

The Role of Leaders in Providing Motivation to Employees in order to Increase Employee Work Productivity

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Abstract

The research was carried out at the Bungo Plaza Hotel company. Muara Bungo Jambi which lasted for one month, namely in March 2017. The aim of this research was to determine the role of leadership in providing motivation to employees in order to increase the work productivity of Bungo Plaza Hotel employees and to. The results of the research show that the leader's role in providing motivation to employees at the Bungo Plaza Hotel is to increase high work productivity directly handled by the leader because they remember that high work productivity is one of the factors that can influence the achievement of the goals that have been set. The close relationship between superiors and subordinates at work can be seen from the superior's attention to ideas and suggestions coming from subordinates, superiors in providing guidance to subordinates, giving praise or criticism to subordinates, verbal or written warnings can be used as special encouragement or motivation. from leadership in accordance with government policies and regulations to increase employee discipline so that high work productivity can be achieved and superiors' decisions in giving recognition to employees who excel can influence employee work motivation to work better. Decisions taken by superiors are one of the superior's leadership style techniques in motivating employees. Meanwhile, the inhibiting factor for leaders in providing motivation is that the different traits and characteristics of employees give rise to various forms of motivation and different desires. So that leaders find it difficult to provide motivation that suits the character and nature of employees. The lack of openness of employees to express the problems faced by employees becomes an obstacle that must be overcome by leaders and employee job dissatisfaction.

Keywords: *Leadership, Motivation, Productivity.*

1. INTRODUCTION

In a company operating system, the potential of Human Resources is essentially one of the capitals and plays the most important role in achieving company goals. Likewise, to face the current competition, hotels must be able to have quality Human Resources. Human Resources is a crucial aspect to support the productivity of a hotel in order to survive in the tight competition of hospitality today. Therefore, a company must be able to manage its Human Resources well in order to increase productivity in the company.

Human resources are central figures in organizations and companies. In order for management activities to run well, the company must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases.

Leadership is an important factor in providing direction to employees especially at this time where everything is open, so the leadership needed is leadership that can

empower its employees. Leadership that can foster employee work motivation is leadership that can foster the confidence of employees in carrying out their respective duties. Leadership is the ability to influence others. The success of a leader depends on his ability to influence it.

With the motivation of a good leader will increase employee productivity, this is very beneficial for the company, especially in realizing the goals that have been determined. So the leader is required to create good motivation in the organization in order to increase employee work productivity.

Based on the facts at Bungo Plaza Hotel, the leader has a very dominant influence on the effectiveness of employee performance and productivity, all activities or work at Bungo Plaza Hotel refer to the command of the leader. Based on the results of observations, it can be explained that the largest number of employees at Bungo Plaza Hotel is in the House keeping division with 26 employees out of 93 employees at Bungo Plaza Hotel.

Bungo Plaza Hotel which is engaged in services. Basically every hospitality service seeks to provide maximum service to guests and will try to provide added value (value added) for each service product provided. This added value is what makes the hotel special compared to other hotels, and this value is what causes customers to make the decision to choose to stay at the hotel. Based on the observations above, it can be seen that there is a difference in the number of visitors between 2015 and 2016. In 2015 the number of visitors was 1483 while in 2016 the number of visitors at Bungo Plaza Hotel increased to. The increase in the number of visitors to Bungo Plaza Hotel is one indication that the performance of its employees is quite good.

Various efforts have been made by the company to improve employee performance, including creating a conducive work environment and imposing sanctions on employees who are absent or unexcused. And this can improve employee performance, this is evidenced by the high level of employee discipline, responsibility for good work, and so on. And employees are required to provide optimal performance for the company.

Employees are resources that determine the success of a company in achieving its goals. Meanwhile, employee performance is the result of the work achieved by a person in carrying out the tasks assigned to him. Employee performance includes quality and quantity of output and reliability at work.

