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The Effect of Situational Leadership Style on the Performance of Sales Representatives

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Abstract

The purpose of this study was to identify simultaneous and partial influence between situational leadership style and motivation on the performance of sales representative in PT. Luxindo Raya Surabaya. This study was an explanatory study using a statistical test. The findings of this study indicate that theories of leadership style with behavioral approach oriented to maturity and wide views on the task, motivation, need-for-achievement, and ability to establish relationships will be able to improve one's performance. In conclusion, in situational leadership, it is important for every leader to make a good diagnosis of the situation.

Keywords: Situational leadership style, motivation, performance.

El efecto del estilo de liderazgo situacional en el desempeño de los representantes de ventas

Resumen

El propósito de este estudio fue identificar la influencia simultánea y parcial entre el estilo de liderazgo situacional y la motivación en el desempeño del representante de ventas en PT. Luxindo Raya Surabaya. Este estudio fue un estudio explicativo utilizando una prueba estadística. Los hallazgos de este estudio indican que las teorías sobre el estilo de liderazgo con enfoque conductual orientado a la madurez y puntos de vista amplios sobre la tarea, la motivación, la necesidad de logro y la capacidad para establecer relaciones podrán mejorar el desempeño personal. En conclusión, en el liderazgo situacional, es importante que cada líder haga un buen diagnóstico de la situación.

Palabras clave: estilo de liderazgo situacional, motivación, desempeño.

1. INTRODUCTION

The 21st century is the era of globalization with the changes that occur irregularly, making it difficult to predict its direction. For those who are quick and responsive to these changes and supported by reliable Human Resources can have a competitive advantage to win the global competition that has been and will take place. Globalization is characterized by a free trade pattern that allows a global corporation

or Multi-National Corporation to market its products to various markets around the world. Given the importance of the role of Human Resources in the business environment in order to grow the organization, especially in broader business development, productivity improvement according to the work program as revealed that the highest resource for an organization is human resources because in it there are talents, creativity, desires and activities.

The condition is according to Keith Davis, a leader is required to have four kinds of strengths required are Intelligence, Social maturity and Breadth, Inner-Motivation and Achievement desire, Human Relation Attitudes. In carrying out its duties and responsibilities, a leader always interacts with organizational behavior that makes routine and continuous activities run with high creativity. Besides the style of leadership, it is also important in organizing that is the role and style of a leader who must be capable through various forms of motivation. Most of the motivational theories are based on the fact that human energy is due to internal tension or need (Mitchiell, 2004). In every organization shows that certain people work harder than others who are actually less talented, people are motivated.

In this connection, the leader is someone who has a program and who behave together with the members of the group by using a certain way or style, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the organization in achieving the established goals. As happened in PT. Luxindo Raya that sells Direct Selling products that manage human resources such as Business

people is motivated and driven to make sales transactions as much as possible, with home promotion to home and equipped with high-selling techniques. Therefore, the sales function is better known as one of the important parts of the larger function of marketing. The above description shows the effect of situational leadership style and motivation on the performance of sales representative in PT. Luxindo Raya Surabaya (Yang et al., 2019; Soo et al., 2019; Jasur & Nilufar, 2018).

2. RESEARCH PROBLEM

Based on the description that has been presented on the background of the above problem then formulated the research problem as follows:

1.   Is there any effect of situational leadership style and motivation on the performance of sales representative simultaneously?

2.   Is there any effect of situational leadership style and motivation on the performance of sales representative partially ?

3. AIM AND BENEFIT

The aim of this study was to identify simultaneous and partial influence between situational leadership style and motivation on the

performance of sales representatives' in Surabaya and to determine the dominant variable between situational leadership style and motivation that influenced the sales representative's performance. The benefit of this study is to give a contribution to the human resource development scientifically and practically about the impact of situational leadership style and motivation on the performance of sales representative significantly and relevantly.

