Leadership Style Training Intervention on Perceptions of Job Performance Assessment in Managers at Bank BRI Regional Office Padang

Meirizka Sasikirana[1], Cholicul Hadi[2], Maria Eko[3]

[1,2,3] Masters of Applied Psychology, Faculty of Psychology, Universitas Airlangga, Surabaya

Corresponding Author: Meirizka Sasikirana

ABSTRACT

Leadership has a close relationship with work, because the success of the leader in encouraging others to successfully achieve company goals depends very much on the ability of the leader to create a leadership style that is suitable for each worker and subordinate so that they can focus on working to achieve brilliant work. Purpose of this research was Leadership Style Training Intervention on the Perception of Work Performance Appraisal in Managers at Bank BRI *Regional Office* Padang through the questionnaire method, it is hoped that the author can get a specific and comprehensive picture and provide an overview of the Leadership Style Training Intervention on the Perception of Work Performance Appraisal in Managers at Bank BRI *Padang Regional Office*. Method data analysis was carried out by comparative test through a *paired sample t test* approach. Democratic leadership style is a leadership style that produces the highest job performance perception score compared to job performance perception scores in other leadership style interventions. There are several dimensions of seven dimensions of democratic leadership style, including (1) Leaders accept proposals from employees, (2) Leaders receive thoughts from employees, (3) Leaders include employees in activity plans, (4) Leaders include employees in decision making, (5) Leaders are objective in praising, (6) Leaders are objective in sanctioning, and (7) Leaders provide opportunities for employees to be creative.

INTRODUCTION

Leadership is an additional influence that goes above and beyond the mechanical needs of directing the organization routinely (Gary Yulk, 2009: 4). Leadership style is an action chosen and used by leaders who are able to make an influence on thoughts, feelings, attitudes, and behaviors in organizing (Tampi, 2014). In essence, every leader (*leader*) has a different behavior in leading his workers. This behavior is commonly known as leadership style. Leadership has a close relationship with work, because the success of the leader in encouraging others to successfully achieve company goals depends very much on the ability of the leader to create a leadership style that is suitable for each worker and subordinate so that they can focus on working to achieve brilliant work.

The ability to lead well can direct subordinates to work precisely and clearly so as to produce innovation in work. Research conducted by Elenkov and Manev (2005) explains that leadership can be influential in the formation of innovations in work that are beneficial to the organization.

Leadership style research has been conducted on performance in Indonesia. As has been done by Soegiono (2010) found an

interaction in managerial performance. Trisnaningsih (2007) examines the performance of auditors but gets the results of the research affect the performance of auditors. However, another opinion, another study conducted by Vita (2015) found that it did not produce any influence on teacher performance. This opinion is supported by Gunawan and Ramdan (2012) found that no auditor performance is influenced by leadership style. The results of these studies differ from each other. The phenomenon that occurred above is the background of the researcher studying this, because researchers want to understand leadership style training interventions on managerial and the implications that arise on the perception of their work assessment after receiving leadership style training.

Researchers also want to explore the causes of this difference in employee response. Therefore, Leadership Style Training Intervention on the Perception of Job Performance Appraisal in Managers needs to be understood so that the ongoing organization can have an overview and readiness. This readiness is not only needed by the organization, but also by its human resources because attitudes and reactions to leadership styles have implications for employee work and business process effectiveness in a company or organization itself.

The author will conduct an assessment to be able to get the results of the Leadership Style Training Intervention on the Perception of Work Performance Appraisal in Managers at Bank Bri *Regional Office* Padang through the questionnaire method, it is hoped that the author can get a specific and comprehensive picture and provide an overview of the Leadership Style Training Intervention on the Perception of Work Performance Appraisal in Managers at Bank BRI *Padang Regional Office*.

LITERATURE REVIEW
Work Performance
Work performance can be referred to as performance or in English called *performance*. Another term that more accurately describes "achievement" is the word "achievement. Derived from the word "to achieve" which means "to achieve", so in Indonesian it is often interpreted to mean "achievement" or what is achieved (Ruky, 2006). Bernadin and Russell 2003 define job performance as "*performance is defined as the record of outcome produced on specified job function or activity during a specified time period*."