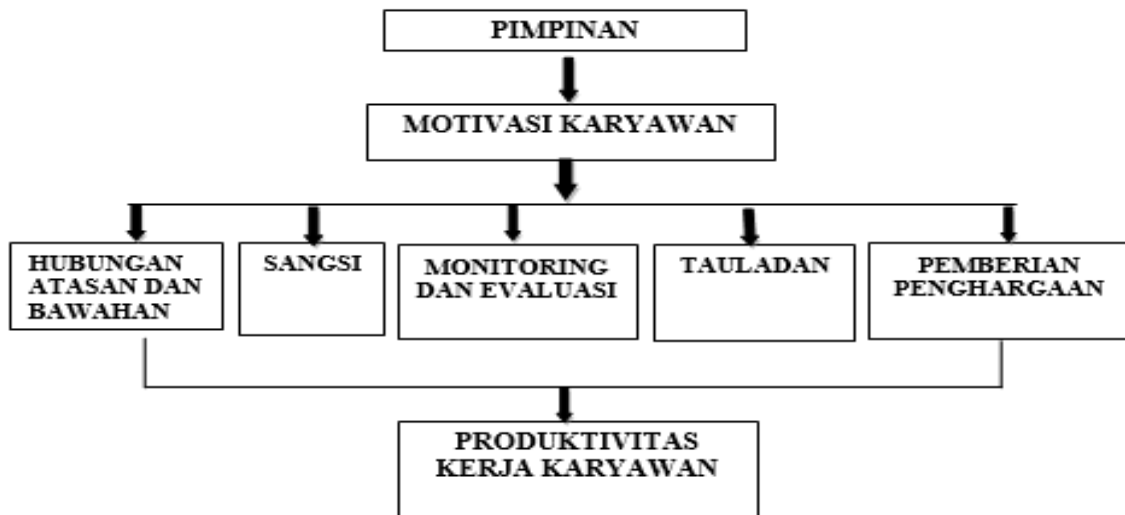
With the motivation of a good leader, it will increase the productivity of employee work, this is very beneficial for the company, especially in realizing predetermined goals. So leaders are required to create good motivation in the organization in order to increase employee work productivity.

Based on the background of the above period, the authors are interested in conducting research with the title "The Role of Leaders in Providing Motivation to Employees in order to Increase Employee Work Productivity (Study at Bungo Plaza Hotel)".

2. METHOD

This research is a descriptive study that will use a qualitative approach. Through this research, the author will provide an overview of the Role of Leaders in Providing Motivation to Employees in order to Increase Employee Work Productivity (Study at Bungo Plaza Hotel), with the following framework:

Gambar 1 Skema : Kerangka Pemikiran



Source: Research Data

3. RESULTS AND DISCUSSION

The Role of Leaders in Providing Motivation to Employees in order to Increase Employee Work Productivity

Leaders are the driving force for resources and tools in an organization, and are the key to organizational success. To become a leader is not easy. Leaders have a very large role in influencing the organization they lead. Many things must be considered to become a leader. Leaders are not mere symbols but those in leadership positions need to have advantages that exceed others.

A leader who serves Bungo Plaza Hotel to be able to serve as a leader in accordance with the decision of the company Commissioner or company owner. And already has certain criteria - criteria as revealed by Mr. Taufik Mandja, SE as Manger Bungo Plaza Hotel in an interview dated March 02, 2017 that:

"Look, Company employees are different from leadership in the government bureaucracy. There is a career path of an employee who is then seen based on certain criteria, namely performance, position, length of service, education, age, and no less important is the ability or advantage".

From the results of the interview above, it can be seen that to become a leader in a Bungo Plaza Hotel Company has been determined by the Company Commissioner or company owner and based on certain criteria, namely education, performance, position, length of service, age and ability.

Discussing the role and function of a leader in a Company organization is very important in the success of the organization. Because a leader is responsible for the failure of implementation in leading, influencing the behavior of others or groups for the achievement of goals. This also happens at Bongo Plaza Hotel, where the leader plays an important role in motivating, directing and guiding. This is in accordance with the researcher's interview with Mr. Taufik Mandja, SE as Manger Bungo Plaza Hotel on March 02, 2017, namely:

"Tell you what, The influence of the leader is very large for achieving goals, so it is necessary to have a leader who acts as a motivator, regulator, administrator like that ".

The same thing was also expressed by Mr. Khairul SH as HRD Bungo Plaza Hotel in an interview dated January 02, 2017:

"Dek.... If the function of the leader here many know that a leader is obliged to lead, guide, motivate, and provide tasks that's all."

From the results of these interviews it can be seen that a good leader must be able to provide direction, guidance, protection, provide welfare and always provide motivation so that the organization can develop and be fair and friendly.

Superior and Subordinate Relationship

Employee work motivation is reflected in the positive attitude of employees in carrying out all their work. Hard work can be seen from the willingness of employees to accept overtime at work. However, overtime at work does not occur every day, only if there is a lot of work and has not been completed. Usually married employees are more eager to work overtime than unmarried employees because married employees have more dependents besides themselves. This is known from the results of an interview with Suminta, an employee of Bungo Plaza Hotel on March 04, 2017 as follows:

"I'm just happy if I'm told to work overtime by my boss, it's not bad if overtime can add to my income".

