EFFECT OF WORK MOTIVATION AND PARTICIPATIVE LEADERSHIP TO UNDERSTAND FUNCTIONAL EMPLOYMENT BEHAVIOR
(Study at the Office of Education and Culture, East Nusa Tenggara Province)

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Abstrak

Penelitian ini bertujuan untuk mengetahui dan memahami hubungan motivasi kerja dan kepemimpinan partisipatif dengan perilaku kerja Pegawai Fungsional Dinas Pendidikan dan Kebudayaan Provinsi Nusa Tenggara Timur karena Provinsi Nusa Tenggara Timur merupakan salah satu provinsi yang perkembangan dan pertumbuhannya. relatif lebih lambat dibandingkan dengan provinsi lain di Indonesia. Populasi penelitian adalah staf fungsional yang tidak mempunyai jabatan struktural sebanyak 94 orang. Sampel diambil sebanyak 75 orang. Pengumpulan data menggunakan instrumen kuesioner. Hasil penelitian ini menemukan: (1) terdapat hubungan antara motivasi kerja dengan perilaku kerja dimana motivasi kerja memberikan kontribusi 49,29% terhadap perilaku kerja, (2) terdapat hubungan positif antara kepemimpinan partisipatif dengan perilaku kerja dimana Kepemimpinan menyumbang 51,49% perilaku kerja, dan terdapat hubungan positif antara motivasi kerja dan kepemimpinan partisipatif secara bersama-sama dengan perilaku kerja. Dimana motivasi kerja dan kepemimpinan partisipatif secara bersama-sama memberikan kontribusi 67,01% terhadap perilaku kerja. Dari ketiga temuan tersebut, kesimpulan penelitian ini adalah: (a) Perilaku kerja memberikan hubungan yang baik untuk meningkatkan motivasi kerja, (b) Perilaku kerja dapat ditingkatkan dengan mempertimbangkan kepemimpinan partisipatif, dengan melibatkan karyawan dalam setiap pengambilan keputusan, menghormati pendapat dan proposal karyawan, dan meningkatkan kolaborasi.

Kata Kunci: Motivasi Kerja, Kepemimpinan Partisipatif, Perilaku Kerja, Dinas Pendidikan dan Kebudayaan, Provinsi Nusa Tenggara Timur.

Abstract

This study aims to determine and understand the relationship between work motivation and participatory leadership with the work behavior of the Functional Staff of the Education and Culture Office of East Nusa Tenggara Province because the Province of East Nusa Tenggara is one of the provinces whose development and growth is relatively slower compared to other provinces in Indonesia. The study population was the functional staff who did not have a structural position of 94 people. Samples were taken as many as 75 people. Data collection using a questionnaire instrument. Based on the result this study found: (1) there was a relationship between work motivation and work behavior in which work motivation contributed 49.29% to work behavior, (2) there was a positive relationship between participative leadership and work behavior in which participative leadership contributed 51.49% of work behavior, and there is a positive relationship between work motivation and participatory leadership together with work behavior. Where work motivation and participatory leadership together contribute 67.01% to work behavior. From the three findings, the conclusions of this study are stated that: (a) Work behavior provides a good relationship to increase work motivation, (b) Work behavior can be improved by considering participatory leadership, by involving employees in every decision making, respecting opinions and proposals employees, and enhance collaboration.

Keywords: Work Motivation, Participatory Leadership, Work Behavior, Department of Education and Culture, East Nusa Tenggara Province.