Performance appraisal is the process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees about the implementation of their work (Handoko, 2001: 135). According to Herry Simamor, achievement appraisal is a process that measures employee achievement. Achievement assessment generally includes both qualitative and quantitative aspects of the implementation of work. Achievement appraisal is one of the fundamental functions of personnel, sometimes called achievement review, employee appraisal, achievement evaluation, employee evaluation, or personnel rating. All these terms pertain to the same process (Simamora, 2004: 338).

Leadership Style
Leadership style is a way for a leader to influence the behavior of his subordinates where this leadership style has a special purpose to guide and provide motivation to employees so that it is expected to be able to produce high work productivity. The leadership *style* of a leader will greatly affect the performance of employees or subordinates. Leaders should be able to choose a leadership style according to the existing situation, but if a leadership style is applied appropriately and appropriately it will give direction to the achievement of organizational and individual goals that are quite clear. Conversely, if the leadership style chosen is wrong and not in accordance with existing circumstances, it will result in difficulty or failure to achieve the goals of

an organization (Wahjosumidjo, 1984: 63), leadership style is how leaders relate to subordinates in order to make decisions. (Flippo, 1987) suggests that leadership style is a pattern of behavior designed to combine organizational and personnel interests to pursue several goals. According to (Miftah, 1985: 52), leadership style is the norm of behavior used by a person when the person tries to influence the behavior of others as he sees it.

1. Authoritarian Leadership Style

In this leadership style, a leader will exhibit various attitudes that highlight his "rigidity" in the form of: a) the tendency to treat subordinates the same as other tools in the organization such as machines, and thus less respect for their dignity and dignity; b) prioritizing orientation towards the implementation and completion of tasks without relating the implementation of tasks to the interests and needs of subordinates; c) neglect of the role of subordinates in the decision-making process by informing them that they have taken certain decisions and they are expected and even required to carry them out; d) take punitive action whenever subordinates commit violations or mistakes.

2. Democratic Leadership Style

This leadership style is considered an ideal leadership style. This leadership style has the following characteristics: a) the leader acts as a coordinator and integrator so that there is a clear division of tasks; b) subordinates are actively involved in self-determination through their participation in decision-making processes; c) respect the existence of differences so that differences must be guaranteed togetherness; d) any violation or indirect error punishes but commits corrective and educational action; e) in giving duties also pay attention to the ability of its employees; f) willing to listen and accept criticism and suggestions from subordinates; g) willing to give awards to employees who are high achievers; h) provide guidance and direction whenever employees experience difficulties in

carrying out duties; i) pay attention to employee welfare, for example providing work facilities that are as needed, providing a sense of security during work.

3. Free Leadership Style / Laissez Faire

Leaders with this type have the view that the organization will run smoothly by itself because it consists of mature people and already knows what to do. These leaders tend to choose passive roles and let the organization run at its own pace without much interference in how the organization should be run and driven. Such leaders tend to treat subordinates as colleagues and so that the well-being of employees is guaranteed.

RESEARCH METHODS

Population and Research Sample

The population that became respondents to this study were all employees with manager positions at PT Bank Rakyat Indonesia (Persero) Tbk with manager position levels receiving attention as research respondents because they represented the teamwork process found in all divisions in the*Padang Regional Office* (region), besides that managers are also parties who directly perceive the assessment of work performance in this case are managers. The total number of manager levels is 6 people in *regional offices*, 14 managers in Branch *Offices* under Padang *Regional Office*, 14 *Branch Managers*, and 15 senior department head level managers.

Variable Measurement

1. Autocratic leadership style (Xi)

That is a leadership style that tends to be authoritarian, all work activities are centralized in his hands, the role of subordinates is only as executors of all forms of orders. The indicators are:

a. The leader always bears full responsibility.

b. All decisions are in the hands of the leader.

c. The leader does not accept the proposals of subordinates.

d. The leader dictates the pace and technique of the activities of subordinates.
e. The leader forces subordinates to obey all orders
f. Leaders always sanction every work mistake
g. Any sanctions are given according to personal will.

2. Democratic leadership style (X2).
That is a leadership style that emphasizes the importance of the role of subordinates by emphasizing the participation system of subordinates. The indicators are:
a. The leader accepts proposals from employees.
b. Leaders receive thoughts from employees
c. Leaders include employees in activity plans
d. Leaders involve employees in decision making
e. Leaders are objective in praising
f. Leaders are objective in sanctioning
g. Leaders provide opportunities for employees to be creative.

