

## **Employees Productivity: Leadership Types and Employees Motivation: Case Study at Bank Indonesia Padang**

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**Abstract:** The purpose of this research is to analyze and to know: 1) To know more dominant Leadership Type applied leadership at Bank Indonesia Padang. 2) To know Motivation Work is more dominant Employees of Bank Indonesia Padang. 3) To know the more dominant Work Productivity for Employees of Bank Indonesia Padang. 4) To know the influence of leadership type and work motivation on work productivity of employees of Bank Indonesia Padang, either partially or simultaneously / simultaneously. Unit of analysis of employees of Bank Indonesia Padang. Population amounted to 85 people and the sample Samples taken using Model Lynch counted 44 people. The method of analysis is qualitative and quantitative methods. Quantitative method with multiple linear regression analysis, correlation coefficient and continued with determination analysis (R square), Partial test of hypothesis (t test) and together (test F) with alpha 5% (0,05). Before analyzed first tested the instrument (questionnaire) with validity and reliability test and classical assumption. Result of research indicate that dominant indicator of leadership type is type of participative leader (25,84%) and dominant indicator of work motivation is primary requirement / maintaining life (20,65%). While on work productivity, maturity indicator think more dominant with contribution equal to 26,21%. The result of multiple linear regression analysis shows that the productivity of Employees of Bank Indonesia Padang is influenced by the leadership type which is 0.1840 points and the work motivation is only 0.4216 points. The result of determination analysis is 0.2383 or 23.83% that the variables of leadership type and work motivation can explain the work productivity of Bank Indonesia employees is 23.83% while the rest 76.17% is influenced by other variables. Types of leadership and work motivation have a positive and significant effect on employment productivity of Bank Indonesia employees Padang either partially or simultaneously.

**Keywords:** leadership type, work motivation and work productivity.

### **INTRODUCTION**

In accordance with article 7 of Act Number 23 of 1999 concerning Bank Indonesia Junto Law Number 3 of 2004 Concerning Amendment to Law of the Republic of Indonesia Number 23 of 1999 Concerning Bank Indonesia, it is stated explicitly that the objective of Bank Indonesia is to achieve and maintain stability rupiah value. The stability referred to in the aforementioned article is the stability of the rupiah value of goods and services as measured by or reflected from the development of the inflation rate as well as on the currencies of other countries as measured by or reflected in the development of the rupiah against the currencies of other countries.

In achieving these objectives effectively and efficiently, Bank Indonesia has three main task areas: establishing and implementing monetary policy, regulating and maintaining a smooth payment system and managing and supervising banks. Achievement of the task of Bank Indonesia requires the existence of an efficient, fast, secure and timely payment system. In this connection, the interrelation between monetary,

banking and payment system implementation becomes increasingly important, especially with the implementation of regional autonomy and the rapid process of regional economic integration into the national economy.

Quality of employee work that needs to be done by Bank Indonesia Padang, is expected to produce employees who have maximum work productivity. This is one factor that has a strategic value in supporting the motto set by Bank Indonesia Jakarta as an independent institution. The intended motto is WE COMPACT or Competence, Integrity, Transparency, Accountability and Togetherness (compact) which is expected to be easily remembered by Bank Indonesia employees.

Implementation of the motto is inseparable from the goal of achieving and maintaining the stability of the rupiah. Therefore, Bank Indonesia Padang Office, which is an extension of Bank Indonesia Head Office Jakarta, is inseparable from the objective and is a partner of Local Government in driving the growth of the economy, as well as moving the banking sector in

assisting the acceleration of development. To achieve these objectives, Bank Indonesia's basic values have been embedded, which are the four management guidelines of Bank Indonesia management and employees in acting and or behaving on the basis of competence, integrity, transparency, accountability and togetherness. With these strategic values, Bank Indonesia is expected to become an institution that provides peace, serenity for all parties.

One way to increase employee productivity, the need for a harmonious relationship between the leadership and subordinates. Motivating leaders can foster pride and encouragement for employees to work harder to achieve better performance to achieve organizational goals. The motivation of an employee's work depends on his knowledge and ability, which maximizes the productivity of work and vice versa if the employee's motivation is low, work productivity also decreases, which in turn will affect the productivity of the organization. Thus, to achieve organizational goals requires high work productivity through effective and efficient cooperation supported by a competent and talented leader.

