

RINGKASAN

Pengaruh Gaya Kepemimpinan Terhadap Motivasi Dan Produktivitas Kerja Pegawai Pada Pemerintah Kota Batam

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Mencermati bahwa misi utama penyelenggaraan otonomi daerah dimaksudkan untuk meningkatkan kualitas pelayanan publik dan kesejahteraan masyarakat, menciptakan efisiensi dan efektivitas pengelolaan sumber daya daerah, serta memberdayakan dan menciptakan ruang bagi masyarakat untuk berpartisipasi aktif dalam proses pembangunan, maka untuk mewujudkan misi tersebut, diperlukan daya dukung aparatur pemerintahan yang handal, cakap dan memiliki kompetensi untuk menyelesaikan berbagai tugas pokok dan fungsi yang dipercayakan kepada mereka. Daya dukung ini menjadi mungkin diwujudkan bilamana roda pemerintahan tersebut dikelola dan dilaksanakan oleh pemimpin yang mampu menjadi inspirator untuk mendorong motivasi sehingga mampu meningkatkan produktivitas kerja pegawainya.

Bertitik tolak dari misi otonomi daerah tersebut, studi ini berusaha untuk melihat dan menganalisis pengaruh Gaya Kepemimpinan terhadap Motivasi dan Produktivitas Kerja Pegawai pada Pemerintah Kota Batam. Variabel Gaya Kepemimpinan, Motivasi Kerja dan Produktivitas Kerja tersebut diperlakukan sebagai Variabel Laten mengingat ada banyak dimensi atau indikator yang dapat menjadi pembentuk dari masing-masing variabel di atas. Dalam hal ini, untuk melihat Gaya Kepemimpinan dipelajari dari 4 (empat) indikator yaitu : (1) penerapan kewenangan, (2) derajat kewibawaan atasan, (3) norma budaya yang dianut, dan (4) kualitas kepribadian atasan. Untuk variabel Motivasi Kerja dicermati dari 4 (empat) indikator yaitu : (1) dorongan mencapai tujuan, (2) semangat kerja, (3) inisiatif dan kreativitas, serta (4) rasa tanggung jawab. Sedangkan untuk variabel Produktivitas Kerja, diamati dari 3 (tiga) indikator yaitu : (1) pencapaian prestasi kerja, (2) tingkat penyelesaian pekerjaan, dan (3) kualitas pekerjaan yang dihasilkan. Pengaruh antar masing-masing variabel dan dimensi yang membentuk variabel selanjutnya dianalisis dengan menggunakan metode *Structural Equation Modeling* (SEM).

Untuk uji validitas dan reliabilitas dari 4 indikator gaya kepemimpinan semuanya menunjukkan hasil yang valid dan reliabel, dimana nilai loading factor / lambda (λ) pada masing-masing indikator berada pada kisaran 0,378 sampai dengan 0,518. Sementara nilai delta (δ) berada pada kisaran angka 0,079 sampai 0,142. Besarnya nilai loading factor / lambda (λ) dan kecilnya

nilai delta (δ) yang diperoleh semakin menegaskan bahwa masing-masing indikator pembentuk gaya kepemimpinan tersebut adalah valid dan reliabel.

Relatif sejalan dengan Gaya Kepemimpinan, untuk variabel Motivasi Kerja, dari 4 indikator yang digunakan semuanya juga menunjukkan hasil yang valid dan reliabel, dimana secara umum, nilai λ pada masing-masing indikator berada pada kisaran 0,642 sampai 0,706 dan nilai δ berada pada kisaran 0,054 sampai dengan 0,084 yang berarti bahwa masing-masing indikator yang digunakan untuk melihat Motivasi Kerja tersebut terbukti memiliki tingkat keberartian atau kemampuan sebagai pembentuk variabel Motivasi Kerja. Hal yang sama juga ditunjukkan oleh 3 (tiga) indikator pembentuk variabel Produktivitas Kerja yang tercermin dari nilai loading factor (λ) yang rata-ratanya cukup tinggi pada kisaran 0,501 sampai 0,874, sementara nilai δ berada pada kisaran 0,022 sampai dengan 0,099; yang berarti masing-masing indikator yang digunakan tersebut masih reliabel dan valid sebagai pembentuk variabel Produktivitas Kerja. Dengan demikian, keseluruhan hasil uji validitas dan reliabilitas tersebut semakin menegaskan bahwa keseluruhan indikator yang digunakan pada tiap-tiap variabel; baik untuk variabel Gaya Kepemimpinan, Motivasi Kerja, maupun Produktivitas Kerja memiliki nilai loading factor (λ) dan nilai delta (δ) yang signifikan, sehingga semua indikator tersebut dinyatakan valid dan reliabel.