3. Free control leadership style (X3).
That is a leadership style that gives freedom to subordinates in decision making and participation. The indicators are:
a. The leader gives full freedom to subordinates in decision making.
b. The leader gives complete freedom in work participation.
c. The leader does not participate in the determination of the duties of the employee.
d. The leadership does not participate in the determination of employee responsibilities.
e. The leader has no coordination of work with employees.
f. The leader comments in the activities of employees without the intention of participating in activities.
g. Leaders supervise employees not directly.

4. Situational leadership style (X4).
That is a leadership style that has flexibility in and adapts to various situations. The indicators are:
a. Leaders are not rigid in leading.
b. Leaders respond to a problem quickly.
c. Leaders can cope in every situation.
d. Leaders are quick in making decisions.
e. Leaders have confidence in their work.
f. Leaders have work discipline.
g. Leaders put workers first.

5. Perception of Work Performance
The indicators of work performance are as follows:
a. Fair.
b. Objective.
c. Transparent
d. Consistent
e. Sensitive.

Data Collection Methods
In this study, the data collection tool used was in the form of a questionnaire in the form of an attitude scale. questionnaire, which is a document containing questions and other types of items designed to obtain the right information for analysis (Neuman, 2003).

Data Analysis Techniques
Referring to the purpose of the study, to be able to identify the dimensions of leadership style and compile leadership style interventions, data analysis was carried out by comparative test through a *paired sample t test* approach. This analytical technique is an analytical technique used to determine the effectiveness of an intervention carried out on the object of research on an observed research variable.

RESEARCH RESULTS
Assumption Test
The normality assumption test is a prerequisite test that must be carried out before data analysis is carried out with a paired t test approach. The normality assumption test in this study was conducted using Shapiro Wilk's approach. Testing of

normality assumptions is carried out by the following criteria:

a. If the significance value > 0.05, it means that the research data is normally distributed

b. If the significance value < 0.05, it means that the research data is not normally distributed

The following are the results of the normality assumption test on the research data.

Table 1 Normality Assumption Test Results

Intervention	Statistical Value		Significance Value		Conclusion
	Before	After	Before	After	
Autocratic Leadership Style	0,971	0.955	0,269	0,061	Usual
Democratic Leadership Style	0,963	0.956	0,122	0,065	Usual
Free Control Leadership Style	0,964	0.958	0,137	0,079	Usual
Situational Leadership Style	0,974	0.969	0,337	0,213	Usual

Source: Processed primary data, 2023

Referring to the data presented in the table above, it can be seen that research data before and after intervention using four leadership styles resulted in a significance value of > 0.05, meaning that the research data was normally distributed.

Comparative Test

A comparative test was conducted to determine the effectiveness of the intervention which in this study was carried out through four types of leadership styles in shaping respondents' perceptions of work performance. Because the research data is normally distributed, the comparative test is carried out with a paired t test approach with the following test criteria:

a. If the statistical value > table value (1.980) or significance value < 0.05, it means that there is a difference in perception of work performance before and after the leadership style intervention

b. If the statistical value < table value (1.980) or significance value > 0.05, it means that there is no difference in perception of job performance before and after the leadership style intervention

Here are the results of comparative tests conducted in this study.

Table 2 Comparative Test Results

Intervention	Statistical Value	Significance
Autocratic Leadership Style	8,814	0,000
Democratic Leadership Style	9,980	0,000
Free Control Leadership Style	8,395	0,000
Situational Leadership Style	9,936	0,000

Source: Processed primary data, 2023

Referring to the results of a comparative test conducted using the paired t test, it is known that the statistical t value > 1.980 and the significance value < 0.05 means that there are differences in respondents' perceptions of work performance before and after the intervention of four leadership styles.

CONCLUSION

Democratic leadership style is a leadership style that produces the highest job performance perception score compared to job performance perception scores in other leadership style interventions. There are several dimensions of seven dimensions of democratic leadership style, including (1) Leaders accept proposals from employees, (2) Leaders receive thoughts from employees, (3) Leaders include employees in activity plans, (4) Leaders include employees in decision making, (5) Leaders are objective in praising, (6) Leaders are objective in sanctioning, and (7) Leaders provide opportunities for employees to be creative.

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