

Development of the Implementation of the Implementation of the Leadership Style Mechanism in Optimizing the Performance Motivation of Office Boy and Security Guards

Junengsih¹, Elda Sagitarius², Partimah³, Annisa Frisca Fauziah⁴

^{1,2,3}Universitas Pertiwi, Indonesia

⁴Universitas Pamulang, Indonesia

ARTICLE INFO

Article history:

Received Sep 8, 2023
Revised Oct 01, 2023
Accepted Oct 25, 2023

Keywords:

Performance
Leadership style
Motivation.

ABSTRACT

The current individual phenomena reveal that performance is impossible to achieve maximum results if there is no motivation. The purpose of this study was to determine the analysis of the Application of Leadership Style and Motivation in improving the performance of Office Boy (OB) and Security Units (SATPAM). This study uses a qualitative method. The subjects used in the research were sources from the OB division and the Pertiwi Group Security Guard using primary data, namely interviews. The results of the study show that the Role of Leadership Style is successful in Improving the Performance and Performance Motivation of Office Boy and Security Guard Pertiwi Group Educational Institutions.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Junengsih,
Universitas Pertiwi
Jl. Insinyur H. Juanda No.133, Bekasi Jaya, Kec. Bekasi Tim., Kota Bks, Jawa Barat 17112
Email: junengsih@pertiwi.ac.id

1. INTRODUCTION

Human Resource Management is a very important aspect in the organization and has an influence on the success of the organization. According to Nisa, W. I. (2018), Human resource management has an important role in achieving organizational performance, through managing employees to create a balance between employee needs and organizational capabilities, being able to organize and utilize existing human resources so that they are more productive in order to achieve organizational goals. According to Ekhsan, M. (2019) human resources are a strategic factor, a central factor and a driving factor in an organization so that they determine the success of an organization. According to Hanafi et al (2018) human resources are an important asset in an organization, because the success of an organization depends on the quality of its human resources, starting from seeing and analyzing problems to anticipating impacts that will occur in the organization.

An organization certainly needs employees who have good performance, because the success of an organization is greatly influenced by the good performance of the employees within it. The definition of performance according to Effendy & Fadhillah (2018) is the achievement of work results obtained through a process from start to finish carried out by individuals or groups in an organization. Employee performance is the work results achieved by employees, both assessed in terms of quality and quantity in accordance with their duties and responsibilities in order to achieve organizational goals, Hanafi et al (2018). According to Effendy & Fitria (2020), there are several factors that can cause employee performance to decrease, including: a). Employees are not interested in improving their performance. b). employees lack discipline in the timeliness of work, c). bad environment, d). the effect of decreased friend performance, e). no good examples to emulate.

The factor that has an influence on performance is motivation, where the definition of motivation according to Ekhsan, M. (2019) is the drive that exists within a person in carrying out an activity to achieve a certain goal.

In achieving its goals, organizations apart from needing employees who have good performance, of course also need leaders as the driving force. The definition of leadership according to Sunarsi (2018) is the ability that a person has by controlling, directing, influencing and encouraging, so as to be able to make employees voluntarily complete their work to achieve organizational goals. Every leader in carrying out his leadership certainly has different ways and patterns, this is caused by different leadership styles. According to Noviani & Widhiyani (2018), the definition of leadership style is the description and method of a leader in directing and influencing his subordinates so that they can follow everything the leader wants without coercion in achieving organizational goals. Meanwhile, according to Vahera & Onsardi (2021), what is meant by an effective leadership style is a leader who is able to direct and mobilize subordinates to work well, effectively and efficiently, subordinates feel job satisfaction so that organizational goals can be achieved. Provide motivation and direction to others, in taking and deciding steps to achieve goals. Nisa, W. I. (2018)

The origin of the word motivation is "Movere" from Latin which means "push" or driving force (Putri et al, 2021). The definition of motivation according to Nisa, W. I. (2018) is the driving force that an individual has both from outside and within himself which is related to behavior or habits that create interest in doing work until the goal is achieved. McClelland's achievement motivation theory in Busro M. (2018:62), explains that there are 3 prominent human needs/desires, namely: (1). Need for achievement / need for achievement, employees who have a need for achievement tend to always want to do better work than before, dare to take risks, and always want to achieve higher achievements, (2). Need for power / need for power, employees who have a need for power have the urge to be able to influence other people, have great efforts for themselves so that they are appreciated, so that they are not underestimated, and their existence is really needed by other people, (3). Need of affiliation / need for affiliation, namely the urge to continue interacting with other people, not carrying out activities that could harm other people, being enthusiastic about working together with the work team, and always respecting leaders and co-workers.