INTRODUCTION

Organizational behavior is a field of study that observes the influence of the individual, group, and behavioral behavior in organizational structures to gain knowledge to improve organizational effectiveness, and besides organizational behavior is a discipline that studies how individual-level behavior, group level, and its impact on performance. Bond and Meyer (1987) describe work behavior as actions and attitudes shown by people who work where this is very important in every work and work situation. Robbins (2002) sees work behavior explaining where everyone in the work environment can actualize themselves through attitudes at work. Success in various fields is determined by human behavior, especially work behavior. Some people call this work behavior like motivation, habits, and work culture. Therefore endeavored to form consistent and positive work behavior. Sinamo (2002) explains that there are 8 paradigms at the level of work behavior that can be the basis of success at the personal, organizational and social levels, namely: (a) working sincerely, (b) working thoroughly, (c) working right, (d) working hard, (e) work seriously, (f) work creatively, (g) work superior, and (h) work perfectly. Factors that influence individual behavior at work, before the individual becomes part of realizing the goals of an organization. This is related to an organization consisting of people who work together to achieve goals with a variety of different behaviors and traits. In life, work behavior is also determined by the managerial practices of the leaders of the organization. Managerial factors will influence employee morale through leadership styles and policies and regulations that are made. Organizational goals can be realized at a higher level if supported by the intellectual capacity of the leader and the leadership style that is applied. Of course, the expected leader is a participative leader who can generate work motivation to achieve optimal employee work behavior.

For Indonesia as a whole, several challenges must be resolved in improving the quality of Indonesian human resources, especially to face the industrial revolution 4.0. First, the high case of stunting. For this reason, the government has allocated 5% of the National Budget to improve the quality of health. This has become one of the biggest challenges in Indonesia, and this development has been assisted by the World Bank with cross-institutional handling. Second, the quality of education, it is seen that the quality of education is uneven in all parts of Indonesia. For this reason, a decentralized budget is needed by strengthening the synergy between the central and regional governments. The way out has been taken by the government which allocated the highest budget for education by 20%. Third, involving the private sector to participate in education. One way is to provide incentives such as tax exemptions for literature books, tax incentives for research and vocational training, and education endowment funds for research, but problems arise because of the separation of ministries that no longer allocate research funds for education. In fiscal policy, it provides several incentive mechanisms including tax exemption incentives for literature books, tax incentives for research, and vocational training. Creating a sovereign wealth fund for education which is 10 years has produced many things (at the same time) for research as an alumnus and private facility to strengthen research and development, but the results still look low.

For Indonesia in the future, building human resources is a quite difficult challenge, because the results cannot be seen in a short time. Therefore the issue of human resources also needs technological intervention, one of the start-up solutions such as the Teacher's Room to reduce the quality gap of teachers as well as an alternative to students being able to learn more independently. The issue of human capital is overcome by technology and is an initiative in increasing human resources is the existence of a new start-up with the Teacher's Room to reduce teacher quality gaps. This is an alternative for students to improve their quality. Another challenge requires significant funds in investing in the development of the industrial revolution 4.0. Based on research conducted by the World Bank, the quality of Indonesia's human resources is ranked 87 out of 157 countries so it still needs a comprehensive overhaul with the support of all parties. Human capital investment is not only the responsibility of the government but is a collaboration of all stakeholders. To overcome this need collaboration between government and various NGOs such as the Habibie Center and other institutions with the academic world. To overcome this, the government should focus on developing research. This scheme is carried out in the mirror of the success of the scholarship endowment fund managed by the Institute of Education Fund Management (LPDP) which now manages the scholarship

endowment fund. The increased education budget in 2019 also takes into account coaching in the form of seat money or an initial budget to build the so-called enduring research budget, starting with around almost Rp 1 trillion. Just like LPDP about 8 years ago, which was originally only Rp. 1 trillion but now it reaches Rp. 55 trillion. The research budget that is spread across several Government agencies can be consolidated so that it can be optimized, with the hope that nothing will hamper and not support development. On the other hand, the behavior of the government apparatus is demanded to be more open, flexible, and responsive to the changes that occur and prioritize the interests of the people who are oriented to equity and justice in service. Nevertheless, the work behavior of employees in government institutions varies greatly, this is due to differences in employee characteristics, both those that are influenced by environmental conditions within the organization and outside the organization. In terms of service, we often hear of community complaints. It is still felt that government employees do not provide good services, for example (a) the habits of employees who do not provide services that are less friendly to the community, (b) the practices of collusion, corruption, and nepotism (KKN), (c) unable to complete work on time, (d) unable to show work results optimally, (e) unable to complete work on target, (f) not efficiently use available resources, (g) work that does not satisfy the community.