Disamping melakukan uji validitas dan reliabilitas, hal terpenting dari penelitian ini adalah melihat dan menganalisis pengaruh dari masing-masing variabel yang didasarkan pada nilai koefisien struktural yang diperoleh. Untuk yang pertama, yakni pengaruh Gaya Kepemimpinan (X_1) terhadap Motivasi Kerja (X_2) diperoleh hasil yang signifikan dimana nilai koefisien strukturalnya sebesar 0.753. Ini berarti, H_1 yang diajukan bahwa Gaya Kepemimpinan berpengaruh secara signifikan terhadap Motivasi Kerja memang terbukti memiliki hubungan secara langsung. Sedangkan, pengaruh Gaya Kepemimpinan (X_1) terhadap Produktivitas Kerja (Y) diperoleh hasil yang non signifikan dimana nilai koefisien strukturalnya sebesar 0.117. Ini berarti, H_2 yang diajukan tidak terbukti karena Gaya Kepemimpinan tidak berpengaruh langsung terhadap Produktivitas Kerja. Adapun mengenai pengaruh Motivasi Kerja (X_2) terhadap Produktivitas Kerja (Y) diperoleh hasil yang signifikan dimana nilai koefisien strukturalnya sebesar 0.854. Ini berarti, H_3 yang diajukan juga terbukti berpengaruh secara signifikan terhadap Produktivitas Kerja, sehingga hipotesis yang diajukan tersebut diterima.

Atas temuan yang diperoleh tersebut terlihat bahwa Gaya Kepemimpinan memainkan peran yang penting sebagai pendorong Motivasi Kerja, sementara Motivasi Kerja juga memiliki pengaruh yang strategis dalam mendorong Produktivitas Kerja, untuk itu disarankan agar ke depan penempatan orang-orang tertentu di lingkungan unit kerja yang ada sebaiknya terseleksi atas dasar kecakapan dan kemampuan mereka dalam

melaksanakan tugas pokok, fungsi, dan perannya sebagai pegawai negeri sipil.

Untuk mewujudkan pimpinan yang handal, kompeten dan terseleksi tersebut diperlukan kajian yang matang dan cermat dari Badan Pertimbangan Jabatan dan Kepangkatan (Baperjakat) Pemerintah Kota Batam. Saran ini dipandang penting mengingat Gaya Kepemimpinan yang diterapkan oleh seorang pemimpin di samping mampu meningkatkan Motivasi Kerja pegawai, hingga dengan demikian dapat merangsang Produktivitas Kerja mereka, juga di sisi yang lain akan mampu meningkatkan *performance* dan citra dari institusi Pemerintah Kota Batam itu sendiri.

SUMMARY

Effect of Leadership Style on the Staff's Motivation and Productivity in Batam Local Government

Considering that the main mission of the regional autonomy implementation is intended to improve service quality to the public and to promote social welfare, to create efficiency and effectivity in managing resources in local government, as well to empower local people and provide them opportunities for being actively engaged in development processes, then to accomplish this mission, the governmental staff having high capacity and competence in undertaking many tasks and functions are highly required. This capacity building among the governmental staff can be realized well when the wheels of government are managed and executed by a leader who becomes a inspirator to grow their staff motivation so that he can enhance their staff productivity.

Regarding the mission of the regional autonomy, objective of this research was to know and analyze an effect of leadership style on staff's motivation and productivity in Batam local government. The leadership style, job motivation and productivity were treated as latent variables since there were many dimensions or indicators making up each variable above. In this case, the leadership style could be known from four indicators, notably (1) the authority use, (2) the superior's authority degree, (3) the cultural norms adopted, and (4) the superior's personal quality. Similarly, the motivation variable could be discerned from four indicators, including (1) the drive to achieve a goal, (2) the working morale, (3) the initiative and creativity and (4) accountability. The job productivity could be seen from three indicators, covering (1) the job performance, (2) job execution level and (3) job quality executed. Effect of each variable and dimensions making up the variable were analyzed making the use of *Structural Equation Modeling* (SEM).