This research was conducted at the Pertiwi Group Educational Institution which operates in the field of services, namely education which includes formal education and non-formal education, the formal education is Pertiwi University, with several campuses spread across Jakarta, Bekasi to Karawang, and the non-formal education is BBC -ETS (Build Better Communication - English Training Specialist), BBC-ETS was founded on June 16 1980, and currently there are BBC-ETS branches in several cities, up to the cities of Bandung and Semarang. BBC-ETS (Build Better Communication - English Training Specialist) is an English language course for all ages.

With the number of Pertiwi University campuses and BBC-ETS branches spread across several places and cities, of course there is a need for security guards and office boys, to ensure that the campuses and branches are in a clean, safe and comfortable condition. At the Pertiwi Group educational institution, the Security Guard and Office Boy are under the leadership of the Joint Secretariat Manager, and a system of cooperation or sharing of duties is implemented. It is not surprising to see the Security Guard sweeping the parking area in the morning before the workers, namely staff and lecturers, arrive, and vice versa for the Office Boy. could have guarded the security guard post if the security guard was carrying out prayers or suddenly

The author observed the performance of several Security Guards and Office Boys and Security Guards who were felt to be less than optimal, it was seen that there were still some who felt dissatisfied with the results of the team's work, or their respective colleagues, and felt that the distribution of tasks was not evenly distributed, adding to the campus the number of floors and rooms There are quite a lot in the building, but the number of security guards and office boys is still limited, likewise in BBC-ETS branches with only one security guard and office boy per branch. Another phenomenon that security is felt to be still low is proven by the disappearance of the charity box at the Bekasi Campus prayer room and several other incidents of loss both on campus and at the BBC Branch.

Based on the above phenomenon, the research wants to know the analysis of the development of the implementation of leadership style mechanisms in optimizing motivation for the performance of OB and SATPAM in the case study of the Pertiwi Group Cililitan Educational Institution in 2022.

2. RESEARCH METHOD

This research is research using qualitative methods with. Information collected from sources using interviews. The sources identified in this study as subjects were the Chief Coordinator of OB and OB staff, who had worked at the Motherland Institute for five years. The object of this research is researchers from the Pertiwi Group Cililitan Education Institute. The SATPAM sources identified in this research were those who had worked at Pertiwi for five years.

3. RESULTS AND DISCUSSIONS

Brief Profile of the Pertiwi Group Educational Institution

The Pertiwi Group Educational Institution was founded in 1983 and legally established forty years ago. Currently, the development of the implementation of Pertiwi Group educational institutions has spread from being limited to English language educational institutions, STEI Pertiwi until now it has spread its wings to reach the university level by opening study programs other than accounting and management, now language, AKPAR and Technology study programs are also adding to the arena of expanding the field of knowledge. knowledge in the Pertiwi Group sector. Currently the Pertiwi Education institution has three faculties and ten study programs.

Result

In an interview with Mr Teguh as Head of OB coordinator at Pertiwi Group that:

Does your leader explain the tasks the group must do?

"He didn't explain in detail, every time he gave instructions he fully handed over to me for the preparatory part up to the completion stage, I just sent documentation from Him and from there he reviewed it."

In an interview with Mrs. Indun as SATPAM coordinator at Pertiwi Group that:

Does your leader explain the tasks the group must do?

"As for security, yes, every day we definitely have to remind, yes, our job desks must be in accordance with the SOP, secondly, don't get bored to remind us that our performance must be better, we must be more active because we cover everything, so we really have to explain this work we have to do this, this way, we have to. Because for the sake of safety in this building, whether the AC is on or off, yes. We work at the SATPAM jobs desk, managing, guarding, escorting, patrolling. That covers everything. Arrangements: we manage all entry and exit of employees or guests in this building, yes, we have to check, especially if guests bring things from inside, we have to check everything, too." Arrangements, Escorts we have to report escorts if there are guests or our big boss our leader comes we have to escort if our guests have to escort we also ask what the needs are, we will deal with them first, we order them to sit in the living room first or we will direct them to the new lobby with the aim Who did the guest meet? We have to confirm first whether or not it's really the guest. I'm afraid that's the only reason for guarding, then for guarding, we have to look after all the assets in this building, yes, the rich ones, both living and dead assets. "Our patrols must check all areas from all angles from buildings A, B, C, from front to back, from top to bottom."

