

Theory Study of Leadership Style, Workload and Work Productivity

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Abstract

This research was conducted to obtain constructs regarding definitions and indicators of leadership style, definitions and indicators of workload, definitions and indicators of work productivity with the research method used, namely theoretical studies according to experts from several literatures both in journal books. The results of the study define that leadership style is a behavior or behavior that a leader has to move his subordinates to work in accordance with organizational goals with indicators, namely leadership style, leadership style, bureaucracy, leadership style, and participatory leadership. Workload is the volume of work delegated to someone and must be completed within a certain period of time in accordance with the targets that have been set with indicators, namely job conditions, work targets, and time to complete the work. Work productivity is the result obtained from work done by paying attention to timeliness, cost, labor, and thoughts with indicators namely quantity of work, quality of work, work discipline and timeliness.

Keywords: leadership style, workload, work productivity.

INTRODUCTION

In the current era of globalization, companies are required to have advantages and competitiveness, so that companies can survive and compete with other companies. To create a company condition that is able to survive, compete, and progress, it is necessary to have human resources or in this case productive employees so that the work process in the company runs effectively and efficiently. The definition of productivity is generally defined as a comparison between output and input results. Employee productivity for a company is very important as a measure of success in running a business. Because the higher the work productivity of employees in the company, the possibility of company profits will also increase.

In relation to the progress of the company, of course it cannot be separated from employee contributions. In addition to employees, company leaders also take part in advancing the company with their leadership style in directing and motivating employees. Leadership style is a pattern of behavior that is applied by a leader, how to apply the leadership style by the leader is different from how the overall pattern of a leader's actions, which is visible and what is not visible to the workers. The leadership style basically contains the meaning as a manifestation of the behavior of a leader concerning his ability to lead. The embodiment usually forms a certain pattern or shape.

In addition to human resource factors, in this case employees and company leaders, another thing that can help achieve company progress is where the division of work is adjusted to the ability of employees and workload adjustments are made. Workload is a group or a number of activities that must be completed by an organizational unit or an office holder within a certain period of time. Workload is the burden experienced by workers as a result of the work done by them. Workload is one aspect that every organization must pay attention to, because the workload is one that can increase employee performance or productivity. So that if the performance or productivity of employees is good, it will help the company to create effective and efficient company conditions and work processes in it.

LITERATURE REVIEW

Leadership Style

Velthzal Rivai and Deddy Mulyadi (2011) states that: "Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are controlled and often applied by a leader. "

According to Stoner (2011), "Leadership styles are various patterns of behavior favored by leaders in the process of directing and influencing workers."

Meanwhile, Hasibuan (2012) states that: "Leadership style is a way for leaders to influence their subordinates, so that they are willing to work together and work productively to achieve organizational goals."

According to Miftah Thoha (2013), "Leadership style is a norm of behavior used by a person when that person tries to influence the behavior of others as he sees it".

According to Sedarmayanti (2013) as follows: "Leadership style is a set of characteristics used by leaders to influence subordinates so that goals are achieved."

The leadership style indicators according to Umam (2010) can be grouped as follows:

1. Autocratic style is a leader who has authority from a source (for example because of his position), knowledge, power, or power to reward or punish. This leader uses authority as a guide or only as a tool or method so that something can be carried out and completed. All that is done in this leadership style is simply to tell one's duties and to demand complete obedience without question.
2. The bureaucratic style is a leadership style that is carried out by informing members or subordinates about what and how something should be carried out, however, the basics of this leadership style command are almost entirely related to policies, procedures, and regulations. regulations contained in the organization. The hallmark of a bureaucratic leader is that his view of all the rules or provisions of the organization is absolute, meaning that the leader manages his group by fully adhering to the rules that have been established in the organization. Creativity and innovation only apply along the lines set in the organization.
3. Diplomatic style can be said that a leader who is a diplomat is also an artist, who through his art tries to persuade personally, even though the leader has clear authority and power, this leader does not like to use his power. This leader is more likely to choose how to sell something (motivation) to his subordinates.
4. Participatory style is the style of a leader who always openly invites members or subordinates to participate or take part actively, either broadly or within certain limits in decision making, policy announcements, and operational methods. This type of leader can be a truly democratic leader or a consultant leader.
5. Free rein leader style, where the leader seems to be riding a horse that releases both horse control, however, a leader in this style is not a leader who truly gives freedom to his members or subordinates to work without supervision at all. What the leader does is to set

goals that must be achieved by members or subordinates to be free to work and act without further direction or control, unless they ask for it.

