



## Leadership Style Identification of Furniture MSMEs Owners in Makassar City - South Sulawesi

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**Abstract.** Furniture business is one of the providers of employment and means of equalizing national income. One of these stakeholders is the owner of small and medium enterprises (SMEs) of furniture, which provides certain home furnishings and craft items, typical Makassar foods. Furniture SMEs have a strategic role in providing facilities that provide beauty and luxurious taste. To optimize this strategic role, Makassar furniture SMEs require innovative leadership and continue to inspire their employees. The results of the study showed that there are four leadership styles used by the owners or managers of Furniture SMEs, namely transformational leadership style, democratic leadership style, bureaucratic leadership style and some use autocratic leadership style.

**Keywords:** Business, entrepreneurship, furniture, leadership, SMES

**Abstrak.** Usaha mebel merupakan salah satu penyedia lapangan pekerjaan dan pemerataan pendapatan nasional. Salah satu pelaku usaha tersebut adalah pemilik usaha kecil menengah (UKM) mebel yang bergerak di bidang penyediaan perabot rumah tangga dan barang kerajinan, makanan khas Makassar. UKM mebel memiliki peran strategis dalam menyediakan fasilitas yang memberikan keindahan dan cita rasa mewah. Untuk mengoptimalkan peran strategis tersebut, UKM mebel Makassar memerlukan kepemimpinan yang inovatif dan terus memberikan inspirasi kepada karyawannya. Hasil penelitian menunjukkan bahwa terdapat empat gaya kepemimpinan yang digunakan oleh pemilik atau pengelola UKM mebel yaitu gaya kepemimpinan transformasional, gaya kepemimpinan demokratis, gaya kepemimpinan birokratis dan ada pula yang menggunakan gaya kepemimpinan otokratis.

**Kata kunci:** Furnitur, kepemimpinan, kewirausahaan, UMKM

### 1. INTRODUCTION

The role of Micro, Small and Medium Enterprises (MSMEs) in the economic growth of a country is considered important (Adawiyah, 2018; Amri et al., 2023; Anjaningrum et al., 2024). MSMEs have been proven to contribute to improving the economy in Indonesia (Budiarto et al., 2023). The economy in Indonesia nationally shows that MSME activities are consistent and capable of growing.

Facts show that the job opportunities created by the MSME group are much greater than the workforce that can be absorbed by large businesses (Mulkhan et al.,

2024). In addition to being an alternative for providing new jobs, MSMEs play a role in driving economic growth and as a poverty alleviation program and absorbing the workforce (Hernita et al., 2021). MSMEs are a form of small community business whose establishment is based on someone's initiative. Most people assume that MSMEs only use certain parties.

In fact, MSMEs play a very important role in reducing the unemployment rate in Indonesia (Sanusi & Roostika, 2023). MSMEs can absorb many unemployed workers, in addition they also utilize various potential natural resources in an area that has not been processed commercially (Suheny et al., 2020). MSMEs are very important and savior of the country's economy because the potential of MSMEs provides the largest and most significant contribution to Gross Domestic Product (GDP) in this case the absorption of labor (Anjaningrum et al., 2024).

Makassar City is the capital city of South Sulawesi Province, which can be said to have a relatively large number of MSMEs. For more details, please see Table 1 regarding data on the number of MSMEs per sub-district in Makassar City.

Table 1: MSMEs in Makassar

No	District	MSMEs
1	Mariso	517
2	Mamajang	81
3	Tamalate	157
4	Makassar	149
5	Ujung Pandang	364
6	Wajo	25
7	Bontoala	381
8	Ujung Tanah	8
9	Tallo	82
10	Panakuk kang	176
11	Biringkanaya	63
12	Tamalanrea	25
13	Rapoccini	408
14	Manggala	323
15	Sangkarrang	5
	TOTAL	2683

Source: Makassar in Figure 2024

The increase in the number of MSMEs in Makassar City is certainly inseparable from the role of the government in developing the potential of existing MSMEs (Halik et al., 2023). The Makassar City Trade Service has a role in developing the potential of

MSMEs and being a bridge to market products from its members so that they can compete with products from other countries by participating in free coaching prepared by the service (Benevides, P.R.A et al., 2014). The quantity of MSMEs in Makassar City engaged in the creative industry has consistently recorded quite high growth in recent years (Abadi et al., 2020). However, the contribution of this segment is still relatively small to the structure of the Makassar economy.