Leaders play an important role in making wisdom and decisions carefully, precisely and quickly in overcoming any problems arising in organizations under its authority. The tasks carried out by these leaders can be well implemented if they get support from various parties covering all elements of organizational support, especially support from human resources element.

With high work motivation, employees will be encouraged to do the maximum in carrying out their duties because it believes that with the success of the organization to achieve goals and targets, the personal interests of members of the organization will also be maintained. Thus, work productivity can be improved depending on the way leaders motivate their employees in running the provisions and utilize the skills or skills possessed by each employee in order to achieve organizational goals.

From the above background, it can be formulated problem as follows: 1) What type of leadership is more dominant applied leadership at Bank Indonesia Padang? 2) Which Job Motivation is more dominant for Bank Indonesia employees Padang? 3) Work Productivity which is more dominant for Bank Indonesia employees Padang? 4) Does the type of leadership and work motivation affect the work productivity of Bank Indonesia employees Padang, either partially or simultaneously / simultaneously?

The purpose of this study is to analyze and know: 1) To know the type of leadership is more dominant applied leadership at Bank Indonesia Padang. 2) To know Motivation Work is more dominant

Employees of Bank Indonesia Padang. 3) To know the more dominant Work Productivity for Employees of Bank Indonesia Padang. 4) To know the influence of leadership type and work motivation on work productivity of employees of Bank Indonesia Padang, either partially or simultaneously / simultaneously.

The benefit is to provide information to Bank Indonesia about the type of leadership, work motivation in an effort to improve employee productivity.

## LITERATURE REVIEWM

Faustino Cardoso Gomes (2003: 1) that good management will facilitate the realization of corporate objectives, employees and the community, so that management can useful and successful in improving the elements of management.

According to G. R. Terry in Agussalim Manguluang [1] that management is a typical process, consisting of planning, organizing, mobilizing and controlling actions undertaken to determine and achieve predetermined targets through the utilization of human and other resources.

Human resource management is the management whose attention to the problem of personnel, human resource management as a factor of labor production is handled by personnel management to manage and manage the people or individuals that exist within the organization.

According to Melayu SP Hasibuan, [2] is the science that regulates the relationship and the role of the workforce to more effectively help the realization of organizational, employee and community goals.

Meanwhile, according to Keith Davis in Agussalim Manguluang [1] argued that human resource management is the management of concern to the problem of personnel, human resource management as a factor of labor production is handled by personnel management to manage and manage the people or individuals that exist within organization.

To be able to achieve the goal, an organization is required to have leaders who have the ability in overseeing subordinates. In addition, a leader must also have experience and skills in achieving the goals set, and a high willingness in leading the organization. Because the full responsibility for the success of the organization is the leader.

So many theories and concepts of leadership have been advanced by experts. Among them are those proposed by Sondang P. Siagian [3], according to him, leadership is the ability and success of someone occupying the position as head of work unit to influence the behavior of others, especially subordinates to think and act in such a way that through positive behavior

Give a real contribution in the achievement of organizational goals.

The notion of leadership style that according to Alex Nitisemito (1986: 160) is a characteristic of a leader doing his activities in guiding, directing and influencing his followers in order to achieve goals.

The pattern or type of effective leadership, in this case is able to improve the performance of the organization, will vary depending on the situation and conditions experienced. The organization's staff, staff, culture and climate will influence the type of leadership applied. In other words, effective leadership type will be varied between an agency and another agency depending on the situational factors faced.

One of the most challenging challenges a manager or leader has to face is how he can mobilize his employees to be willing and willing to exert his best ability for the benefit of the organization. One effort towards it is to generate motivation for them.

Motivation begins with a desire to influence one's behavior. Desire through the process of perception accepted by a person. This process of perception is determined by the personality, attitudes, experiences and expectations of a person. Furthermore, what is

received is given meaning by concerned according to their interests and desires (intrinsic factors). This interest encourages him to also seek information that will be used by the concerned to develop some alternative actions and action selection.

According Syafaruddin Alwi [4] suggests that motivation is an impulse that exists in someone to make something, either in the form of movement or speech. While motivation is a follow-up of the motive of action or movement either in the form of speech or action and behavior in certain ways that someone does.