Based on observations made at the Office of Education and Culture of the Province of East Nusa Tenggara, it is known that some of the employees seemed relaxed, did not do the work humming, paced, and even slept in a chair during working hours. This is bad behavior to carry out organizational tasks. It will also have an impact on the poor achievement of organizational goals and poor service to the community. For example, to get an instrument test letter, it must take up to 8 working days. This is because employees who process the research application permit do not provide fast and maximum service because they are busy, have a lot of work, and there are other needs outside of official duties. Real conditions like this prove that the need to improve the work behavior of employees in these agencies. The above phenomenon shows that employee work behavior is a problem that needs attention so that organizational goals can be achieved properly.

1.1 Problem Formulation

The main problem is formulated as follows (a). Is there an influence between work motivation and work behavior? (b). Is there an influence between participatory leadership and work behavior? (c). Is there an influence between work motivation and participatory leadership with work behavior?

1.2 Research Objectives

The purpose of this research is to solve the problems currently being experienced by the East Nusa Tenggara Province's Office of Education and Culture, which include the implementation of policies and actions to improve

LITERATURE REVIEW

2.1 Work Behavior

Behavior is everything a person does, such as: talking to the leader, listening to other people's talk, documenting a report, reading a book, etc., while according to Wexley and Yukl (1988) behavior is a reflection of conscious choices based on evaluation or judgment someone against different alternatives, whereas according to Winardi (2002) goal-oriented behavior. Behavior is generally motivated by a desire to achieve certain goals. Behavior is an individual's response or reaction to stimuli or the environment. Individual behavior is influenced by one's attitude, namely: (1) Behavior is not much determined by a general attitude, but by the specific attitude towards something, (2) Behavior is also not only influenced by attitude, but also by subjective norms, namely beliefs about what other people want us to do, and (3) Attitudes toward a behavior together with subjective norms form an intention to behave in a certain way. A person's behavior can also be determined by the setting in which he is and plays a role. This pattern can distinguish a person's behavior from others towards an object at a certain place and time. Thus, a person's behavior can never be separated from his social background, thus distinguishing the role that must be played by everyone. For example, whether he is an ordinary employee, a work unit leader, or even a security guard, each showing a different role. Behaviorism says, the

behavior is the result of experience and driven by needs, and humans are creatures that move to meet their interests. Behavior is not just a response to a stimulus, but a product of various goals and needs that affect humans.

After years of building theory and research, behavioral experts agree that: (1) behavior is the result of, (2) behavior directed by purpose, (3) observable behavior can be measured, (4) behavior that cannot be directly observed (for example thinking and monitoring) are also important in achieving goals, and (5) motivated/encouraged behavior). Someone's work behavior will determine the results of his work. They can produce positive long-term achievements and personal growth, or conversely poor or poorly developed long-term achievements. Based on the analysis of some of the above theories, what is meant by work behavior in this study is the employee's evaluation of how to carry out work to achieve a goal, with indicators: (1) formulating a work plan, (2) completing work, and (3) fostering relationships work.