While, the leadership style according to Robbins in Bryan Johannes Tampi (2014) identifies four types of leadership styles, namely:

1. Charismatic leadership style, where followers are spurred on by heroic or extraordinary leadership abilities when they observe certain behaviors of their leaders.
2. Transactional leadership style, namely leaders who guide or motivate their followers towards the goals set by clarifying the requirements of roles and tasks. The transactional leadership style focuses more on leader-subordinate relationships without any effort to create change for subordinates.
3. Transformational leadership style, namely a leader who devotes attention to the things and development needs of each follower. Transformational leaders transform followers' awareness of problems by helping them view old problems in new ways, and they are able to excite, excite, and inspire followers to put extra effort into achieving group goals.
4. Visionary leadership style, namely the ability to create and articulate a realistic, credible, and attractive vision of the future of an organization that is growing and improving. This vision, if properly selected and implemented, has enormous power that can lead to the first leap into the future by generating the skills, talents and resources to make it happen.

According to House in Suwatno and Priansa (2016), there are various leadership styles, including:

1. The directive leadership style, which is this leadership style makes subordinates know what the leader expects from them, schedule work to be done and provide specific guidance on how to complete tasks.
2. Supportive leadership style, namely this leadership style is friendly and shows concern and needs of subordinates.
3. Participatory leadership style, that is, this leadership style consults subordinates and uses their suggestions before making a decision.
4. Achievement-oriented leadership style, that is, this leadership style sets challenging goals and expects subordinates to excel at their highest level.

Workload

According to Aminah Soleman (2011), "Workload is the amount of work that must be borne by a position or organizational unit and is the product of work volume and time norms."

According to Sunyoto (2012) states that: "Workload is the number of work demands and work targets that must be completed causing tension in a person, causing stress. This could be due to the level of expertise demanded is too high, work speed may be too high, work volume may be too much and so on. "

Meanwhile, according to Munandar (2014), the workload is: "One condition of the job with a description of the job that must be completed within a certain time limit".

According to Wirnata (2014), the workload is: "A group or a number of activities that must be completed by an organizational unit or an office holder within a certain period of time".

According to Koesoemowidjojo (2017), "Workload is the process of determining the number of working hours of human resources who work, are used, and needed to complete a job for a certain period of time."

The workload indicators put forward by Putra (2012), which include:

1. The target that must be achieved is the individual's view of the size of the work target given to complete the job. A view of the work that must be completed within a certain period of time.
2. Conditions of work include how the individual views the conditions of his work, for example making decisions quickly when working on goods, as well as overcoming unexpected events such as doing extra work outside the specified time.
3. The use of working time is the time used in activities directly related to production (circle time, or standard or basic time).
4. Standard job impressions that individuals have about their work, for example feelings about the workload that must be completed within a certain period of time.

Workload indicators according to Munandar (2014), namely:

1. Physical load, namely workload that has an impact on health problems such as the fatal system of the body, heart, respiration and sensory organs in a person's body caused by working conditions. The indicators of physical loads are physiological physical loads and biomechanical physical loads.
2. Mental load is the workload that arises when employees perform mental / psychological activities in their work environment. The indicators of mental load are: concentration, confusion, alertness and accuracy of service.
3. Time load is the workload that arises when employees are required to complete their duties according to a predetermined time. The time load indicator is: speed in doing work and doing two / more jobs at the same time.

According to Koesomowidjojo (2017), there are several indicators that are able to determine the amount of workload in a company that must be accepted by employees, including the following:

1. The working conditions in question are how an employee understands the job well. For example, employees who are in the production division will certainly be associated with production machines. The extent to which the ability and understanding of employees in mastering production machines to help achieve predetermined production targets.
2. The use of working time in accordance with the SOP can minimize the workload of employees. However, many organizations do not have SOPs or are inconsistent in implementing SOPs, the use of work time imposed on employees tends to be excessive or very narrow.
3. The targets that must be achieved by the company, of course, will directly affect the workload received by employees. The narrower the time provided to carry out certain work or the imbalance between the completion time of the implementation target and the given work volume, the greater the workload received and felt by employees. For this reason, it is necessary to determine a standard / basic time in completing a certain volume of work in each organization, whose numbers are certainly different from one another.