4. LITERATURES

The Last Model of Fidler's Contingency which Hersey and Blanchard put forward called Life Cycle Theory, is further developed. Based on this theory, the most effective leadership style is leadership that is adjusted to the level of maturity (subordinate maturity) (Hersey and Blanchard, 2007). The Leadership Style Model describes how leadership behaviors of influence and support are combined into four different leadership styles. As shown in the figure with the down arrow and arrows on the left side of the model, the task behavior (Task Behavior) is high in the S1 and S2 quadrants and low in the S3 and S4 quadrants, whereas the relationship behavior (Behavior relationship) is high in the quadrant S2 and S3 and low in the S1 and S4 quadrants as shown in the following figure:
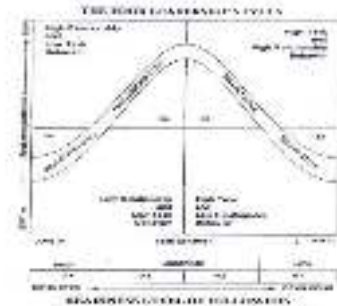
Figure 1: Situational Leadership Model: Hersey and Blanchard, 2007

Motivation is usually defined as the process by which behaviours is energized and directed. In addition to the intuitive drive the concept of motivation is the most difficult field in psychology (Robbins, 2012). One reason is that motivation cannot be directly observed. A hypothetical process can only be inferred by observing people's behaviour. Motivation is defined as something that makes people act or behave in certain ways. Motivation is something that moves people to attain shared sense of purpose by ensuring that the organization's wants and needs, as well as the desires and needs of its members, are different in a harmonious or balanced state (Bernadin and Russel, 2008). In organizational life, the motivation for each element of leadership has its own meaning. The motivation of something that felt is very important, distinguish motivation into two forms, as follows:

1. Intrinsic Motivation is the driving force of work that comes from within/inside the worker as an individual, in the form of awareness of the importance or benefits/meaning of the work he does. This motivation comes from the work done, either because it is able to

meet the needs, or fun or possible to achieve a goal, and because it provides certain positive expectations in the future.

2. Extrinsic Motivation is the driving force of work that comes from outside the worker's self as an individual, in the form of a condition that requires him to do the job maximally (Koontz and O'Donne, 2010; Kutuev et al., 2017).

Etymologically, work performance is a basic measurement of work, which is on the degree of completion of demand that makes up individual work. Thus, work performance emphasizes the degree of individual task completion. In line with that opinion, then the performance refers to the behavior of the as judged against criteria or standard of excellence (Steers, 2001). Another performance definition issue is the degree to which the behavioral terminology is characterized. Measuring work performance among others can be seen from indicators such as 1.) Compliance with any rules established in the company; 2.) Can perform its duties with the lowest error rate; 3.) Accuracy in performing tasks (Lopez, 2012). Measuring performance means comparing the actual performance of an employee with predefined standards, where this standard can be seen from the job description (Indriastuti, 2019).

The quantitative method typically begins with data collection based on a hypothesis or theory and it is followed with the application of descriptive or inferential statistics (Hadi, 2010; Marques et al., 2018). This study uses a quantitative research approach with the explanatory method. In this study, there are two independent variables,

namely the Situational Leadership Style (X1) and Motivation (X2). while the dependent variable is one that is Performance (Y). so it can be formulated the hypothesis is as follows below:H1 :   There   is   an effect of situational leadership style (X1) on the performance (Y) of a sales representative in PT. Luxindo Raya Surabaya

H2:   There   is   an   effect   of   motivation   (X2)   on   the performance (Y) of a sales representative in PT. Luxindo Raya Surabaya

H3:   There is the effect of situational leadership style (X1) and motivation (X2) on the performance (Y) of a sales representative in PT. Luxindo Raya Surabaya

In this study, the researcher used total sampling. The population will be drawn from a number of individuals involved in the implementation of all sales representative activities of PT. Luxindo Raya Surabaya which will represent a group, about 60 people as respondents (Hadi, 2010).