2.2. Work Motivation

According to Pamela & Oloko (2015) Motivation is the key to a successful organization to maintain the continuity of work in the organization with strong ways and assistance to survive. Pareek (1996) argues that work motivation can be explained through three levels. First, an organization needs to understand the needs of employees and how they respond to the process of setting goals in the organization and what their expectations are for their work. Second, work motivation is the attachment of employees to the organization and altered patterns of employee need as a result of their work in the organization. An organization that can increase the achievement and motivation of power among its employees will have more employees who have an attachment. Third, the satisfaction obtained by employees in the organization. According to Robbins (2015), performance is the result of an evaluation of the work done compared to the criteria that have been set together. The performance of someone who is considered unsatisfactory is often caused by low motivation. Based on some expert opinions above, it can be concluded that work motivation is a result of employee interaction with the organization through its role. Pareek stated several things that can increase employee motivation, including: (1) the system in an organization can strengthen motivation, (2) open communication can increase employee satisfaction which will add to higher work motivation, (3) lack of hygiene needs (salary, security, organizational policies, working conditions, etc.) can reduce work motivation, (4) the stability of the role is a factor that determines the effectiveness of employees who increase work motivation, (5) recognition of work skills and employee work results will be able to increase motivation, (6) challenges at work; if a job does not challenge a person, then the motivation will be low, (7) the opportunity to participate in the decision process; someone will feel motivated if given certain responsibilities, given the freedom to act, and be held responsible for the results, (8) opportunities for development and growth in work; if employees feel that what they are doing at work helps to learn new things and encourage development, then their motivation will increase, (9) emphasize the efforts of employees towards good performance, (10) promotion based on skills creates an atmosphere of work motivation high, (11) promotion only provides motivation if the new work obtained from the proposition provides a greater challenge.

2.2. Participatory Leadership

According to Stiefel and Wolfe (1999), participation is defined as an organized effort to increase oversight of various groups and movements which until now has been excluded from such oversight functions. The World Bank Study defines Participation as the process by which stakeholders influence and supervise development initiatives and decisions and the resources that affect them. Participation in the emotional involvement of people in group situations encourages them to contribute to group goals and share responsibility for achieving those goals (Davis and Nerwstrom 2003).

According to Yukl (1998), participatory leadership pays attention to power-sharing and giving authority to employees. Many studies have used questionnaires to link employee perceptions of participatory leadership with criteria about leadership effectiveness, such as

employee satisfaction, effort, and performance. Experiments in the laboratory and field have been used to compare autocratic and participatory leadership about the impact on employee satisfaction and performance. Finally, descriptive studies of effective leaders have examined how these leaders use consultation and delegation to give employees a sense of decision making. In participatory leadership, various forms of decision-making and decision-making procedures always involve employees. Druker (2015) defines a decision as a choice of two or more possibilities, but it is not a choice between right and wrong, but a choice between what is almost right and what might be wrong. Decision-making according to Stoner, Freeman, and Gilbert, (1995) is an effort to control organizational goals. Decision-making according to Siagian (2002) is directly related to the achievement of goals and various predetermined organizational goals. From the description above, it can be stated the main characteristics of participatory leadership, namely the leader: (1) recognizing human dignity, (2) accepting employee opinions, (3) treating employees according to their true identity, (4) being able to read situations and can adapt his leadership style to the situation, (5) is willing and willing to delegate decision-making authority to employees, and remains responsible for employee actions. To assess the leadership of a leader, whether participatory or not, of course, very much depends on the perception of employees who judge and perception can be interpreted as a process in which individuals organize and interpret the impression of their senses to give meaning to their environment. Based on the analysis of some of the above theories, what is meant by participatory leadership in this study is employee perceptions of the way a leader engages subordinates to achieve organizational goals, with indicators: (1) decision making, (2) respecting opinions and (3) cooperation.

RESEARCH METHODS AND DATA ANALYSIS

This research was conducted using descriptive methods based on qualitative and quantitative approaches with field research and library research data analysis. Data analysis methods used in this study include statistical methods related to regression, correlation coefficients, and coefficient of determination, to determine the relationship between work motivation and participative leadership of functional employees, historical-comparative methods to find out the development of the performance of banks in the Department of Education and Culture of Nusa Tenggara East Province Besides that, a qualitative managerial analysis approach is also used to find out the relationship between Work Motivation and Participatory Leadership, with Functional Work Behavior. The research period is 6 months.