Philosophy and spirit about productivity has been there since the beginning of human civilization because the meaning of productivity is the will (the will) and efforts (effort) human to always improve the quality of life and livelihood in all fields.

According to Whitmore in Sedarmayanti [5] that productivity is a measure of the use of the resources of an organization. So Whitmore sees that productivity as a measure of the use of resources in a expressed as the ratio of the output achieved to the resources used.

From the theory study, the framework of this research can be described as follows:

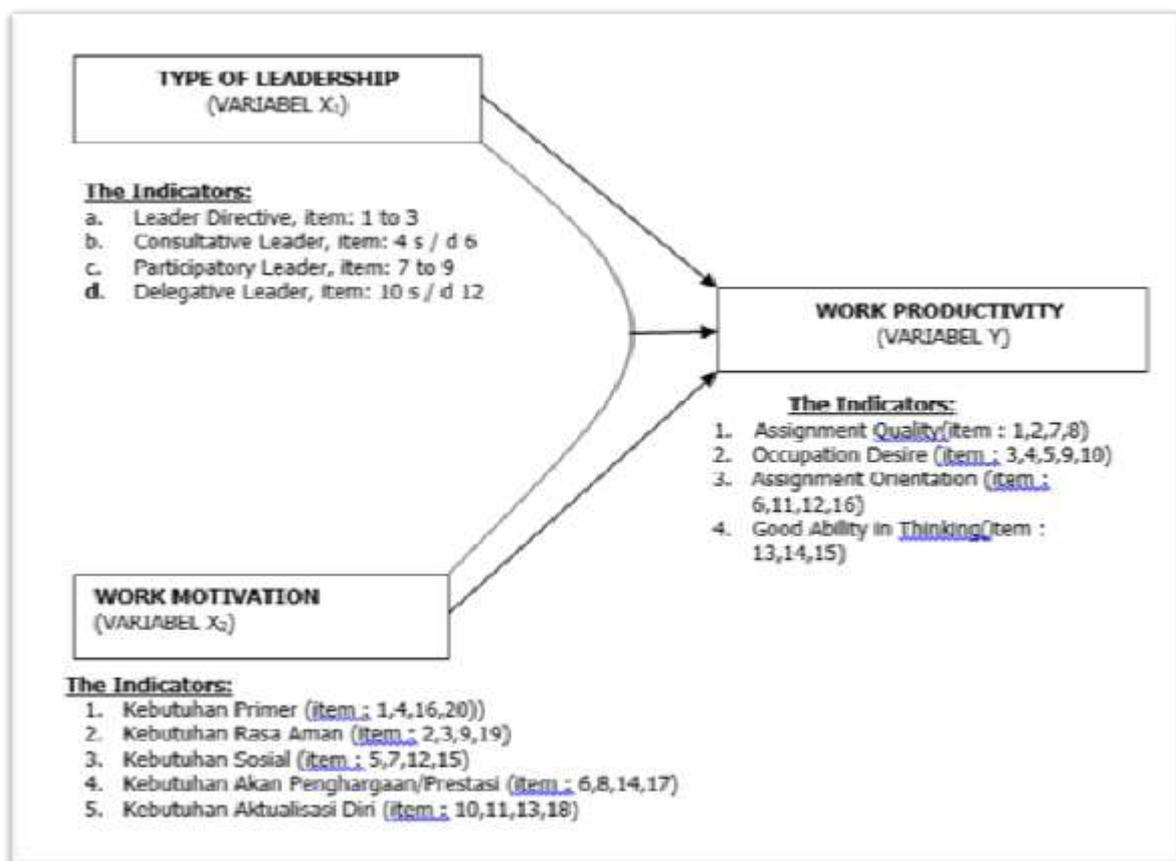


Fig-1: Thinking Framework

Based on research objectives, the research hypothesis is taken as follows: Suspected, that the type of leadership and work motivation affect the productivity of employees of Bank Indonesia Padang, either partially or simultaneously

**RESEARCH METHODS**

The unit of analysis of this research is an employee of Bank Indonesia Padang. The study population of 85 people consisting of 7 fields / sections, can be seen in table 1 follows:

