

Perception of Treatment Style Leadership and Employee Motivation (Case Study at PT Kusumantara Graha Jayatrisna Malang)

Denny Dwi Tjahjadi^{1*} Micke Martya²

1.College of Administrative Sciences Malang, Indonesia

2.PT. Sadhya Muktiparama Malang, Indonesia

Abstract

The objectives of this research are to explain how perception of employee against treatment or supervision of leadership styles and to describe motivation of employee situation with to do work and responsibility. Good employee perception about how the leader or supervision treatment with leadership styles to the employee becoming value added to management and can be good performance organization. The same perception about how to do work or task are important thing in organization or for manager. So motivation can be increase that good treatment leader with leadership style. This study with descriptive qualitative approach, the data used in this study is qualitative data, which form the data collection techniques questioner in closed question or multiple question. Data collection techniques form interviews, documentation, and simple observation and implementation by inspection techniques based on certain criteria. There are primary criteria developed about treatment leadership style : Telling style, Consultation style, participating style, delegating style. and leadership style of study OHIO : Initiating structure and consideration style. The result of study about perception against treatment of leadership style and motivation employees are good indication of sense work and responsibility so with sense of belonging. The perception tend to showed of delegating style of leadership and consideration leadership style can be increase good performance (proud with job, drive to do work/ to accept responsibility, sense of challenge, sense of belonging).

Keywords: Perception, treatment of style of leadership, motivation

1. Introduction

Factors of human perception in the organization is quite important and a study in the field of organizational behavior. How the mechanism of perception in the organization is running is certainly not independent of the factors stimulus work environment. As perceptions of leadership, working conditions, rewards and perceptions of colleagues. A positive perception of managers' behavior or management treatment of the employees will be an added value for the management. Likewise how important the role of manager in the function of equating employee perceptions in carrying out the tasks outlined by a manager or leader. In the theory of X presented by McGregor which is stated about the assumption of treatment to employees is the assumption or perception of human beings that basically have a negative nature, that is not like work (disliking work), prefer to be ordered (preferring to be led than to lead) have no ambition (lacking in ambition), do not want responsibility (irresponsible), so most employees must be controlled or over-supervised. Excessive supervision, it is believed will turn off the creativity and innovation of employees. This is also the opposite in the Y theory. About positive assumptions or perceptions about the employee self like willing to work, to accept responsibility, capable of creative problem-solving (capable of imagination and creativity), when get the guidance, coaching and leadership right, sense of responsibility and sense of belonging will grow by itself.

On the management side of managerial leadership role in this case basically not merely aspect how to use other people to reach goal, but how to do coaching, facilitating and motivating. On the employee or subordinate side how to foster awareness of what is done creatively in addressing its duties. In this case the right leadership process is how to generate awareness to be able to carry out its duties and obligations, without having much directed, ordered or supervised. In this case the process of equation of perception is part of the process of leadership and how to generate employee motivation among employees will be able to produce its own benefits, in addition to profit only. Growing and developing positive perceptions about work environment, work situation, leadership behavior, co-worker or work culture is the task of management or leader. As the leader of the company must serve the employees as internal customers (in addition to serving external customers or customers). Leaders will "get lost" if they think the company's success is entirely on the external customer. The belief that employees are customers leads leaders to feel obligated to serve their employees. The existence of a good treatment or treatment from management managers will lead to perceptions of how the quality and image of the company where they work and by itself the motivation will be able to grow and develop well. Furthermore, it is said by Handoko (2011) that the impact of right treatment on employees starts from the correct paradigm foundation. Correct treatment should start from the correct perspective or perception of human beings or employees.

Based on Employee Engagement (E2) 2012 survey by Airlangga University (Setiawan & Samian, 2012) on "Strengthening Employees": when satisfaction is met, not necessarily employees "marry" with his company. In fact, when employees have an attachment to the company, performance streaks, even employees will work overtime without expecting additional wages. This attachment is largely determined by the employer's immediate superiority. "The first person to enter a company may be because of something big, big salary, or big company name, but based on research, people feel at home because of small things. Like the way a superior directly treats his subordinates". The purpose of this study is to describe about employee perceptions of leadership style behavior at PT. Kusumantara Graha Jayatrisna Malang and describes the state of motivation of employees in carrying out their duties and responsibilities.

