

THE EFFECT OF LEADERSHIP STYLE AND SITUATION ON EMPLOYEE MOTIVATION AT PERUMDA AIR MINUM TIRTA JAYA MANDIRI, SUKABUMI REGENCY

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ABSTRACT

Leadership style and situation are assumed to influence employee motivation. There is a distinct challenge for a leader to adjust his leadership style and a good leadership situation so that employee motivation is well maintained in order to improve their performance. The research method was carried out by testing the associative correlation hypothesis with the product moment correlation test, single regression, and multiple regression (95% confidence level) with the help of the SPSS 25 program. The data were processed from 48 questionnaire answers from respondents. The results showed that there was a positive and significant relationship between leadership style and employee motivation, there was a positive and significant relationship between leadership situation and employee motivation, there was no positive and significant relationship between leadership situation and leadership style, there was a positive and significant relationship. between leadership style and leadership situation together on employee work motivation.

Keywords: leadership situation, leadership style, work motivation, leadership

INTRODUCTION

Leadership plays an important role in the organization. The success or failure of an organization/company is determined by the existing resources within the organization/company. In order to manage human resources well and be able to show their potential advantages, the role of a leader is needed. A good leader must be able to influence effectively so that human resources (in this case employees) want to carry out their orders with pleasure or without coercion. A good leader must also be able to direct and motivate employees to cooperate in achieving company goals. The smarter / expert a leader in carrying out his role, the faster the company's goals will be achieved. Each leader has traits, character, and character that are influenced by the nature factors he brings from birth and the formation of the environment where the leader grows and develops (Amalia, et al, 2016: 36). These different characters lead to the application of leadership styles by the leader. A leader must be good at choosing and adjusting his leadership style in order to be able to motivate employees in doing their respective tasks as well as cooperation in work teams. Therefore, it is very unfortunate if a leader cannot or incorrectly chooses a leadership style that suits his work environment and his employees.

The leadership style must also be adjusted depending on which subordinates. Several studies have shown that an effective leadership style is leadership that is adapted to the situation and conditions of the employees it leads (Hersugondo and EuisSoliha, 2008:7). According to

Sugiyono, 2019, the instrument on leadership style was developed from situational leadership theory. Therefore a good and appropriate leadership style depends on the situation. According to him, when explaining group assignments, he must be in a directive style. When displaying things that can attract members' interest, he must have a supportive style.

To formulate the group's goals, it must be in a participatory style. So, it does not mean that the leadership style is a participative leadership style only. One company that requires a leadership style that is appropriate to its leadership situation is Perumda Airminum Tirta Jaya Mandiri or abbreviated as Perumda AM TJM. The company that manages clean water to reach its customers has 128 permanent employees at the head office and 22 units and branches. Several units/branches are merged or in other words two branches/units are managed and led by one branch head or leader. The merged branches include the Cibadak branch with the Caringin branch, the Parungkuda branch with the Ciambar branch, and the Kalapanunggal and BojongGenteng branches. The six branches are categorized as branches with a large number of Subscription Connections and DRD (Billed Account List). Employee motivation in order to improve performance, income and others can be influenced by leadership style and situation.

THEORETICAL FRAMEWORK

Path Goal Theory Leadership Model

Leadership in the Path Goal model explains how a leader's behavior affects the motivation and work performance of his subordinates or employees. The main thing in this theory is that the leader's job is to help followers achieve goals and influence followers to ensure that their goals are consistent with the overall goals of a group or an organization (Putranti and Suparmi, 2016).

Friedler's Contingency Leadership Model of Situation Leadership

The theory of leadership situations explains that there is no single ideal or appropriate leadership style. In certain circumstances it will be seen that the selection of the chosen leadership style can be effective or ineffective. Contingency theory assumes that leadership is a process in which a leader's ability to exert influence depends on the task-oriented situation and the levels of his leadership style, personality and approach that is appropriate to the group.

McClelland's Theory of Needs

Experts who created this theory argue that potential energy reserves are owned by employees. This potential energy can be released and used depending on the strength of the motivational drive of the employee, the situation and the opportunities that exist. Employees utilize this energy when there is encouragement in the form of motives, expectations and incentives.

METHOD

The type of research in this study based on the type of data is quantitative research. Quantitative research is research whose data is quantitative data so that the data analysis uses quantitative analysis (inference). Descriptive quantitative research usually only measures the

level of a variable in the population or sample, while correlation and associative look at the relationship between two or more variables. If the quantitative correlation only shows the relationship, associative tries to find a cause-and-effect relationship between the related variables.