**Table 1: Distribution of Member Size Research Population (in person)**

No	Division of Work	Amount
1	Cash & Circulation	23
2	Accounting & Clearing	9
3	Human Resources	6
4	Secretariat, Communication & Security	11
5	Statistics and Monetary Economics Review	12
6	Implementing Monetary Policy	8
7	Bank Supervision	16
Total		85

Source: Bank Indonesia Padang Office

Samples were taken using the Lynch Model in accordance with the opinion of Mantra in Agussalim Manguluang [1] that the factors considered include the degree of uniformity, the precision the researcher wants and the cost, effort, time available. The number of samples is 44 people. The method of analysis used in this study is Qualitative Analysis and Quantitative Analysis. Qualitative analysis used to answer the first problem by knowing the percentage of respondents' answers to the three variables analyzed. This analysis uses frequency distribution statistics [6].

Quantitative analysis is used to answer the second, third and fourth problems by using simple linear regression analysis, multiple linear regression analysis and correlation analysis [6]. Multiple linear regression equation:  $Y = a + b_1 X_1 + b_2 X_2 + e$ , where Y is work productivity,  $b_1$  and  $b_2$  coefficient of leadership type (X1) and motivation (X2).

After analyzed by multiple linear regression, followed by correlation and determinant analysis (R Square), partial hypothesis testing (t test) and simultaneous (F test) with 5 percent error tolerance level. Before the multiple linear regression process first tested the research instrument (questionnaire) with validity and reliability test and classical assumption.

**RESULT AND DISCUSSION**

A good multiple linear regression equation model that meets the requirements of classical assumptions, among others all data is normally distributed, the model must be free of heteroscedasticity. From the previous analysis it has been proved that the equation model proposed in this study has met the requirements of the classical assumption so that the equation model in this research is considered good.

The results of the identity description of respondents showed: 1) based on sex, most of the respondents are male sex that is 75% (33 people), the remaining 25% (11 people) are female. This composition shows that work at Bank Indonesia Padang requires more use of male labor than women. 2) by age, the youngest respondent is 22 years old, while the eldest is 50 years old. 3) based on education level of employees of Bank Indonesia Padang more predominantly educated S1 (72.73%). While employees who have D3 education level as much 22, 73%. While the educated S2 and SMU 2.27%.

The results of qualitative analysis as follows: 1) the dominant indicator on the type of leadership is the type of participative leaders who give the largest contribution of 25.84%. Based on the respondents' assessment, the more dominant leadership participation type is applied by a leader to the employee in completing a job at Bank Indonesia Padang. 2) the more dominant indicator of employee motivation of Bank Indonesia Padang is to show that the primary need / maintaining the life that gives the largest contribution is 20.65%. 3) the more dominant indicator of work productivity of employees of Bank Indonesia Padang is the maturity of thinking which gives the largest contribution that is 26.21%. Based on the respondent's assessment, that maturity of thinking needed by an employee in completing a job at Bank Indonesia Padang.

The result of multiple linear regression analysis shows the following equation:  $Y = 1,8352 + 0,1840 X_1 + 0,4216 X_2$ , t-value=2,8045; r-value= 0,3823;  $R_{(Y:X_1,X_2)} = 0,4882$ ;  $R^2_{(Y:X_1,X_2)} = 0,2383$  (23,83 %) and F-value = 6,4149.

From this equation can be interpreted: 1) variables of leadership type and work motivation have coefficient which marked positive to work productivity

of employee of Bank Indonesia Padang; 2) Constant value shows the influence of variable X (type of leadership and work motivation), when the leadership type variable up one unit it will affect one unit on the variable work productivity. This means that the work productivity variable will rise or fulfilled by one unit of variables of leadership type and work motivation; 3) value of regression coefficient of leadership type to work productivity of Bank Indonesia employee Padang 0,1840, meaning that if leadership type increase 1 unit then work productivity will increase equal to 0,1840 unit with assumption that variable of work motivation constant ( $X_2 = 0$ ). 4) the value of regression coefficient of work motivation variable to work productivity of employees of Bank Indonesia Padang is 0.4216, it means that if the work motivation increases 1 unit then work productivity will increase by 0.4216 unit with assumption that variable of type of constant leadership ( $X_1 = 0$ ).