3.1. Hypothesis and Framework

The research hypothesis was formulated: (1). It is suspected that there is a positive relationship between work motivation and work behavior. (2). There is a positive relationship between participatory leadership and work behavior, and (3). There is a positive relationship between work motivation and participatory leadership together with work behavior. The design framework for the relationship between the three variables can be described in the problem constellation model as follows:
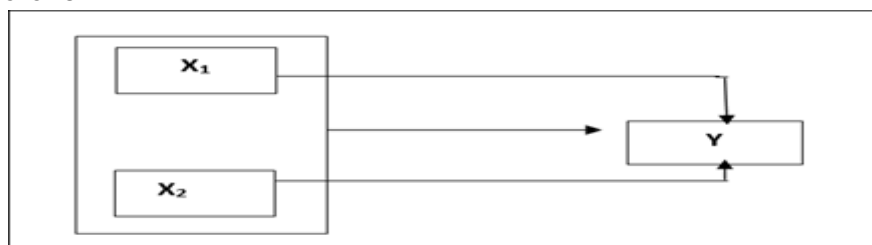

Figure 1: Constellation of Problems between Variables

Where: X1 = Work Motivation
X2 = Participatory Leadership
Y = Work Behavior

3.2. Population and Samples

The study population was the functional staff who did not have a structural position of 94 people. Samples were taken by the Issac and Michael method with an error rate of 5% and obtained a sample of 75 people, this number of samples has been considered researchers meet the requirements.

3.3. Research Instruments

To obtain empirical data for each variable, an instrument in the form of a questionnaire was used. Questionnaire preparation refers to the indicators of each variable derived from the theoretical framework. The three types of instruments namely work behavior, work motivation, and participatory leadership are arranged based on the instrument lattice made by the researchers. Then the instrument was tested to determine the level of validity and reliability. The instrument of each variable uses a Likert scale. Each item of the statement provided five alternative answers, namely: Always (SL), Often (SR), Sometimes (KD), Rarely (JR) and Never (TP), each with a score of 5 to 1 for positive statements, and scores 1 to 5 for negative statements.

RESULT

4.1 The Effect of Work Motivation (X1) and Work Behavior (Y)

The first hypothesis proposed in this study is that there is a positive relationship between work motivation and work behavior. Based on the results of calculations through simple linear regression, obtained a positive relationship between work motivation with work behavior, which is expressed by the equation = 21.47 + 0.66 X1. Before the results of these calculations are used for prediction, the regression equation must meet the requirements for significance and linearity. For the linearity of the regression equation Y over X1, it can be seen from the value of F-count = 1.16. F-table = 1.78 at alpha = 0.05. This means that the regression equation = 21.47 + 0.66 X1 is linear. This equation implies that each increase in one unit of work motivation score (X1) will be followed by an increase in work behavior score (Y) of 0.76 at a constant 22.46. The strength of the relationship between work motivation and work behavior is indicated by the product-moment correlation coefficient ry1 = 0.7021, and the correlation coefficient with the t-test, namely t-count = 13.14. The value of t table with db = 73 at alpha = 0.01 obtained t table = 2.38. Because the t-value = 13.14 t table = 2.38, it can be concluded that the correlation coefficient between work motivation and work behavior is very significant, which means that H1 is accepted. Thus, there is a positive relationship between work motivation and work behavior. In other words, the higher the work motivation, the better the work behavior. The coefficient of determination r2y1 = 0.4929 shows that the contribution of work motivation to work behavior is 49.29% and the rest is contributed by other variables. When controlling for participatory leadership variables (X2), a partial correlation coefficient of ry1.2 = 0.6544 is obtained. T-value = 7.34 t-table = 1.67 at the real level alpha = 0.05. This shows that when controlling for other independent variables will decrease the level of relationship or the relationship tends to be weak. Although there is a decreased relationship, it still shows the level of a positive relationship between work motivation and work behavior.

