

THE QUALITATIVE STUDY OF LEADERSHIP AND EMPLOYEE PRODUCTIVITY (CASE STUDY: BRI UNIT TATAARAN)

STUDI KUALITATIF KEPEMIMPINAN DAN PRODUKTIVITAS KARYAWAN (STUDI KASUS: BRI UNIT TATAARAN)

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ABSTRACT

In this global era, any organization seeking to improve the quality of work of employees in order to generate productive employees. Bank Rakyat Indonesia (BRI) is one of the organizations in the banking sector which has the main tasks include managing and marketing the Micro Credit facilities. This study aims to determine the effect of leadership style on employee productivity. 13 employees of BRI Unit Tataaran were surveyed as respondents. This research using qualitative approach to examine and to explore deeply the experience of every individuals. The results shows the Leadership Style significant effect on employee productivity. While Employee Productivity is also influenced by the working environment. Instead, BRI Unit Tataaran should applying democratic leadership style, in order to create a new working environment with an atmosphere that is easier for employees and leaders to be more productive. While effective communication is needed to strengthen the leadership and employee relations.

Keywords: Human Resource Management, Leadership, Employee's productivity

ABSTRAK

Di era global saat ini, setiap organisasi berusaha meningkatkan kualitas kerja karyawannya agar menghasilkan para karyawan yang produktif. Bank Rakyat Indonesia (BRI) adalah salah satu organisasi dibidang perbankan yang memiliki tugas pokok diantaranya mengelola dan memasarkan fasilitas Kredit Mikro. Penelitian ini bertujuan untuk mengetahui pengaruh dari Gaya Kepemimpinan terhadap produktivitas karyawan. Populasi mengacu pada karyawan BRI Unit Tataaran dengan menggunakan wawancara dan ukuran sampel sebanyak 13 responden. Penelitian ini menggunakan pendekatan kualitatif untuk meneliti dan mengeksplorasi secara mendalam pengalaman setiap individu. Hasil penelitian menunjukkan bahwa Gaya Kepemimpinan berpengaruh signifikan terhadap produktivitas karyawan. Sedangkan Produktivitas Karyawan juga dipengaruhi oleh lingkungan kerja. Sebaiknya, BR) Unit Tataaran mengaplikasikan iklim kerja yang inovatif dan komunikasi atas-bawah atau sebaliknya. Agar dapat tercipta lingkungan kerja dengan suasana baru yang mempermudah karyawan dan pemimpin untuk semakin produktif. Sedangkan komunikasi yang efektif dibutuhkan untuk memperkuat hubungan pemimpin dan karyawan.

Kata Kunci: Manajemen Sumber Daya Manusia, Kepemimpinan, Produktivitas Karyawan

1. INTRODUCTION

Research Background

In the era of global competition human resources is important for the company to work more efficiently and effectively. Human resources is the resource that resides in the knowledge, skills, and motivation of people. Human resource is the least mobile of the four factors of production, and (under right conditions) it improves with age and experience, which no other resource can do. It is therefore regarded as the scarcest and most crucial productive resource that creates the largest and longest lasting advantage for an organization. Banking is one of the most complex services industry and a major contributor to the economy of a country. Increasingly fierce competition causes the banks is required to improve competitiveness in order to maintain the viability of the company. Almost all banks have the goal of maximizing profitability and value for the company, and also to improve the welfare of leaders and employees.

Employees is an important element in determining the reciprocation of a company. To achieve the objectives of the company required employees in accordance with the requirements of the company. The ability of employees is reflected in the performance, good performance is optimal productivity. The employee's productivity is one of the capital for the company to achieve its objectives. So that employee productivity is things that should be considered by the leaders of the company.

Leadership is the ability of a company's management to make sound decisions and inspire others to perform well. Effective leaders are able to set and achieve challenging goals, to take swift and decisive action even in difficult situations, to outperform their competition, to take calculated risks and to persevere in the face of failure. To achieve an effective leadership style, needed a quality leader and professional who is able to motivate subordinates to carry out their duties in accordance with the conditions set by the company. Each leader has a style of leadership that is different. Another factor that can affect the productivity of the employee is employee satisfaction and work environment factors. Based on background above, the aim of this research: the qualitative study of leadership and employee productivity (case study : BRI Unit Tataaran).

