

Analysis of the Effect of Participatory Leadership Style on Employee Work Motivation at PT. BRI Syariah KC. Banjarmasin

Nurhayati, Maya Rezeki Angriani, Dewi Aina

Sari Mulia University

*Correspondence email: eno.nurhayati95@gmail.com

Abstrak. Uji analisis yang digunakan dalam penelitian ini adalah analisis regresi linier sederhana. Sampel yang digunakan adalah seluruh karyawan PT. BRI Syariah KC. Banjarmasin dengan jumlah sampel 85 orang. Pengumpulan data dilakukan melalui jawaban responden atas pertanyaan-pertanyaan berupa kuisioner yang dibagikan kepada responden yaitu karyawan PT. BRI Syariah KC. Banjarmasin. Hipotesis penelitian diuji dengan regresi linier sederhana yang memenuhi uji asumsi klasik. Hasil analisis menunjukkan bahwa variabel gaya kepemimpinan partisipatif berpengaruh positif signifikan terhadap loyalitas karyawan (Y) PT. BRI Syariah KC. Banjarmasin, karena nilai $t_{hitung} (13,203) > t_{tabel} (2,006)$ dan H_a diterima. Persamaan regresi linier sederhana yang diperoleh dari hasil pengujian hipotesis adalah $Y = 13,978 + 1,715X$. Dari persamaan regresi dapat diketahui bahwa gaya kepemimpinan partisipatif sejalan dengan motivasi kerja. Hal ini dikarenakan koefisien regresi masing-masing variabel tersebut bernilai positif, artinya jika gaya kepemimpinan partisipatif mengalami peningkatan maka motivasi kerja juga akan meningkat.

Kata Kunci: Gaya Kepemimpinan; Motivasi kerja

Abstract. The analytical test used in this study is a simple linear regression analysis. The sample used is all employees of PT. BRI Syariah KC. Banjarmasin with a total sample of 85 people. Data were collected through answers from respondents to questions in the form of questionnaires distributed to respondents, namely employees of PT. BRI Syariah KC. Banjarmasin. The research hypotheses were tested by simple linear regression which met the test of classical assumption. The analysis results shows that the style of participatory leadership variable has a positive significant effect on employee loyalty (Y) PT. BRI Syariah KC. Banjarmasin, because the value of $t_{count} (13.203) > t_{table} (2.006)$ and H_a is accepted. The simple linear regression equation obtained from the results of hypothesis testing is $Y = 13.978 + 1.715X$. From the regression equation, it can be seen that the participative leadership style is in line with work motivation. This is because the regression coefficient of each of these variables is positive, meaning that if the participatory leadership style experiences an increase, work motivation will also increase.

Keywords: Leadership Style; Work motivation

Introduction

Nowadays, competition in the business world is growing. The number of emerging new organizations that could make the old organization sink makes the old organization must find the best way to stay afloat in the competitive world. An organization certainly has a management in it. Management is something that is needed in human life, both as individuals and in groups. The role of management is very important in all movements that determine the success of the activities of an organization in achieving goals. Effective and efficient use of raw materials, capital and technology as well as human expertise is an important factor for the development and growth of the organization. Management is a process or framework, which involves guiding or directing a group of people towards organizational goals or tangible goals. Management is an activity, its implementation is "managing" - management, while the executor is called a manager or manager (Brantas, 2009). This management will later help the organization survive and continue to grow. Based on this, human resources (HR) are one of the most important elements in the organization. Good and motivated human resources will have an impact or good attitude in the company. The situational theory put forward by Hersey & Blanchard (2013); Sunyoto (2013) says the effectiveness of a person's leadership depends on choosing the right leadership style to deal with certain situations and the level of mental maturity of subordinates.

The success of an organization is believed to be highly dependent on its employees. Employees who do not have a high and good work motivation will affect the quality of their work on the organization, therefore to grow employee work motivation leadership factors are things that must be considered, because the role of motivation is very important for employees and organizations. Motivation is the thing that causes, distributes, and supports human behavior, so that humans are willing to work hard and enthusiastically to achieve optimal things.

Literature Review

Human Resource Management

According to Hasibuan (2016), human resources are the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees and society. In line with that, Badriyah (2015) argues that human resource management is a part of management science

that focuses its attention on regulating the role of human resources in organizational activities. The objectives of Human Resource Management according to Cushway in (Sutrisno, 2016), include: (1) giving consideration in making HR policies; (2) implement and maintain all HR policies and procedures; (3) helping HR development; (4) provide support and conditions that will help managers; (5) handling various crises and difficult situations in HR relations; (6) prepare communication media between HR; and (7) act as a keeper of standards and values in HR management.