The result of correlation coefficient analysis is as follows: 1) relationship between leadership type ( $X_1$ ) to work productivity (Y) employee of Bank Indonesia Padang office shows weak relationship that is equal to  $r_{Y: X_1} = 0,3823$ ; 2) the relation between work motivation ( $X_2$ ) to work productivity (Y) employee of Bank Indonesia Padang shows weak relationship that is equal to  $r_{Y: X_2} = 0,3037$ ; 3) simultaneous relationship between leadership type and employee motivation shows weak relationship to productivity of employee of Bank Indonesia Padang, that is  $R_{(Y: X_1, X_2)} = 0,4882$ .

While the results of coefficient of determination analysis showed the effect simultaneously  $R^2_{(Y: X_1, X_2)}$  of 0.2383 means the contribution of influence of leadership type and work motivation to work productivity is 23.83% and the rest of 76.17% influenced by other variables.

#### **Partial Effect Test Result (t test) and Simultaneous Influence (Test F)**

The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with  $\alpha = 0.05$  and also the acceptance or rejection of the hypothesis. Partial and simultaneous test results can be seen as follows:

t-value  $X_1 = 2,8045$ ;  $X_2 = 2,2281$

r-value  $X_1 = 0,3823$ ;  $X_2 = 0,3037$

$R_{(Y: X_1, X_2)} = 0,4882$ ;  $R^2_{(Y: X_1, X_2)} = 0,2383$  (23,83 %) and F-value = 6,4149.

From the calculation shows the value of t arithmetic for variable  $X_1$  (leadership type) is equal to 2,8045 > t-table = 2.021, thus that the decision that can be taken is  $H_A$  accepted and  $H_0$  rejected. This means that there is a significant influence between the type of leadership ( $X_1$ ) on the level of work productivity (Y)

employee of Bank Indonesia Padang at the level of error ( $\alpha$ ) = 0.5%.

Furthermore the value of t arithmetic for work motivation ( $X_2$ ) of 2,2281 > t-table = 2.021, thus that the decision that can be taken is  $H_A$  accepted and  $H_0$  rejected. This means that there is a significant influence between work motivation ( $X_2$ ) on work productivity (Y) employee of Bank Indonesia Padang at the level of error ( $\alpha$ ) = 0,5%.

For the third hypothesis obtained F-count of 6.4149 > F-table = 3.23, thus that the conclusion that can be taken is  $H_A$  accepted and  $H_0$  rejected. This means that there is a significant influence between the type of leadership ( $X_1$ ) and work motivation ( $X_2$ ) collectively on work productivity (Y) employee of Bank Indonesia Padang at the level of error ( $\alpha$ ) = 0,05.

#### **CONCLUSIONS**

The conclusion of research on leadership type, work motivation and its effect on employee work productivity of Bank Indonesia Padang are: 1) the dominant indicator in leadership type at Bank Indonesia Padang is the participative leadership type with the largest contribution of 25.84%. 2) the dominant indicator in employee motivation of Bank Indonesia Padang is the primary need / survival with the largest contribution that is 20.65%. 3) the dominant indicator in work productivity of employees of Bank Indonesia Padang is the maturity of thinking with the largest contribution of 26.21%. 4) The influence of leadership type on employee work productivity of Bank Indonesia Padang is positive, that is equal to 0,1840 points whereas weak relation that is equal to  $r_{Y: X_1} = 0,3823$ . 5) The influence of work motivation on employee work productivity of Bank Indonesia Padang is positive, that is equal to 0,4215 points whereas weak relation that is equal to  $r_{Y: X_2} = 0,3037$ . 6) the type of leadership and work motivation simultaneously have a significant effect on the productivity of employees of Bank Indonesia Padang.

#### **RECOMMENDATIONS**

Technical Recommendations: 1) to the management of Bank Indonesia Padang in order to be able to correct and improve the item of leadership type because there are still some question items that show negative answers. 2) management of Padang Bank Indonesia Office to motivate its employees to improve the fulfillment of higher needs.

Academic recommendation: This research needs to be followed up again to see what factors can affect work productivity of employees at Bank Indonesia Padang. Therefore need a more comprehensive study to answer other factors that further affect the productivity of employees.

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