4.2 The Effect of Participatory Leadership (X2) and Work Behavior (Y)

The second hypothesis proposed in this study is that there is a positive relationship between participatory leadership and work behavior. Based on the results of calculations through simple linear regression, obtained a positive relationship between participative leadership with work behavior, which is expressed by equation = 47.45 + 0.50X2. Before the results of these calculations are used for prediction, the regression equation must meet the requirements for significance and linearity. For the linearity of the regression equation Y over X2, it can be seen from the value of F-count = 0.30. F-table = 2.32 at alpha = 0.01. This means that the regression equation = 47.45 +0.50 X2 is linear. This equation implies that each increase in one unit of

participatory leadership score (X2) will be followed by an increase in work behavior score (Y) of 0.50 at a constant of 47.45. The relationship between work motivation and work behavior expressed by equation = 47.45 + 0.50 X2, can be illustrated in the graphic form below. The strength of the relationship between participative leadership and work behavior is indicated by the product-moment correlation coefficient ry2 = 0.8186, and the correlation coefficient with the t-test, namely t-count = 8.80. The value of t table with db = 73 at alpha = 0.01 obtained t table = 2.39. Because the t-value = 8.80 t table = 2.39, it can be concluded that the correlation coefficient between participative leadership and work behavior is very significant, which means that H1 is accepted. Thus, there is a positive relationship between participatory leadership and work behavior. In other words, the higher the participatory leadership, the better the work behavior. The coefficient of determination r2y2 = 0.6701 shows that the contribution of participatory leadership to work behavior is 67.01% and the rest is contributed by other variables. When controlling for work motivation variables (X1), a partial correlation coefficient of ry2.1 = 0.2568 is obtained. T value = 2.25, t-table = 1.67 at the real level alpha = 0.05. This shows that when controlling for other independent variables will decrease the level of relationship or the relationship tends to be weak. Although there is a decreasing relationship, it still shows the level of a positive relationship between participative leadership and work behavior.

4.3 The Effect of Work Motivation (X1) and Participatory Leadership (X2) and Work Behavior (Y)

The third hypothesis in this study is that there is a positive relationship between work motivation and participatory leadership together with work behavior. To find out the relationship between work motivation and participatory leadership together with work behavior, multiple regression analysis techniques were used. Based on the calculation results of multiple regression analysis, obtained a relationship between work motivation and participative leadership together with work behavior, which is expressed by the equation = 20.02 + 0.61 X1 + 0.18 X2. The strength of the relationship between work motivation and participatory leadership together with work behavior is indicated by the value of the multiple regression correlation coefficients Ry.12 = 0.8801. The coefficient of determination R2y.12 = 0.7745 which means that the magnitude of the contribution of the variable work motivation and participative leadership together with work behavior is 77.45%, and the rest (22.55%) is the contribution of other variables.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of this study, the conclusion is (1). Work behavior can be enhanced by increasing work motivation, by (a) increasing the desire to excel, (b) increasing responsibility, and (c) increasing appreciation. (2). Work behavior can be enhanced by increasing participatory leadership, by (a) involving employees in decision making, (b) respecting employee opinions, and (c) enhancing collaboration.

Recommendations for the Office of Education and Culture, East Nusa Tenggara Province are: (1). Leaders must always strive to increase employee motivation through (a). The increasing desire for achievement, including providing equal opportunities for employees to attend further study education to Masters and Doctoral degrees, in addition to participating in official education, attending upgrading, providing learning facilities, courses and so on, all of which will support the improvement of employee work performance; and (b). Increased responsibility; This responsibility is characterized by, among others, an employee's ability to complete all work assigned to him with the best results, not leaving work before completion, holding fast to organizational commitments, and being willing to accept all risks of organizational decisions; (c). Improved awards. This award can be in the form of moral and material support, so employees can be motivated to work well. This can for example be realized through providing opportunities to attend training programs, providing incentives, providing adequate benefits, and fair rewards for all employees. (2). It is hoped that efforts will be made to implement participatory leadership. (3). Employees of the Department of Education and Culture of East Nusa Tenggara Province, are expected to always make efforts that can improve their work behavior, because as Civil Servants are required to provide better service to the

community. Therefore, an increase in work motivation is very necessary to be able to carry out the task optimally

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