2. Study Literature

2.1. Perception in Organizations

Perception is part of the research focus and how the employee description of the leadership style and motivation of the employees. Factors of human perception in the organization is quite important and a study in the field of organizational behavior. How the mechanism of perception in the organization is running is certainly not independent of the factors stimulus work environment. Perception also plays an important role in helping the behavior of man. Human behavior itself includes individual dimensions or variables consisting of capabilities, backgrounds, and physical elements, the next variable organization and psychological variables consisting of perception, attitude, personality, learning process and motivation. So the perception is a variable that can shape and influence human behavior within the organization.

Perception arises because of two factors both internal and external. Internal factors depend on the process of understanding something, including the value system goals, beliefs and responses to the results achieved. External factors are environmental.

2.2. Motivation in Organizations

Motivation is one of the management functions that are closely related to humans, even it is not excessive to say the problem of motivation is a human problem in management. The objectives contained in the organization must be in sync with the goals of the individual as members of the organization, because the success or failure of an organization is very dependent than the individuals as members of the organization. Motive is the driving force in a person to perform certain activities, in order to achieve certain goals. Thus, motivation is the impetus that exists within a person to try to make changes in better behavior in meeting their needs. (Winkel, 1996).

One theory of leadership assumes that "Human beings are by nature a motivated organism" (humans because of their nature is a motivated organism). It is on this basis that in order to mobilize the leaders the leader is obliged to motivate (give encouragement). High and low one's motivation in work is influenced by the ability of the leader in giving encouragement. The process of the emergence of one's motivation is a composite of the concept of the need for encouragement, purpose and reward.

2.3. Style or Leadership Behavior

Leadership style or leadership style can be interpreted as behavior patterns shown by leaders in influencing others. The pattern of behavior can be influenced by several factors such as values, assumptions, perceptions, expectations, and attitudes that exist within the leader. Various research on leadership style conducted by the experts based on the assumption that the particular behavior patterns of leaders in influencing subordinates participate determine its effectiveness in the lead. The difference in style is increasingly varied with the diversity in the approach of the researchers.

2.4. OHIO and Michigan Leadership Model

The research was conducted by researchers at OHIO University emphasizing the existence of leadership style, namely:

- Task-oriented (Initiating structure)
- Relationship-oriented (Consideration)

Basically the leader or leader has 2 dominant style orientation, that is oriented to the attention to the task or job, that is how the leader prefers the elements what is done or done to run the task or the functions of the implementation of the work or emphasize the getting the job done, to gain goals, managers use one way communication (when, where, and what will be done subordinates). On the attention of employees who prefer the things of attention, support, friendship, appreciation. This leader uses two way communication. However, of the two main styles a leader can have 4 combinations of leadership style orientation that can be equally strong between the orientation of the Initiating structure and consideration. And vice versa can be equally weak, or one strong or dominant one is weak and one weak weak the other strong.

2.5. Situational Leadership by Hersey Model

Paul Hersey's Leadership Model is a leadership model based on situational interaction between the leader and the follower. His classic book, *Management of Organizational Behavior: Utilizing Human Resources* 1969 done by Dr. Kenneth H. Blanchard. For Paul Hersey adaptation leadership is the key word in leadership. In that idea each individual becomes part of the adaptation process. A well-judged leadership means to be effective when there is a huge adaptability possible. This adaptation framework makes leadership always situational. Situational leadership is determined by two main elements, the leader himself and his followers.

According to Paul Hersey the relationship between the two elements (the style of the leader and the maturity of subordinates) is based on three things: **First**, the amount and value of guidance and direction given by the leader (task behavior). **Second**, the amount of social and emotional support, given by the leader to his followers. **Third**, the degree of preparedness of followers in performing specific tasks, roles, and objectives.

This theory is strongly influenced by previous studies, especially the OHIO State study. Both of these experts emphasize that the use of the leader's adaptive style depends on the diagnosis they make on the situation. The basic concept of life-cycle theory is that the leader's strategy and behavior must be situational and based primarily on the level of maturity of followers or subordinates. Maturity is a level of ability and the willingness (individual) or group to bear responsibility in order to direct their own behavior. Regarding the level of maturity of these subordinates, consists of 2 (two) namely job maturity (maturity in work) and Psychological maturity (maturity of the soul). Job maturity is related to the knowledge and skills (knowledge & skills) of a person. Individuals with high work maturity have the knowledge, ability and experience to carry out their job duties. Without direct instructions from others. Psychological maturity is related to willingness or motivation to do something. Individuals with high levels of mental maturity do not require much encouragement from their external environment, because they are essentially motivated.