The result of validity test shows 4 question items about situational leadership style (2 items are not valid), motivation (2 items are not valid), and performance (all item are valid) because some of the correlation coefficient results between count are lower than the rtable value (0,374). Cronbach's Alpha value for variables of perception, feasibility study, and Mini Vocational School is greater than the minimum requirement that is 0,60 so that each variable are stated reliable and can be used in research. Testing reliability instrument using Cronbach's Alpha then obtained the Alpha value (α)

is 0,8660 so that the value of alpha count is above the value of Cronbach's Alpha (0,60). Thus It can be said that the research instrument is reliable and It can be accepted (Gibson et al., 2007).

To detect Normality by viewing the spread of data on the diagonal axis of the graph. The basic decision-making by looking at the Normal P-P Plot of Regression Standardized Residual graphic, when the data spread satisfies the assumption of normality. If the data spreads far from the diagonal line or does not follow the direction of the diagonal line, then the regression model does not meet the assumption of Normality. Analysis of the Normal P-P Standard Plot of Regression Standardized Residual graph, seen spots spread around the diagonal line, then the regression model is feasible to be used for Y

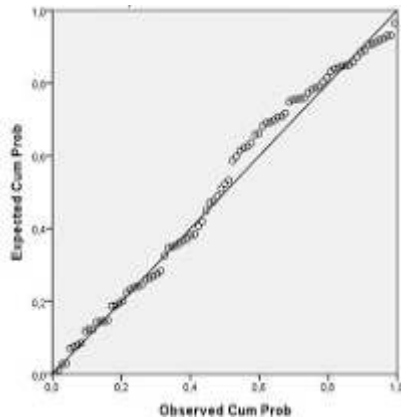prediction based on independent variable input (Siagian, 2010).

Figure 2: Normality Test : Primary Data, 2017

Normal P-Plot of Regression Standardied Residual

Dependent Variable : Performance

Detection of heterokedastisitas by looking at whether there is a certain pattern on the Scatterplot chart where the predicted X-axis and Y-axis, X-axis is rational with the proviso that if in the graphic on certain patterns, such as the points that exist form a certain pattern regular, there has been heteroscedasticity. When viewed from the analysis on the graph, then in this analysis does not occur heteroskedastisitas, because it spreads randomly, and spread both above and below the number 0 on the Y-axis, so the regression model

worthy of use to predict Y (Stoner & Wanke, 2012).

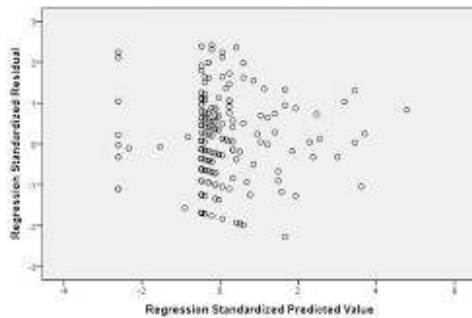Figure 3: Heteroscedastisity Test with Scatterplot : Primary Data, 2017

Scatterplot

DDependent Variable : Performance

The result of the regression model should not occur the correlation between independent variables. Detection of Multicollinearity through VIF (Variable Inflation Factor) and the Tolerance value. The guideline of the regression model (multicollinearity free) is to have a value of VIF around number 1 and

have a tolerance number close to the number 1. The result OF multicollinearity test can be seen in the following table.

Model	Multicollinearity Statistic	
	Tolerance	VIF
X_1	0,951	1,051
X_2	0,951	1,051

Table 1: Multicolinierity Test : Primary Data, 2017

If seen in the table above then the VIF is around 1 is 0,951 and the tolerance value is 1.051, It means the regression model is free from Multicollinearity. In order to know whether this regression model is independent of Autocorrelation, can be seen from the Durbin-Watson scale, the decision-making method is if the Durbin-Watson number below -2 means there is a positive autocorrelation, the Durbin-Watson number between -2 to +2 means no autocorrelation and Durbin-Watson above +2 means negative autocorrelation. Analysis of the regression model looks Durbin-Watson figure of +2.053, this means being in the number -2 to +2 or no autocorrelation occurs.

