Abdillah, Dwi, Universitas Wijaya Putra, Universitas Wijaya Putra, and Universitas Wijaya Putra. 2022. "KECERDASAN EMOSIONAL TERHADAP KINERJA PERSONEL KEPOLISIAN RESORT (POLRES) SAMPANG." 1(4).
- Ali, Agus, and Erihadiana Erihadiana. 2021. "Peningkatan Kinerja Teknologi Pendidikan Dan Penerapannya Pada Pembelajaran Pendidikan Agama Islam ." Jurnal Dirosah Islamiyah 3(3): 332–41. doi:10.47467/jdi.v4i1.445.
- Amanda, N F, D Yunita, and ... 2024. "Perancangan Dan Pengembangan Produk Cleaning Box 3 in 1 Dengan Metode Survei Pasar." ... Series: Energy and ... 7(1). doi:10.32734/ee.v7i1.2265.
- Amelia, Anika, Khoirul Ardani Manurung, and Daffa Baihaqi Purnomo. 2022. "Peranan Manajemen Sumberdaya Manusia Dalam Organisasi." Mimbar Kampus: Jurnal Pendidikan dan Agama Islam 21(2): 128–38. doi:10.47467/mk.v21i2.935.
- Fauziah, Nailul. 2014. "Empati, Persahabatan, Dan Kecerdasan Adversitas Pada Mahasiswa Yang Sedang Skripsi." Jurnal Psikologi Undip 13(1): 78–92. doi:10.14710/jpu.13.1.78-92.
- Herry Kurniawan. 2022. "Literaturereview: Analisis Kinerja Pegawai Melalui Komitmen Organisasi Kompensasi Dan Motivasi." Jurnal Ekonomi Manajemen Sistem Informasi 3(4): 426–41. <https://dinastirev.org/JEMSI/article/view/966/610>.
- Jubaedah, E. 2019. "Analisis Hubungan Gaya Kepemimpinan Dan Kompetensi Komunikasi Dalam Organisasi." Jurnal Ilmu Administrasi 6(4): 399–412.

- Jufrizen, Jufrizen. 2018. "Efek Moderasi Etika Kerja Pada Pengaruh Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja Karyawan." *E-Mabis: Jurnal Ekonomi Manajemen dan Bisnis* 18(2): 145–58. doi:10.29103/e-mabis.v18i2.180.
- Masturi, Hasanawi, Asyrafinafilah Hasanawi, and Adib Hasanawi. 2021. "Jurnal Inovasi Penelitian." *Jurnal Inovasi Penelitian* 1(10): 1–208.
- Nurhalim, Nurhalim, M Zainal Akbar Saputra, Nuning Setia Ningsih, Amirullah Amirullah, Musli Musli, and Jamrizal Jamrizal. 2023. "Konsep Kepemimpinan: Pengertian, Peran, Urgensi Dan Profil Kepemimpinan." *Jurnal Pendidikan Tambusai* 7(1): 2071–72.
- Paputungan, Padli, Joanne Pingkan M Tangkudung, and Anita Runtuwene. 2021. "Pengaruh Gaya Komunikasi Pemimpin Terhadap Kinerja Karyawan Di Kantor PLN Molibagu." *Journal ACTA DIURNA KOMUNIKASI* 3(4): 1–7. <https://ejournal.unsrat.ac.id/v3/index.php/actadiurnakomunikasi/article/view/35738>.
- Safrizal, Helmi Buyung Aulia. 2021. "Kepemimpinan Transformasioal Motivasi Kerja Dan Kinerja Pegawai." *Journal Angewandte Chemie* 2(1): 1–65.