In the case of MSMEs, it was found that only leaders act as positive agents and motivate employees in various aspects, especially professional life (Suheny et al., 2020). It is the responsibility of MSME leaders to ensure that these actions are aimed at helping employees develop knowledge, skills, and experience.

Although MSMEs are important and leadership in MSMEs including Furniture MSMEs has a big role in improving performance, research on leadership styles in this business is still very little if not to say nonexistent (Limpo & Sampe, 2023). Leadership styles in business are more widely studied in large companies. In addition, research on leadership styles is more widely conducted in European cultured countries, and there is still very limited research conducted in Eastern cultured countries

Based on the background above, the formulation of the research objectives in accordance with the formulation of the problem above is as follows: To determine the leadership style carried out on MSME actors, especially furniture MSMEs as an effort to improve the welfare of business actors in Makassar City.

## **2. LITERATURE REVIEW**

### **2.1. Furniture Business**

The furniture business is a dynamic business sector that is influenced by changing consumer preferences, technological advancements, and economic conditions (Barčić et al., 2021). Consumers are increasingly prioritizing sustainability in their purchasing decisions (Ates, 2020). The demand for eco-friendly materials and ethically sourced products has prompted many furniture manufacturers to adopt sustainable practices. The rise of e-commerce has enabled consumers to seek personalized products. Many furniture businesses now offer customization options, allowing customers to tailor items to their specific needs and preferences. This trend not only increases customer

satisfaction but also fosters brand loyalty. Add to that the integration of technology into furniture design is gaining attraction. Smart furniture, equipped with features such as wireless charging and built-in speakers, appeals to tech-savvy consumers (Bondarenko et al., 2023).

Furniture is a household item that includes all items such as chairs, tables, and cabinets. Furniture comes from the word movable, which means it can be moved (Barčić et al., 2021). While the word furniture comes from the French word *fourniture* which has the origin of the word *fournir* which means furnish or home or room furniture. Although furniture and furniture have different meanings, they are the same, namely tables, chairs, cabinets and so on.

## **2.2. Micro, Small and Medium Enterprises**

MSMEs in the Indonesian economy are the business group with the largest number and have proven to be resilient to various economic crises. The criteria for businesses included in Micro, Small and Medium Enterprises have been regulated. Based on Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises (MSMEs), there are several criteria used to define the meaning and criteria of Micro, Small and Medium Enterprises.

The Central Statistics Agency (BPS) defines MSMEs based on the quantity of workers (Agung & Sutadji, 2023). Small businesses are business entities that have 5 to 19 workers, while medium businesses are business entities that have 20 to 99 workers. Based on the Decree of the Minister of Finance Number 316/KMK. 016/1994 dated 27 June 1994, small businesses are defined as individuals or business entities that have carried out activities/businesses that have annual sales/turnover of up to IDR 600,000,000 or assets of up to IDR 600,000,000 (excluding land and buildings occupied) consisting of: (1) business entities (Fa, CV, PT, and cooperatives) and (2) individuals (craftsmen/home industries, farmers, livestock breeders, fishermen, forest encroachers, miners, traders of goods and services) (Rahmana, 2008). According to the Ministry of State Minister of Cooperatives and Small and Medium Enterprises (Menekop and UMKM), what is meant by Small Enterprises (UK), including Micro Enterprises (UMI), are business entities that have a maximum net worth of IDR 200,000,000, excluding land and buildings for business premises, and have annual sales

of at most IDR 1,000,000,000. Meanwhile, Medium Enterprises (UM) are business entities owned by Indonesian citizens that have a net worth of more than IDR 200,000,000 to IDR 10,000,000,000, excluding land and buildings (Rahmana, 2008).