Knowing the results of the analysis indicates a strong correlation it can be seen from the number R in this study is equal to 0,680 means that there is a strong effect of the situational leadership style and motivation on the performance of sales representative PT. Luxindo Raya Surabaya simultaneously. While the R2 number is 0,462, It means that Y can be explained by X1 and X2 of 46,2% and the remaining 53,8% explained by other factors. Then to be able to know the influence of some fundamental factors from situational leadership

style and motivation on the performance then analyzed by using multiple linear regression model. The results obtained as in the table below:

No.	Independent Variable	Rgression Coefficient	t	Sig.	Conclusion
1	Situational Leadership Style (X1)	0,225	2,107	0,045	Significant
2	Motivation (X2)	0,497	3,759	0,001	Significant

Table 2: Regression Model Analysis : Primary Data, 2017

In the regression equation can be seen the influence of several variables either partially or simultaneously. To see whether or not the effect of each variable, it is necessary to test partially or simultaneously. The effect of these independent variables on the depedent variable will be described next.

The results of the equations of the multiple linear regression model presented in Table 5.6 above shows the direction of the effect of each independent variable onto the dependent variable indicated by the regression coefficient of each independent variable. Furthermore, known from the results of statistical tests with 0,05% level obtained significance 0,000. It means that the situational leadership style (X1) and motivation (X2) are proven to affect the performance (Y) of sales representatives PT. Luxindo Raya Surabaya simultaneously, this can be seen from the F-test that Its the value of Fcount is 11,592 with

0,000 significance level because the probability is smaller than 0,01

then the regression model can be used to the dependent variable. The magnitude of the independent variables effect of X1 and X2 simultaneously can be known from the value of the coefficient of determination (R2) of 0,462 means that all independent variables analyzed simultaneously provide an effect of 46,2% on the performance of Sales representative. While the rest of 53,8% influenced by other factors. From the above description of H3 can be received.

The t-test is used to test the effect of each independent variable on the dependent variable partially. By doing the test partially seen from the level of significance. For the influence of independent variables respectively proved to effect the dependent variable. The following table is the result of t-test about the significance of the significance coefficients of each independent variable.

Variable	B	t	Significancy	Hypothesis	Conclusion
(Constant)	27,705	2,087	0,046		
X1	0,225	2,107	0,045	H1	Received
X2	0,197	2,075	0,042	H2	Received

Table 3: T-Test : Primary Data, 2017

5. CONCLUSION

Based on the results of the analysis and discussion that has been done in the previous chapter, this study can be summarized as follows:

1.) Hypothesis 1 (H1) is received because It has been proven that the situational leadership style has a significant effect on the performance of Sales representative PT. Luxindo Raya Surabaya. This is indicated by the count value of 0,045; 2.) Hypothesis 2 (H2) is received because It has been proven that motivation has a significant effect on the performance of Sales representative PT. Luxindo Raya Surabaya. This is indicated by the count value of 0,042; 3.) Hypothesis 3 (H3) is received because It has been proven that both situational leadership style and motivation have a significant effect on the performance of Sales representative PT. Luxindo Raya Surabaya simultaneously. This is indicated by the Fcount value of 11,592 with the coefficient of determination (R2) of 0,462 or 46.2% while the remaining 53,8% influenced by other variables that are not examined.

Therefore, in situational leadership, it is important for every leader to make a good diagnosis of the situation. The style of leadership can be interpreted as the pattern of individual behavior that seeks to influence other individuals. There are 2 categories of leadership styles that a leader can do, such as 1.) Task behavior of this task is to include a pattern telling people what to do, how to do when to do, and who should do it; 2.) Relationship behavior is the behavior of relationships can, which is defined as how much a leader involved two-way communication with his followers.

Included in this relationship behavior is listening, encouraging, facilitating, explaining, and providing socioemotional support (Stodgill, 2002). Motivation is a concept that describes the forces that

exist in employees who initiate and direct behavior (Davis, 2005). Some performance requirements a good job performance measure is if more reliable, reality, representative and predictable when it can happen while they have the high leadership supervisor and superior level dedicated (Widjaja, 2006).

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