Research Objectives

The objectives of this research are to know
"To know the leadership style effect on employee productivity in Bank Rakyat Indonesia (BRI) Unit Tataaran"

Theoretical Framework

Leadership

Arep and Tanjung (2002) explains that "Leadership is one's ability to control or influence others or mutual societies varies towards the achievement of certain goals". Robbins (2006) states of leadership is the ability to affect the group towards the achievement of targets. Kartono (2005) states of leadership is the ability to provide a constructive influence on others to carry out a cooperative efforts to achieve the goals already planned.

Leadership Style

The style of leadership is the behavior or the way chosen and used a leader in influencing the thoughts, feelings, attitudes and behavior of members subordinate organizations (Nawawi, 2003).

The leadership style is as follows:

1. The authoritarian leadership style. This leadership style brought together a number of behaviors or style leadership that is centered on the leader as the only determinant, rulers and controllers member organization and its activities in an effort to achieve organizational goals.
2. The democratic leadership style. Style of leadership that puts the human being as the most important factor supporters in the leadership exercised by and priority orientation on relations with members of the organization.
3. Leadership style free. This leadership style is basically the view that members the organization is able to be independent in making decisions or capable take care of himself respectively, with the least possible guidance or giving instructions in the realization of the main tasks of each as part of the main tasks of the organization.

Employee Productivity

Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. Its *defined productivity as a measure of the quantity and quality of work*. (Mathis and Jackson, 2000).

Previous Research

Relationship Between Leadership and Employee Productivity in an Organization, Sakiru (2013) this study observed, among others, the possible lack of effective leadership inside the Nigerian economy and therefore re-iterates the requirement to establish same to boost worker morale, coordinate the nation's assets and improve productivity. Servant Leadership: A Phenomenological Study of Practices, Experiences, Organizational Effectiveness, And Barriers, Honeycutt (2011) research showed that something as simple as openly communicating with others allows for the creation of trust, the exchange of information, and increased loyalty between leaders and organizational members. Leadership Style Impact on Employee, Taiwo (2013). the analysis explained that employees are the core element of organizational success, therefore it is imperative that they are integrated in the decision making process. Exploring the Effect of Transformational Leadership on Nonprofit Leader Engagement, Patterson (2015) there is a significant positive relationship between transformational leadership and the three subscale of employee engagement.

2. RESEARCH METHOD

Type of Research

This research using qualitative approach to examine and explore deeply the experience of every individual during a certain circumstances and that one event causes another event or activity. Understanding the goals, intentions, and implications of these different research paradigms is vital to developing and assessing appropriate research designs.

Place and Time of Research

This research is conducted in Tondano city particularly at Bank Rakyat Indonesia (BRI) Unit Tataaran. These research use the leader and employee who work at that Bank as the respondent. This research will be held from June – October 2015.

Data Collection Method

This research will use In-Depth Interview as the data collection method to get the data from the participants. In-depth interviews are interviews in which participants are encouraged and prompted to talk in depth about the topic under investigation without the researcher's use of predetermined, focused, short-answer questions (Given, 2008).

When researcher obtain the data via in-depth interviews. Usually they have a smaller sample and do not use random methods to select the participants. As a result, the results may not generalize to people who were not interviewed.

Operational Definition

Operational definition is a certain explanation about some issues that measured by certain terms, in this research by Bank Rakyat Indonesia (BRI) Unit Tataaran itself.

1. Leadership style is style of leadership that puts the human being as a factor of the most important supporters in the leadership exercised based on the orientation and emphasis on the relationship with members of the Bank Rakyat Indonesia (BRI) Unit Tataaran.
2. Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses.

Data Analysis Method

1. Credibility. Degree to which the result of qualitative research are credible or believable from the perspective of the participant in the research.
2. Transferability. Degree to which the result of qualitative research can be generalized or transferred to other context or settings.
3. Dependability. Degree to emphasize the need for the researcher to account for the ever-changing context within which research occurs.
4. Confirmability. Degree to which the result could be confirmed or corroborated by others.

Descriptive Method

This research used a description analysis tool to analyze the influence of Leadership Style to the Employee Productivity in Bank Rakyat Indonesia (BRI) Unit Tataaran. In descriptive analysis, the data will organize through Interview with the help of tools like recorders or by typing the whole interviews. After that, the data will be transcript from the recorded data to written data. The next step is data reduction, where the researcher will do the selection of data and make the classification which data is not significant and which data that are significant to support this research. The selected data can be processes to the next step in the presentation of the data and then taken the withdrawal of conclusion.