### **2.3. Leadership Style**

The right leadership style is able to reflect the extent of the superior's responsibility to his employees (Agrawal et al., 2012; Alsarrani & Jusoh, 2019; Limpo & Sampe, 2023). When employees get the right leadership example from their superiors, this can encourage employees to be disciplined in implementing occupational safety and health (Franco & Matos, 2015). Therefore, it is hoped that leaders are able to provide the right example for their employees or staff.

Basically, an ideal leader is a leader who is able to solve various complex problems accompanied by existing creativity (Creely et al., 2021). A transformed leader is a leader who is able to inspire, has creative solutions, and is able to meet the needs of the organization (Akdere & Egan, 2020). In addition, a good leader is not a leader who solves his personal problems, but a leader who tries to help others to complete their responsibilities well.

There are several types of leadership styles that can be commonly identified (Franco & Matos, 2015). These leadership styles are described as follows:

Charismatic Leadership, is a leadership style that makes employees amazed by the extraordinary abilities of the leader (Wibowo et al., 2020). Charismatic leaders can influence employees by clearly expressing a vision and mission that relates to the present and the future so that employees feel interested in following (Abasilim et al., 2018). In addition, leaders also communicate that employees can achieve this performance well, making employees more confident (Abasilim et al., 2018). Leaders will also provide examples of good behavior so that employees can emulate this behavior. Employees who work for charismatic leaders are motivated to do their work as well and as optimally as possible.

Transformational Leadership, is a leadership style that inspires and communicates to employees to carry out responsibilities that exceed their personal interests for the benefit of the company (Akdere & Egan, 2020). Transformational leadership can

change employees' mindsets from old to new ways of thinking in terms of solving problems (Abbasi & Zamani-Miandashti, 2013). In addition, leaders can also make employees excited about their work, and are able to raise employee morale. Leadership transforms a business or group by inspiring team members to continuously raise their standards and achieve what they never thought possible. Transformational leaders expect the best from their teams and push them consistently until their work, lives, and businesses experience significant transformation or improvement (Franco & Matos, 2015). Such a leadership style is often associated with high-growth organizations that push the boundaries of innovation and productivity. In practice, such leaders tend to give employees increasingly difficult tasks and increasingly tight deadlines as time goes by. However, transformational leaders risk losing track of individual learning curves because some team members may not receive the proper training and guidance to complete challenging tasks. At the same time, transformational leaders can generate high productivity and engagement through trust and a shared vision between leaders and employees.

Transactional leadership is a leadership style that can motivate their followers to achieve the company's goals by clarifying employee duties and responsibilities (Bastari & Ali, 2020). Transactional leaders promise rewards for employees who perform well and leaders will also recognize the achievements of employees. Transactional leadership is more short-term and can be described as a type of "give and take" transaction. Team members agree to follow their leader in accepting work; therefore, it is a transaction that involves payment for services rendered. Employees are rewarded for the work they are supposed to do. If employees meet certain targets, employees receive the promised bonus. This is especially true in sales and marketing jobs.

Visionary leadership is a leadership style that encourages the ability to create a realistic, attractive and credible vision of the future of the organization (Abasilim et al., 2018). Vision provides new passion for a better future, besides that vision is also a big leap into the future by generating skills and resources [33]. Visionary leadership has its own way and quality in carrying out work, namely the ability to express vision with behavior not only verbally and has the ability to expand the vision to various contexts.

Democratic Leadership is a leadership style in which a leader makes decisions based on input received from team members (Crosby, 2021). This leadership style is collaborative and consultative, where each team member has the opportunity to contribute to the direction of the ongoing project. However, the leader holds the final responsibility for making decisions. This style resembles the way decisions are made in a corporate boardroom. Democratic leadership can lead to voting to make decisions.