The validity and reliability tests indicated that four indicators of the leadership style were valid and reliable, where loading factor/lambda (λ) values in

each indicator were in the range of 0.378 and 0.518. In addition, the delta (δ) values were in the range of 0.079 and 0.142. The large loading factor/lambda (λ) values and the small delta (δ) values strongly suggested that several indicators making up the leadership style were really valid and reliable.

Consistent with the leadership style, the four indicators of the job motivation were also valid and reliable where in general the λ value of each indicator was in the range of 0.642 and 0.706 and δ value in the range of 0.054 and 0.084, indicating that each indicator used to know the job motivation possessed a significance level or had capability to make up the job motivation variable. The same also applied to three indicators making up the job productivity variable as reflected in the high loading factor (λ) value in the order of 0.501 and 0.874, while δ value in the order of 0.022 and 0.099. This meant that those indicators used here were reliable and valid as making up the productivity variable. Thus, overall validity and reliability tests firmly showed that all indicators employed in each variable, comprising leadership style, job motivation and productivity, had the significant loading factor (λ) and delta (δ) values, so that all indicators above were considered as valid and reliable.

In addition to undertaking validity and reliability tests, the most important in the research was that it also measured and analyzed the effect of each variable on the basis of structural coefficient value obtained here. The results indicated that the leadership style (X1) significantly influenced the job motivation (X2) where structural coefficient value = 0.753. This meant that the first hypothesis (H1) saying that the leadership style was significantly related to the job motivation was accepted. Furthermore, the effect of the leadership style (X1) on the job productivity (Y) was not significant, where structural coefficient value = 0.117. This suggested that the second hypothesis (H2) was rejected since the leadership style was not directly related to the productivity. In contrast, the effect of job motivation (X2) on the productivity (Y) was significant, where structural coefficient value = 0.854, suggesting that third hypothesis (H3) was accepted.

These findings indicated that the leadership style played a considerable role in growing the job motivation, while the job motivation also held a strategic role in strengthening productivity. Thus, it is recommended that in the future, potential staff in the workplace of governmental offices should be selected on the basis of their skills and capabilities in undertaking their tasks, functions and their roles as the civil servants.

The Governmental Staff's Position and Promotion Evaluating Board (Badan Pertimbangan Jabatan dan Kepangkatan) in Batam local government should perform a thorough and cautious study regarding the need for creating the reliable and competent leader as mentioned above. This suggestion is essential since the leadership style not only increased the job motivation, leading to the improved productivity, but also enhanced the performance and image of the local governmental institutions in Batam City.

ABSTRACT**Effect of Leadership Style on the Staff's Motivation and Productivity in Batam Local Government**

A dramatic shift in paradigm of the government from centralization to decentralization was mainly marked by an enactment of Act No. 22/1999 that brought about a significant effect on the local government/municipal government staff in restructuring and running the wheels of the government, in implementing development processes and other social activities in each local government, particularly those related to the need for the improved service to public. This was truly consistent with an essence of the regional autonomy execution itself. That is, the regional autonomy was intentionally designed for approaching public service to local people by shortening and cutting a long chain of bureaucracy service. This demand for the increased public service could be well realized when all local/municipal government staff were able to enhance their performance.

With respected to the improved performance, the purpose of this research was to reveal an effect of leadership style on the job motivation, effect of the leadership style on the productivity, and effect of the motivation on the productivity at local government of Batam City. To support such an analysis, an analytical tool of Structural Equation Modeling (SEM) was used here.

The results showed that the leadership style significantly affected the motivation. Similarly, the motivation was significantly correlated with the productivity. On the contrary, the leadership style produced an insignificant impact on the productivity. This suggested that effect of the leadership style on the productivity was indirect in nature through job motivation. This was because the leadership style tended to inspire and encourage the subordinates to do anything, thus it tended to stimulate the subordinates' motivation, but this stimulus provided by the leadership style didn't necessarily increase their productivities. Hence, the leadership style had no direct effect on the productivity.

Key words: leadership style, job motivation and productivity