3. Methods

3.1. Types and Research Approach

This research is a descriptive research with qualitative research approach. Primary data were obtained through survey by spreading questioner. The scope of the study sample is all employees of various sections in accordance with their duties and responsibilities and classification based on educational qualifications, work experience, gender.

In qualitative research, the ability of the researcher to understand the issues to be studied, especially the reference to various empirical phenomena and relevant to what will be the subject of study becomes the main pedestal. Although in qualitative research the reality in social phenomena must still be viewed from the subject itself and not from the point of research so that researchers do not lose objectivity (Purwasito, 2003).

3.2. Research Focus

The focus in this research is:

1. Perception In Organizations
2. Motivation in Organizations
3. Leadership

Leadership style or leadership style can be interpreted as behavior patterns shown by leaders in influencing others. The pattern of behavior can be influenced by several factors such as values, assumptions, perceptions, expectations, and attitudes that exist within the leader.

3.3. Data Analysis

Data analysis is a very important part in the method of scientific research, because with the analysis of data can be given meaning and meaning useful in solving research problems. In this research data analysis using descriptive approach, with a view to describe the observed study object. Data analysis is the process of arranging the sequence of data, organizing into a pattern, category and basic description unit. While the qualitative method is a research procedure that produces descriptive data in the form of written or oral words of the people and behavior that can be observed.

4. Result

4.1. Research Object Profile

PT Kusumantara Graha Jayatrisna is a company engaged in property or developers and contractors. The business field of PT Kusumantara Graha Jayatrisna is located in the middle of the coolness of Batu city - East Java precisely located at an altitude of 1000 meters above sea level. The area of PT Kusumantara Graha Jayatrisna is surrounded by several tourist areas and star hotels such as Jatim Park, Club Bunga, Songgoriti, Selecta, Kusuma Agrowisata apple plantation and Hotel which is one owner with PT Trisnantara Satria Perkasa Graha Sejahtera.

Activities PT Kusumantara Graha Jayatrisna prioritizes the best service and pamper consumers with various facilities such as home alarm system, kitchen set, telephone, water heater, garden, and others. In addition, there are also swimming pool, playground, tennis, hall & resto, consumers can also use the facilities Hotel Kusuma Agrowisata located adjacent to the area of PT Kusumantara Graha Jayatrisna.

4.2. Telling (Directive & instructive), Consultative, Participating, and Delegating Leadership Style

The research data on Directing leadership style shows that from 40 questioners stated that the leadership provides directive action (guidance) of 31%. However, in the action monitoring of work according to the instructions by the leader or manager shows the percentage of 26.47% without ever supervision. In the style of Consultative leadership we can see in terms of giving consideration in doing the work shows the percentage of 32.35% is rarely done, but in terms of convenience to communicate the highest berindikator often with a percentage of 35.29%.

The results of research have been done that Participating leadership style in terms of accepting the idea of subordinates seen is often done on some certain subordinates of 47.05%, but the other subordinates rarely done berpistentase 26.47% and rarely as much as 17.64%. In the case of making a decision or action can be seen that rarely or rarely performed the employee's role amounted to 35.59% this figure is the highest percentage in the indicator in the decision making. So in this case the consultative leadership style tends not to be done much by employee participation, as illustrated in Table 1.

In the data of research result about Delegating leadership style shows that in the case of delegation a task and responsibility show percentage equal to 47.05% (frequent category), category rarely done equal to 35.29%, and category never equal to 8.82%. But on the other hand, subordinates feel capable and have an understanding of the tasks and responsibilities good and very good category of 35.29% - 44.11% and quite good 17.64%.

Table 1. Participating and Delegating Leadership Style on Subordinate (employee) perception at PT Kusumantara Graha Jayatrisna Malang

Indicator	Answer	Participating Leadership Style		Delegating Leadership Style	
		Total	%	Total	%
<ul style="list-style-type: none"> • Receive ideas • Delegate responsibility and decision making 	a. very often	1	2.94	4	11.76
	b. often	16	47.05	16	47.05
	c. rarely	9	26.47	12	35.29
	d. very rarely	6	17.64	3	8.82
	e. never	2	5.88	1	2.94
<ul style="list-style-type: none"> • Involvement in decision-making or action. • Ability and understanding of the tasks and responsibilities undertaken (based on experience and skills possessed) 	a. very often	2	5.88	12	35.29
	b. often	7	20.58	15	44.11
	c. rarely	8	23.52	6	17.64
	d. very rarely	8	20.58	-	-
	e. never	9	26.47	1	2.94

4.3. Employee Motivation

The data of the research that has been conducted shows that the factors related to the level of motivation and willingness to perform the task and the level of sense of belonging and encouragement to want to promote the company show a positive thing. As we see that the pride of the company 22.50 - 32.50% is very good and good. Motivation or encouragement in carrying out its duties and responsibilities 37.50 - 32.50 is very good and good.