Autocratic Leadership is the opposite of democratic leadership style (Wibowo et al., 2020). In this case, the leader makes all decisions on behalf of the team without taking any input or suggestions from them. The leader holds all authority and responsibility. They have absolute power and dictate all tasks to be done. There is no consultation with employees before a decision is made. Once a decision is made, everyone is expected to support the decision made by the leader. There is often a fear of the leader within the team. The autocratic leadership style can be very backward because it triggers employee dissatisfaction because most decisions will not benefit the employees.

Laissez-faire leadership is accurately defined as a passive or hands-off approach to leadership. Instead, leaders provide their team members with the tools, information, and resources necessary to perform their job duties (Thanh & Quang, 2022). A “let them be” leadership style requires that a leader step back and allow team members to work without supervision and be free to plan, organize, make decisions, solve problems, and complete assigned projects. A laissez-faire leadership approach empowers creative, skilled, and self-motivated employees. The level of trust and independence given to the team can prove to be energizing and productive and can lead to job satisfaction. At the same time, it is important to keep this type of leadership in check because chaos and confusion can quickly ensue if the team is not organized. The team may end up doing things completely different from what the leader expects.

Bureaucratic Leadership is a “follow the rules” type of leadership. Processes and regulations are followed to the letter with no room for flexibility (Asyikin, 2020). Rules are set about how work is to be done, and the bureaucratic leader ensures that team members follow these procedures closely. Input from employees is taken into consideration by the leader; however, such input is rejected if it does not conform to

organizational policy. New ideas flow freely, and there is a great deal of bureaucracy. Another characteristic is a hierarchical authority structure that implies that power flows from the top down and is vested in formal positions.

Servant Leadership, is a leadership style that involves a leader who becomes a servant to the team first before becoming a leader (Bavik, 2020). A servant leader tries to serve the needs of his team above his own needs. This style is also a form of leadership by example. Servant leaders try to find ways to develop, uplift, and inspire those who follow in their footsteps to achieve the best results. Servant leadership requires leaders with high integrity and generosity. This style creates a positive organizational culture and high morale among team members. This style also creates an ethical environment characterized by strong values and ideals.

### **3. RESEARCH METHODS**

#### **3.1. Research Approach**

This research method is a combination of qualitative and quantitative research (Smajic et al., 2022). The first year is more on qualitative-explorative research. This research will be conducted in Makassar City. Makassar City consists of 15 sub-districts, all of which have UMKM owners and managers of furniture services. In the first year, structured interviews will be conducted with these furniture UMKM to identify existing leadership styles.

#### **3.2. Population and Sample**

The population in this study are owners or leaders of MSMEs engaged in the furniture business. From data from the Central Statistics Agency, in 2024 there were 147 business units. The technique used in sampling in this study is non-probability sampling with purposive sampling technique, where sample selection is based on criteria or conditions. Respondents who want to be samples in this study are Furniture businesses that have at least 5 permanent employees and have been operating for more than 3 years.

#### **3.3. Data Collection Method**

The data collection method used in this study is the survey method by distributing questionnaires to respondents who are the units of analysis of this study (Song et al.,

2022). Questionnaires are a data collection technique that is carried out by giving a number of questions or written statements to respondents to be answered.

### 3.4. Data Analysis Method

The data obtained in this study were analyzed descriptively and after the validity and reliability tests, factor analysis was carried out to identify the leadership styles of the MSME owners or managers.

## 4. RESULTS AND DISCUSSION

This section is divided into two major parts, namely findings containing the respondent's background, descriptive analysis and ending with factor analysis.

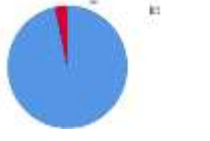
### 4.1. Respondent Description

The description of respondents is divided into three sub-sections, namely gender, age and length of time the company has been operating.

The respondent gender is divided into two, namely male gender symbolized as one (1) and female gender symbolized by two (2). The gender of the respondents in this study is shown in table 3.1 on the following page.