Based on the answers from the interviews with the informants that the pattern of implementation in supervision carried out by the Leader in optimizing performance is quite good in terms of human resource knowledge (HR) already understands the job responsibilities of the OB and SATPAM sections, but this does not get direct monitoring control in the field by their leadership, currently the auspices for OB and SATPAM are under the SEKBER Pertiwi Group. Supposedly to produce performance there needs to be monitoring control in the field or often referred to as the term sudden inspection (SIDAK) directly to the field, this can reflect optimizing the technical implementation in the field in accordance with the understanding of the SOP that Pertiwi Group has carried out, if it is still lacking can be evaluated so that improvements in the performance of OB and SATPAM human resources always develop over time.

In an interview with Mr Teguh as Head of OB coordinator at Pertiwi Group that:

Does your leader show things that can attract employee interest?

"Show".

In an interview with Mrs. Indun as SATPAM coordinator at Pertiwi Group that:

Does your leader show things that can attract employee interest?

"As for my motivation, I'm just staying here, meaning because 1) it's soulful, it's as if this is our asset, our house is really well preserved from there, that's it."

In an interview with Mr Teguh as Head of OB coordinator at Pertiwi Group that:

Does your leader invite group members together to formulate goals?

"Seldom".

In an interview with Mrs. Indun as SATPAM coordinator at Pertiwi Group that:

Does your leader invite group members together to formulate goals?

"There must be, at least once a month, unless there is a cadet, yes cadet, in the sense that there is an incident, we must have an impromptu meeting to resolve it."

Based on the answers from interviews with the informants, the pattern of implementation carried out by leaders is more inclined to things that are still passive, meaning that they are unable to optimize the performance of OB and SATPAM, this is because to form a chemistry between subordinates and leaders, it is necessary to have direct and routine face-to-face meetings in discussing the obstacles and performance that have been achieved or not achieved, after that a joint discussion is held to find a solution so that when these obstacles arise the team can deal with them independently without changing the concept of the planning pattern that has been set by the Leader.

In an interview with Mr Teguh as Head of OB coordinator at Pertiwi Group that:

What are your current expectations of your leaders?

"I hope my leadership can come to campus more often to directly monitor the results of the performance that we have done, so that we can establish more chemistry between superiors and subordinates. So far, work coordination has only been limited to cellphone media because he rarely comes to the Cililitan campus and very rarely monitors the team's work by going directly to the field, so we are not very motivated."

In an interview with Mrs. Indun as SATPAM coordinator at Pertiwi Group that:

What are your current expectations of your leaders?

"My hope is that the leaders of the motherland, oh my hope, the leaders of the motherland really protect their subordinates, respect our performance, yes, provide the rights of employees too, so that way we will be more loyal in doing our duties."

In an interview with Mr Teguh as Head of OB coordinator at Pertiwi Group that:

Does your leader give employees the opportunity to express their feelings and concerns?

"Giving a chance".

In an interview with Mrs. Indun as coordinator of SATPAM at Pertiwi Group that:

Does your leader give employees opportunities to share their feelings and concerns?

"There must be, what is the complaint, what is the problem, ma'am, it must be there."

In an interview with Mr. Teguh as the Head of OB coordinator at Pertiwi Group that:

Does your leader use rewards and punishments to control employees on the OB team?

"There isn't any".

In an interview with Mrs. Indun as coordinator of SATPAM at Pertiwi Group that:

Does your leader use rewards and punishments to control employees on the SATPAM team?

"As for appreciation, Alhamdulillah, so far there hasn't been any, thank God, there hasn't been any, but the same goes for punishment or sanctions, there aren't any serious sanctions, only a warning, a verbal warning, maybe one day if the warning is not heeded, the leadership has the right to do whatever which must be done".

Based on the answers from interviews with resource persons, the cause of the low performance motivation of OBs and SATPAMs is due to the complete lack of appreciation given by Pertiwi Group educational institutions to OBs and SATPAMs who have reached the working age of almost five years serving at Pertiwi Group institutions. This is an application that must be improved in leadership at Pertiwi Group institutions.

In an interview with Mr. Teguh as the Head of OB coordinator at Pertiwi Group that:

Do OB employees provide support to leaders?

"Support".

In an interview with Mrs. Indun as SATPAM coordinator at Pertiwi Group that:

Do SATPAM employees provide support to the leaders?

"Alhamdulillah, support."