Work productivity

According to Sinungan (2013), "Work productivity is the amount of output a person produces in a complete unit of work time which includes activities that are effective in achieving results derived from inputs and using materials efficiently."

According to Komarudin (2013) that: "Productivity essentially includes an attitude that always has the view that today's work methods must be better than yesterday's work methods and the results that can be achieved tomorrow must be more or more qualified than the results achieved today."

Meanwhile, Malayu S.P. Hasibuan (2013) states that: "Productivity is the ratio between output and input. If productivity increases, this will only be possible by an increase in efficiency (time, materials, labor) and work systems, technical production and an increase in the skills of the workforce."

According to Sugeng Budiono (2013) that: "Productivity is a mental attitude that always has the view that the quality of life today must be better than yesterday, tomorrow must be better than today".

Paul Mali as quoted by Sedarmayanti (2014) states that: "Productivity is how to produce or increase the highest possible output of goods and services by utilizing resources efficiently. Therefore, productivity is often defined as the ratio between output and input in a certain unit of time."

The indicators of employee work productivity according to Sinungan (2013) include:

1. The number of employees in question is the number of workers the company uses in production. The amount of production obtained by labor is to show labor productivity.
2. The amount of production results achieved, which is meant by the amount of production results achieved, is the amount of production achieved by each use of labor to achieve these results.
3. The number of working hours per worker, namely the number of working hours that can be used or performed by each worker.
4. Employee morale, namely the enthusiasm or willingness of each workforce in carrying out its activities, so that the work level reflects the attitude towards the work environment. Good work morale from employees will result in high morale which will affect productivity.

According to Henry Simamora (2004), the factors used in measuring work productivity include work quantity, work quality and timeliness:

1. Quantity of work is a result achieved by employees in a certain number with a comparison of existing standards or set by the company.
2. Quality of work is a standard of results related to the quality of a product produced by employees, in this case it is an employee's ability to complete work technically with a comparison of the standards set by the company.
3. Punctuality is the level of an activity completed at the beginning of the specified time, seen from the point of coordination with output results and maximizing the time available for other activities. Timeliness is measured from employees' perceptions of an activity provided at the beginning of time until it becomes output.

According to Sondang P. Siagian (2002) in his book "Tips for Increasing Work Productivity" are:

1. Employee work discipline where employees knowingly and willingly obey and carry out all moral and ethical norms, being at the place of work in accordance with applicable working hours, willingness to work overtime when requested, obligation to report to superiors if someone is forced to be absent or sick, including discipline in dress.
2. Improved employee performance, in this case employees always try to improve their performance, both quantitatively and qualitatively.
3. The responsibility of employees in carrying out their duties, employees do not delay work but are motivated to work better.

RESEARCH METHODS

The method in this research is a theoretical study according to experts from several literatures, both textbooks and journals, to obtain constructs regarding definitions and

indicators of leadership style, workload definitions and indicators, work productivity definitions and indicators.

RESULTS AND DISCUSSION

Based on the results of theoretical studies, according to experts from several literatures, both textbooks and journals, constructs regarding definitions and indicators of leadership style, workload definitions and indicators, work productivity definitions and indicators are obtained as follows.

Leadership style is an attitude or behavior that a leader has to move his subordinates to work in accordance with organizational goals. The indicators are autocratic leadership style, bureaucratic leadership style, diplomatic leadership style, and participatory leadership style.

Workload is the volume of work delegated to someone and must be completed within a certain period of time according to predetermined targets. The indicators are job conditions, job targets, and time to complete work.

Work productivity is the result obtained from work done with due regard to timeliness, cost, energy, and thoughts. The indicators are quantity of work, quality of work, work discipline and punctuality.

CONCLUSION

Based on the results of the research and the results of the discussion above, conclusions can be drawn, namely as follows:

1. Leadership style is an attitude or behavior that a leader has to move his subordinates to work in accordance with organizational goals, where there are several indicators of leadership style.
2. Workload is the volume of work delegated to someone and must be completed within a certain period of time according to predetermined targets, where there are several indicators regarding workload.
3. Work productivity is the result obtained from work carried out by paying attention to the timeliness, cost, energy, and thoughts, where there are several indicators of leadership style.

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