In terms of emotional ability (confidence) and ability to face challenges show very good and good results are 15% - 32.50% and 37.50% good enough. In terms of a sense of belonging to the company, which is a very important in supporting the progress of the company, because it is not easy to grow or build a sense of belonging for the company.

5. Discussion

Based on the survey conducted by using questioner techniques can be obtained a description of how the employee's perception of the Behavior of leaders or leadership style, with the approach of OHIO study leadership theory (Initiating behavior or task behavior and Consideration or relationship behavior) and Situational Leadership Model.

In the description of the results of this study indicates that the model or style of leadership behavior shows a higher relationship behavior style compared with the style or task behavior. In this case, this leadership style tends to lead to a leadership style that leads to a leadership style of Consideration based on the OHIO study approach on leadership, especially in terms of relationship behavior, participation, job recognition and encouragement in supporting the work or performance of subordinates.

Leadership model Initiating Structure (task behavior) and Consideration (relationship behavior) based on

OHIO Study. Based on a review or approach that refers to the OHIO Study leadership model of Initiating Structure (task behavior) and Consideration (relationship behavior) can be obtained a description of the perception of subordinates (Table 2).

Table 2. Corelation of Leadership Style with Employee Motivation Based on OHIO Study at PT Kusumantara Graha Jayatrisna Malang

Indicator	Task Behavior		Relationship Behavior	
	Behavior	%	Behavior	%
Verry Good	• Work settings	32.5	• Work relation	25
	• Briefing	7.5	• Participation	12.5
	• Support	15	• Appreciation	5
	• Monitoring	-	• Encouragement	25
Good	• Work settings	50	• Work relation	40
	• Briefing	52.5	• Participation	55
	• Support	50	• Appreciation	40
	• Monitoring	52.5	• Encouragement	57.5
Less Good	• Work settings	32.5	• Work relation	27.5
	• Briefing	12.5	• Participation	40
	• Support	32.5	• Appreciation	55
	• Monitoring	20	• Encouragement	15
Not Good	• Work settings	-	• Work relation	7.5
	• Briefing	2.5	• Participation	-
	• Support	10	• Appreciation	5
	• Monitoring	12.5	• Encouragement	2.5
Very Less	• Work settings	-	• Work relation	-
	• Briefing	-	• Participation	-
	• Support	-	• Appreciation	-
	• Monitoring	-	• Encouragement	-
Total		382.5	412.5	

In accordance with the purpose of research conducted, is to obtain a describe of the perception and motivation of leadership behavior. Judging from the behavior of Situational leadership can be obtained describe that :

- Telling / Directing behavior shows a fairly frequent percentage but not followed by optimal supervisory level.
- Consultative or consideration behavior shows rarely done, although the level of communication or relationships is quite well done.
- In Participatory behavior approaches indicate that in the case of accepting ideas or ideas quite well responded, but the idea or suggestion of such suggestions do not contribute much good in terms of decision-making an action.
- In the results of research concerning the behavior of leadership Delegative indicates that in certain tasks are still quite good delegated tasks, but in certain job tasks not enough delegated well, by looking at aspects of the level of ability and confidence of employees tehadap completion of the tasks he was responsible for were good enough.

6. Conclusion

From the results of research that has been implemented then the factors associated with the level of motivation and willingness to perform tasks and levels of sense of ownership and encouragement to want to advance the company showed a very positive thing. In terms of a sense of belonging to the company, which is a very important in supporting the progress of the company, because it is not easy to grow or build a sense of belonging for the company.

Based on the OHIO study leadership model or seen from the aspects of behavioral tasks and relationship behaviors showed slightly different. That is more likely to lead to Consideration leadership behavior or relationship behavior.

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Author profile

Denny Dwi Tjahjadi is a lecture, researcher and head of Business Administration Study Program in College of Administrative Sciences Malang, Indonesia. Residence in 29 Kepundung Street, Malang, East Java, Indonesia. Date of Birth Malang, East Java, December 24, 1953. Educational background is Master Program in Business Administration, Brawijaya University, East Java, Indonesia, graduated in 2000.