The population in this study were permanent employees of PERUMDA Water Drinking Tirta Jaya Mandiri, Sukabumi Regency. The sample of this research was taken from the population calculation of the permanent employees of PERUMDA Water Drinking Tirta Jaya Mandiri, Sukabumi Regency, amounting to 128 people. The number of samples taken is 48 (+37%). The sampling technique or sampling technique in this study is the cluster random sampling technique. cluster random sampling means that the sampling method is carried out by taking employees randomly from each section in PERUMDA Water Drinking Tirta Jaya Mandiri, Sukabumi Regency.

The analysis technique used is hypothesis testing because this research has a hypothesis. The hypothesis in question is the associative hypothesis because the problem studied in this study is an associative problem. The associative hypothesis is an assumption on whether there is a significant relationship between two or more variables. The correlation technique used in this study is the Pearson Product Moment correlation technique. This is because the data to be correlated is in the form of intervals and scales from the same source. Product moment correlation is intended to find evidence of the existence of a relationship (correlation) between variables. In addition, to see how big the relationship between the variables if the relationship between the two variables already exists.

DISCUSSION

Associative Hypothesis Testing Between Leadership Style Variables and Work Motivation

The first hypothesis is that there is a positive and significant relationship between leadership style and employee work motivation. The result of the correlation test between the leadership style variable and the work motivation variable above is that the r count is 0.393. Based on the table of product moment r values, the r table is 0.284 at a significant level of 5% for N (number of samples) = 48. The calculated r value (0.393) > r table (0.284). This means that H_a (no relationship) is accepted and H_o (no relationship) is rejected. This also means that there is a correlation between the leadership style variable and the work motivation variable. Because the calculated r number shows a positive number (no minus sign), then there is a positive relationship between the leadership style variable and the work motivation variable. The degree of the coefficient is at a low level based on the correlation coefficient interpretation guide table. The significance value is $0.06 < 0.05$ so there is a correlation between the two variables. So, the results of the hypothesis test are that there is a positive and significant relationship between leadership style and work motivation. In other words, if the leadership style is good, the work motivation will also be good. Conversely, if the leadership style is not good, then the work motivation is also not good.

Associative Hypothesis Testing Between Leadership Situation Variables and Work Motivation

The second hypothesis is that there is a positive and significant relationship between the leadership situation and employee motivation. the results of the correlation test between the leadership situation variable and the work motivation variable above that the r count is 0.303. Based on the table of r product moment values, the r table is 0.284 at a significant level of 5% for N (number of samples) = 48. The calculated r value ($0.303 > r$ table (0.284)). This means that H_a (there is a relationship) accepted and H_o (no relation) is rejected. This also means that there is a correlation between the leadership situation variable and the work motivation variable. Because the calculated r number shows a positive number (no minus sign), then there is a positive relationship between the leadership situation variable and the work motivation variable. The degree of the coefficient is at a low level based on the correlation coefficient interpretation guide table.

The significance value is $0.036 < 0.05$ so that there is a correlation between the two variables. So, the results of the hypothesis test are that there is a positive and significant relationship between leadership situations and work motivation. In other words, if the leadership situation is good, the work motivation will also be good. Conversely, if the leadership style is not good, then the work motivation is also not good.

Associative Hypothesis Testing Between Leadership Style Variables and Leadership Situation

The results of the correlation test between the leadership style variable and the leadership situation variable above that the r count is -0.043. Based on the table of r product moment values, the r table is 0.284 at a significant level of 5% for N (number of samples) = 48. The calculated r value ($-0.043 < r$ table (0.284)). This means that H_a (there is a relationship) is rejected and H_o (no relationship) is accepted. This also means that there is no correlation between the leadership style variable and the leadership situation variable.

The significance value is $0.772 > 0.05$ so there is no correlation between the two variables. So, the results of the hypothesis test are that there is no positive and significant relationship between leadership style and leadership situation. In other words, the hypothesis is rejected. Testing the Associative Hypothesis between Leadership Style Variables and Leadership Situations Together with Work Motivation Variables

From the results of data processing can be seen that Sign. F Change ($0.001 < 0.05$) so it can be stated that there is a positive and significant relationship between leadership style and leadership situation together with employee motivation. The correlation coefficient value (R) is 0.507. From the table of the degree of correlation, the value of 0.507 includes a moderate correlation.

CONCLUSION

The leadership situation and leadership style have a significant effect simultaneously and partially on the work motivation of the employees of Perumda Airminum Tirta Jaya Mandiri, Sukabumi Regency. The author hopes for the progress of Perumda Water Drinking Tirta Jaya

Mandiri Sukabumi Regency, namely maintaining the leadership style and leadership situation that has been going well so that employee work motivation increases. The author hopes that for future research, it is necessary to pay attention to the questions from the questionnaire and a larger number of samples so that the research is more accurate. Because this research still has many shortcomings, further research that refers to the results of this study should pay more attention to the analytical tools used so that they are in accordance with the research being studied. If the analysis tool is not suitable, the researcher can replace it with another analytical tool or method of analysis.

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