Table 1. Gender

Gender	Freq	Percent
Male	29	96.7
Female	1	3.3
Total	30	100.0



Source: Data processing

From the table Judging from the gender in Table 1, basically men still have a big role compared to women. This condition is directly related to the position of men who have been running this business for a long time. Because the processing industry requires manpower and hard work, the position of men is dominant in this job. Of the 30 respondents, 29 or 96.7 percent are men and 3.3 percent are women.

The respondents' ages are divided into four groups, namely 15-24 years, 25-34 years, 35-44 years and 45 years and above. Details of Respondent Age are shown in table 2. on the following page.

Table 2. Respondent's age

Group	Freq	Percent
1.00	1	3.3
2.00	10	33.3
3.00	6	20.0
4.00	13	43.3
Total	30	100.0

Source: Data processing results

In general, the age of workers will be directly related to a person's physical ability to carry out an activity or business. Thus, the older a person is at a certain time, the lower their best productivity time will be. Table 2 above explains that in Makassar City, furniture entrepreneurs are generally of productive age, namely between the ages of 25-34 years and 35-44 years. This picture shows that generally furniture entrepreneurs in Makassar City are in the productive age range. The assumption that can be drawn from this explanation is that if one of the indicators of increasing production and income in the furniture industry is the age factor of workers, then it is likely that production and income will increase.

Company age is divided into three groups, namely less than 5 years, 5 to 10 years and 10 years and above. Details of the company age are shown in table 3. below.

Table 3. Age of Business

Lama Usaha	Frekuensi	Persen
1	8	26.7
2	5	16.7
3	17	56.7
Total	30	100.0

Source: Data processing

From table 3. above, it appears that 8 respondent companies have been operating for less than 5 years; 5 companies between 5 and 10 years and 17 companies have been operating for more than 10 years.

#### 4.2. Description of Leadership Style

Leadership style is measured by 31 indicators. Details of the results are shown in table 4. below.

Table 4. Description of leadership style

No	Statement	Mean	Std. Dev
1	Spending quality time thinking about future possibilities.	3.4667	1.07425
2	Seeing myself as a well-organized person	4.0333	.85029
3	Employees tell me how much they appreciate my drive.	2.8000	.71438
4	Trying to avoid taking risks.	4.1000	.75886
5	Being able to feel other people's feelings.	4.3333	.80230
6	I believe I can recognize talent and potential in others.	4.4000	.72397
7	See myself as more of a people person than a workaholic.	2.3667	.92786
8	Tend to overcome obstacles to achieve goals.	3.7333	.82768
9	Delegate tasks well to others in my family, team/organization.	3.8667	.68145
10	Able to find practical solutions to problems.	3.7000	.87691
11	Others see me as energetic	3.6000	.72397
12	Place a high level of trust in others in my family, team/organization	3.7667	.81720
13	Make a conscious effort to provide feedback to others on their work/efforts	4.0667	.82768
14	Others comment positively on my listening skills	4.0667	.82768
15	Often late because I have too much to do	3.9000	.84486
16	Have a clear focus on what we need to do as a family, team/community	3.6000	.67466
17	Doing a number of activities gives me real satisfaction	3.9000	.66176
18	Can assess what resources are needed to complete a project	4.1000	.66176
19	Seems to have a knack for finding the right words to motivate people	4.1667	.69893
20	Almost always clear about the long-term direction we need to take	3.3333	.54667
21	Prefer to focus on what we need to do, rather than how we should do it	3.4667	.93710
22	Seems to build rewarding long-term relationships easily	2.5667	.85836
23	Prefer to work alone rather than in a team	3.5667	.77385
24	Can often help my family, team/community work more efficiently.	3.7667	.72793
25	Enjoy reconciling different points of view	4.3667	.61495
26	Have the conviction to achieve things that others think are impossible.	3.1667	1.20583
27	Best at leading specific tasks or assignments.	3.3000	1.05536
28	Can break projects down into steps that need to be achieved.	3.3333	1.15470
29	Regularly petition those around me	3.2667	1.08066
30	Enjoy joining a group	3.4667	1.07425
31	Others tend to see me as a leader	3.5000	1.16708

Source: analysis data

From table 4 above, it appears that the average range of respondents' answers is 2.3667 and 4.4 with a standard deviation range between 0.54667 and 1.20583.