Based on the answers from the interviews with the informants, it was a form of appreciation from OB and SATPAM to the leadership of the Pertiwi institution that supervises OB and SATPAM, even though during their work there was no appreciation for them, the OB and SATPAM team still gave full support to their current leaders. This can be proven by them persisting with the leadership style of heading the OB and SATPAM divisions.

In an interview with Mr Teguh as Head of OB coordinator at Pertiwi Group that:

Does the leader know the various knowledge in the managerial field possessed by the leader?

"Understanding only theoretically, maybe because he is an education person who is used to only teaching students."

In an interview with Mrs. Indun as SATPAM coordinator at Pertiwi Group that:

Does the leader know the various knowledge in the managerial field possessed by the leader?

"Understand".

Based on the answers from interviews with sources, the style of OB and SATPAM leaders who serve at the Pertiwi Group Cililitan institution is a situational leadership style, namely a leadership style that focuses on the level of task suitability, relationship behavior and maturity of subordinates. According to Aisyafarda and Sarino (2019 in Irawan et al (2022) "The situational leadership style type produces telling (high on tasks and low on relationships) ... and delegating (low on tasks and low on relationships)".

4. CONCLUSION

Based on the results of the interviews, several points were concluded, namely: The pattern of implementation in supervision carried out by the Leaders in optimizing performance is quite good in terms of knowledge of human resources (HR) who already understand the job responsibilities of the OB and SATPAM sections, but this lacks direct monitoring control in the field by their current Leaders the shelter for OB and SATPAM is under SEKBER Pertiwi Group. The pattern of implementation carried out by the leader is more inclined to things that are still passive, there has been no development from previous times, meaning that they are not able to optimize the performance of OB and SATPAM, this can be seen from the infrequency of the leader in conducting direct monitoring of the field. The reason for the low performance motivation of OB and SATPAM is due to the fact that there is no appreciation at all given by the Pertiwi Group Education institution to OB and SATPAM who have reached working age for almost five years. A form of appreciation from OB and SATPAM to the leaders of the Pertiwi institution that oversees OB and SATPAM, even though while working there was no appreciation for them, the OB and SATPAM teams still provide full support to the

Leaders with proven they have continued to work in the OB and SATPAM sections for five years past until now. The leadership style of the OB and SATPAM who served in the Pertiwi Group Cililitan institution is a type of situational leadership style, a type of situational leadership style results in telling (high task and low relationship) ... and delegating (low task and low relationship).

REFERENCES

- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Prenada Media.
- Effendy, A. A., & Fadhilah, A. (2018). Pengaruh Insentif dan Motivasi terhadap Kinerja Karyawan pada PT. Calibrated Jakarta Selatan. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 1(3).
- Effendy, A. A., & Fitria, J. R. (2020). Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus PT. Modernland Realty, TBK). *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(3), 264-275.
- Efendi, R. (2020). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Jurnal Economic Edu*, 1(1).
- Ekhsan, M. (2019). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan. *Optimal: Jurnal Ekonomi dan Kewirausahaan*, 13(1), 1-13.
- Hanafi, A. S., Almy, C., & Siregar, M. T. (2018). Pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja pegawai. *Jurnal Manajemen Industri Dan Logistik (JMIL)*, 2(1), 52-61.
- Nisa, W. I. (2018). Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Dosen. *Idarah: Jurnal Manajemen Pendidikan*, 2(2), 155-167.
- Noviani, N. L. K. S., & Widhiyani, N. L. S. (2018). Pengaruh gaya kepemimpinan situasional, motivasi dan pelatihan pada kinerja karyawan di Koperasi Pasar Srinadi Klungkung. *E-Jurnal Akuntansi*, 25(3), 2212-2241.
- Putri, L., Nugraheni, K. S., & Hadi, G. S. (2021, December). PENGARUH LINGKUNGAN KERJA, MOTIVASI KERJA, DAN KETERIKATAN KARYAWAN TERHADAP KINERJA KARYAWAN DI PT. UNGARAN SARI GARMENT. In *Seminar Nasional Teknologi dan Multidisiplin Ilmu (SEMNASTEKMU) (Vol. 1, No. 1, pp. 115-123)*.
- Sunarsi, D. (2018). Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Pendidik Yayasan Marvin. *Inovasi*, 5(1), 1-18.
- Vahera, D., & Onsardi, O. (2021). Analisis Gaya Kepemimpinan, Motivasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Manajemen Modal Insani Dan Bisnis (Jmmib)*, 2(1), 58-67.