3. RESULT AND DISCUSSION

Result

From informant researcher can take conclusion that not all the employees work for the highest position in the company. Sometimes the salaries and bonuses can be satisfaction enough for the employees themselves or their family. Also there are some employees who work for the love of his job and satisfied with whatever position he get. And some employee not too concerned about the leadership style of a leader as long as it is not detrimental to the employee and the company. Because there are employees who think that all decisions in the hands of a leader and as an employee they just have to run it. But not all employees to think like that too. Sometimes there are also employees who wish to participate in the decision making process of a company to feel involved. And as a teller their job also offer a progression. Progression to not make any little mistake because working in a Bank have to be always careful because when working in a Bank its all about money and trust. And everyone know that both of these are very difficult to obtain. Also a progression in their job for a teller is they have to be turn into mantri to get a promotion. And that the key to feel comfort to working is relations with co-workers. Because in workplace the partner or co-workers is our family. And family is a key to the success. Also the employee in this unit is satisfied with the leader because his decision bring the company to the way to success. And sometimes employee need a leader who knows to put themselves. Such as when the employee takes a break they need a figure of friends and while working the employees need a leader who can be a role model.

Discussion

Leadership is the way a leader in influencing the behavior of subordinates, to cooperate and work productively to achieve the objectives of the organization. In connection with the leadership of subordinates, some employees expect to get treatment leader who is open and provides flexibility in work, while others hope that leaders do more directing. From interviews known to every employee not only dominated by economic motives alone. Wages and salaries are not necessarily able to guarantee great satisfaction and be able to motivate the employees.

Leadership style on BRI Unit Tataaran use authoritarian where leaders vote to decide their own decisions without involving employees because of the problems encountered need treatment quickly and do not have time for discussion. In this case there is no problem for employees with this leadership style because employees are satisfied with this leadership style where they do not feel disadvantaged, and they get a leader who they expected. As noted previously that their leaders before implementing democratic but not decisively so that employees become lazy and do not intend to increase their productivity. Once they get a leader who firmly they become motivated to continuously improve their productivity. As a human being, a leader can not be separated from the name of its advantages and disadvantages. leaders could become an idol and role model. However, the identity of the leader could never be changed as idolized. Similarly, the leadership style that will never be separated from the basic personality.

In corporate environments often encountered employees who did not seem eager to finish the job or even looked confused for the work he was doing. When asked why, most of the employees as this will answer confused, not knowing what to do or do not know how to do it. In the end, the employee is not considered to perform the tasks assigned to him. But in fact often employees do not know what is expected of superiors. This condition is exacerbated by a boss who assume that employees should know what they have to do without being told what the boss itself.

The condition is sometimes seen as a form of a decrease in employee productivity. If interpreted literally employee productivity is the output that appears in the function or activity of certain work over a given period. This means that the productivity of an employee is identical to the results of its efforts in carrying out its duties (Benardin & Russell, 1998). Of course in performing their duties to achieve productivity, employees need to know the target of the work to be done, how the details so that employees know what they will do as expected boss or company.

The productivity of the employees in Bank Rakyat Indonesia (BRI) Unit Tataaran is getting better after the turn of the leader. They become motivated and increased vigor after getting a leader who is right. But the thing to watch is their employees must continue to maintain their productivity despite their leaders will be replaced or they will move. Because the inner motivation of employees who have to keep on sharpening so that wherever they are and whoever the leader is not a problem. And the most important thing from informant 7 and also the conclusion of all interview is it does'nt matter a leader implement authoritarian or democratic; assessed is the leader itself, the intention of the leaders to improve employee productivity and the goal of the leaders for the company.

4. CONCLUSION AND RECOMMENDATION

Conclusion

1. Leadership style of the leader have a significant influence for the productivity of employees in Bank Rakyat Indonesia (BRI) Unit Tataaran.
2. Leadership style affected employee in Bank Rakyat Indonesia (BRI) Unit Tataaran to be more discipline, responsible and perform the best.
3. Employee Productivity influenced by the working environment.
4. Employee Productivity not always increase with democratic leadership style.

Recommendation

1. Authoritarian leadership style that is now applied quite satisfactory for the employees because it does not harm but leaders should consider implementing democratic style as well as leaders say but not for employees because then employees feel included in the decision making of the company.
2. Leaders must continue to provide motivation for employees so that they continue to improve their productivity leader whoever and wherever they are placed because it's all for their own.
3. Leaders must continue to create a good working environment for employees.
4. Employees must continue to motivate each other to each other so that nothing is missed or lazing. So that all employees can ensure their productivity for the company.

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