### Factor Analysis

Factor analysis is a multivariate statistical technique used to reduce and summarize all dependent and interdependent variables. Factor analysis is conducted after checking the validity and reliability of leadership style indicators from the respondent's answers. There are two main parts of this factor analysis, namely total variance explained and component matrix.

## 2. Component Matrix

Component Matrix shows the number of factors that appear and the correlation between items and factors. Factors are correlated with variables if the factor loading is > 0.5, both those marked (+) and (-). The item 'reason' has a large correlation with and can be used to determine a fairly dominant style for the group. Component Matrix is shown in table 6 in the following page.

Table 6. Component Matrix

	Component			
	1	2	3	4
GK2			.724	
GK4	.680			
GK12	.679			
GK14		.538		
GK15	.658			
GK17	.562			
GK18		.626		
GK19	.766			
GK21				.800
GK25		.629		
GK26	.849			
GK27	.851			
GK28	.800			
GK29	.834			
GK30	.822			
GK31	.797			
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

Source: Data Analysis

From the results of a deeper search on the more dominant indicators from the results of the factor analysis, four main leadership styles practiced by managers or owners of furniture UMKM can be identified, namely transformational, democratic, bureaucratic and autocratic.

## Discussion

After processing the data, it was finally found that there are four leadership styles implemented by the owners and managers of furniture UMKM in Makassar City. The four styles are transformational leadership, democratic leadership, bureaucratic leadership, and autocratic leadership.

Transformational leadership style, is the most prominent style practiced by the owners of Furniture UMKM. This finding is in line with the demands of the furniture industry which requires high creativity and innovation due to changes in market tastes and the development of furniture models that continue to change. This leadership style is able to follow the development of information, technological advances, demands for work professionalism, and changes in the character of its users.

Democratic Leadership Style is the second leadership style practiced by UMKM Furniture owners. This can be triggered by the demands of the furniture industry which requires cooperation in formulating business decisions. Democratic leadership has emerged as an attention-grabbing model, placing the participation and involvement of team members as the main focus. Democratic leadership challenges the traditional paradigm that places the leader as the sole decision maker, by inviting the entire team to contribute to the decision-making process.

Bureaucratic, is the third style that appears in the identification of this leadership style. This arises as a result of the existence of rules that must be obeyed by furniture business owners. This bureaucratic leadership style is described by the statement "Leading based on regulations". Leadership behavior that is characterized by the strict implementation of a procedure that has been applied to the leader and his subordinates. A bureaucratic leader, in general, will make all decisions based on the rules that have been applied and there is no more flexibility.

The autocratic leadership style also appears as one of the styles practiced by MSME owners/managers. The owner always considers the furniture business as his personal property, is arrogant, identifies personal goals with organizational goals, considers employees as mere tools, does not want to accept criticism and suggestions, is too dependent on his formal power, and in his actions often uses a coercive and punitive approach.

## **5. Conclusion**

From the results of this study, it is concluded those furniture UMKM has a major role in improving the welfare of society both for owners as a source of income and users as a lifestyle; there are four leadership styles that are very prominently used by owners

and/or managers of Furniture UMKM, namely transformational leadership style, democratic leadership style, bureaucratic leadership style and autocratic leadership style, and transformational leadership style is the most prominent leadership style practiced by Furniture UMKM owners.

Based on the results of this study, it is recommended, for further researchers to study leadership styles, use a larger number of respondents or other business groups so that they can enrich the findings of this study; for policy makers related to UMKM to provide leadership training so that the business run by UMKM owners can continue to run well, furniture UMKM owners to continue to develop appropriate leadership in this case transformational leadership in order to encourage the development of sustainable furniture businesses.

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