Human resource management functions (Hasibuan, 2016): planning, organizing, briefing, control, development, procurement, development, compensation, integration, maintenance, discipline, and stopping

Leadership Style

According to Hidayat (2018), leadership style is a pattern of behavior designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized and motivate employees so that it is expected to produce high productivity. The leadership style of a leader will greatly affect the performance of employees or subordinates. According to Fahmi et.al (2019), leaders must be able to determine a leadership style that is in accordance with the existing situation in the organization, if the leadership style is applied appropriately, the leader will be able to direct the achievement of organizational and individual goals. Conversely, if the chosen leadership style is not in accordance with the existing situation in the organization, the achievement of organizational goals will be difficult to achieve. In this study, only using participatory leadership style as the independent variable (independent). The participatory leadership style provides control over problem solving and decision making between leaders and employees in a balanced state. Managers and employees alike are involved in problem solving and decision making. So there is two-way communication. Employee participation in problem solving and decision making is increasing, because leaders believe that employees have broad skills and knowledge to complete tasks. According to Mangkunegara (2017) participatory leadership style is a style in which a leader involves all his employees in decision making. So there is an impression that this participatory leadership style can foster a high sense of democracy. Participatory leadership is concerned with the use of various decision procedures that give others a certain influence on the leader's own decisions. Indicators of Leadership Style, Tannenbaum and Schmidt in Noor (2013) suggest three factors that influence leadership style which are very important in decision making, as follows: (a) strengths in the; (b) strengths in the subordinate; and (c) environmental forces

Performance Motivation

Motivation is a complex thing in organizations, because the needs and desires of each member of the organization are different from one another. Noor (2013) says that motivation comes from the Latin, namely *move* which means to move or move. Noor (2013) defines work motivation as a set of internal and external forces that cause an employee to choose an action and engage in certain behaviors. Indicators of Work Motivation (Maslow, in Robbins, 2006), which become indicators are: (a) physiological: including hunger, thirst, protection (clothing and housing), and other physical needs; (b) security: including safety and protection against physical and emotional harm; (c) social: includes affection, belonging, acceptance, and friendship; (d) appreciation: includes self-respect factors such as self-esteem, autonomy, and achievement; as well as external respect factors such as status, recognition, and attention; and (e) self-actualization: the drive to become someone/something according to one's ambition which includes growth, achieving one's potential, and fulfilling one's own needs.

Methods

The analytical test used is simple linear regression analysis. The sample used is all employees of PT. BRI Syariah KC. Banjarmasin with a total sample of 85 people. Data were collected through answers from respondents to questions distributed to respondents/employees of PT. BRI Syariah KC. Banjarmasin. The research hypotheses were tested by simple linear regression which met the classical assumption test.

Result

Based on the results of hypothesis testing and regression equations, it is stated that $Y = 13.978 + 1.715X$. The constant value of 13,978 means that if the participatory leadership style (X) is 0, then work motivation (Y) is 13, 978. The regression coefficient for the participatory leadership style variable (X) is 1,715, meaning that if the participative leadership style has increased by 1%, then work motivation (Y) will increase by 1.715 with the assumption that the other independent variables have a fixed value. The coefficient is positive, meaning that there is a positive relationship between participatory leadership style and work motivation, the higher the participatory leadership style, the higher the work motivation.

Table 1
Dependent Variable: Work Motivation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.978	2.972		4.700	.000
gaya kepemimpinan partisipatif	1.715	.123	.878	13.203	.000

Source: data processing

Conclusion

The participatory leadership style variable (X) has a positive and significant effect on employee loyalty (Y) at PT. BRI Syariah KC. Banjarmasin, because the value of tcount (13.203) > ttable (2.006) and Ha is accepted. The analysis of determination (R²) is worth 0.771 or 77.1% indicating that the percentage of the contribution of the independent variable (participatory leadership style) to the dependent variable (work motivation) is 77.1%.

References

- A.A. Anwar Prabu Mangkunegara. 2017. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : Remaja Rosdakarya
- Badriyah, M. 2015. *Manajemen Sumber Daya Manusia*, Cetakan 1. Bandung : CV Pustaka Setia
- Brantas. 2009. *Dasar-Dasar Manajemen*. Bandung : Alfabeta
- Davis, Keith. Newstrom, John. 2008. *Perilaku Dalam Organisasi*. Jakarta: Erlangga
- Fahmi K. 2019. Pengaruh Gaya Kepemimpinan terhadap Kinerja Karyawan (Studi Kasus : PT. Agung Citra Transformasi). *Jurnal Ilmiah Akuntansi dan Manajemen (JIAM)*. 15(2)
- Hasibuan, Malayu. 2016. *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Bumi Aksara
- Noor, Juliansyah. 2013. *Penelitian Ilmu Manajemen Tinjauan Filosofis dan Praktis*. Jakarta :Kencana
- Hersey & Blanchard. *Dalam Sunyoto*. 2013. Jakarta:PT. Buku Seru
- R Hidayat, T Chandra, HP Panjaitan. 2018. Pengaruh Budaya Organisasi, Motivasi Kerja, dan Gaya Kepemimpinan terhadap Kepuasan Kerja dan Kinerja Karyawan pada SPBU di Kabupaten Rokan Hilir. *Jurnal Akuntansi, Kewirausahaan, dan Bisnis*. 3(2)
- Robbins, Stephen. P. 2006. *Perilaku organisasi*. Edisi Bahasa Indonesia. Jakarta: Indeks Kelompok Gramedia.
- Sunyoto, Danang. 2013. *Teori, Kuesioner, dan Proses Analisis Data Perilaku Organisasional*. Jakarta: PT. Buku Seru
- Sutrisno, Edy. 2016. *Manajemen Sumber Daya Manusia*. Jakarta: Prenada Penerbit Media Group