A good and harmonious relationship between superiors and subordinates will create a conducive work atmosphere, good coordination, and a communicative work atmosphere. Likewise, good cooperation between employees can be seen from helping each other if there are difficulties at work. This is in accordance with what is said by an employee of Bungo Plaza Hotel Yoki Pratama interview dated March 05, 2017 as follows:

"Cooperation between employees here is quite good, if I have difficulties in certain matters I like to ask other employees, especially when I recently worked here I often ask the employees who have worked here first".

Good cooperation between employees can be seen from helping each other if there are difficulties at work. The mutual assistance of senior employees to new employees is an indication of the close cooperation between employees of Bungo Plaza Hotel. Likewise, what happens between superiors and subordinates, willing to socialize superiors with employees during breaks creates a good image of the boss so that a sense of solidarity between fellow employees and superiors arises.

The closeness of the relationship between superiors and subordinates in work can be seen from the attention of superiors to ideas and suggestions originating from subordinates, superiors in providing guidance to subordinates, giving praise or criticism to subordinates. In addition, the closeness of superiors and subordinates outside of work can also be seen from employee assessments of superiors and subordinates when outside working hours. As

expressed by one of the employees of Bungo Plaza Hotel, Arif, interview dated March 10, 2017, that:

"...The boss here is not arrogant, willing to get along with employees, for example when the zuhur prayer arrives the boss and employees pray together, and do not separate themselves from other employees .."

The comments of Bungo Plaza Hotel employee, Brother Arif, show that the superiors there do not separate themselves from subordinates, which is evident during the break time the superiors often pray in congregation with other employees. Mutual respect between superiors and subordinates is also created not only when working, but outside of work the superiors still set a good example, by saying hello if they meet other employees. The attention given by superiors to subordinates creates harmony at work so that it raises the enthusiasm of employees in achieving company goals.

Giving Sanctions (Negative Motivation)

A leader has a responsibility in guiding and directing his subordinates and if in its implementation there are still employees who have low work productivity then the leader must take real actions that can motivate subordinates to have awareness as employees who are required to have high work productivity. This can be described by researchers according to an interview with Mr. Erico as Supervisor of House Keeping Bungo Plaza Hotel on March 06, 2017, namely:

"If there are employees who do not obey, for example here, every day there is always a schedule about the use of good uniforms if there are those who are not the same within a certain time, observations will be made if it continues, there will be a verbal warning from the Head of the Work Unit...."

The same thing was also expressed by Mr. Junaidi as Supervisor Engineering Bungo Plaza Hotel interview on January 06, 2017 that:

"Here, discipline is very high and strict to the point that now there are additional employees, namely security guards who will supervise and record arrivals, returns and attendance. If for example you don't come in there must be written permission. And for those who often skip work hours, there must be a verbal warning from superiors or leaders. All disciplinary violations must have a reprimand and that has been regulated in the Company's regulations and policies."

In addition, Mr. Khairul SH as HRD Bungo Plaza Hotel interview on March 06, 2017 added:

"If there are employees who are not disciplined, such as frequent absences and skips, work is neglected or not completed, there is also a motivation ... to encourage him to be disciplined again from the leadership there must be a warning why he is often absent, through 3 levels first by the father or mother of the head of his work unit then in the HRD section and finally to the leader or Manger of Bungo Plaza Hotel. If for verbal reprimands it is rare because it is only for employees who commit serious violations and usually if they have received a written warning it will not disappear forever, it will become a bad score record that will hinder their career."

The rules and policies that exist in a company aim to make employees disciplined at work. The difference in working time between sections is seen by employees as not a problem, because it is also adjusted to the income they receive. Generally, employees feel happy if overtime is held by the company because it will be more income for employees to meet their needs.

Employees see that all the rules and policies made by the company aim to support the smooth running of company activities, so that it will also benefit the employees themselves. Employees understand that company rules and policies apply to all company employees without exception. Most employees are also willing to be sanctioned if they violate the rules. Being on time when coming to work is one indication that Bungo Plaza Hotel employees are disciplined in complying with company regulations.

Based on the narrative of one of the Manger Bungo Plaza Hotel Mr. Taufik Mandja. SE, interview dated March 02, 2017, that:

"Employee work discipline arises due to employee habits against applicable regulations and there is no reason for employees not to know the rules here because almost every sub-department has company regulations".

From the interview obtained data that verbal reprimands and written reprimands can be used as a special encouragement or motivation from the leadership in accordance with company policies and regulations to improve employee discipline so that high work productivity can be achieved.

Rewarding Employees

Most employees are highly motivated towards achievement. Employees' desire for achievement is common to every employee, because almost every employee wants to get a better career path. This desire is accompanied by their seriousness at work. The existence of a policy of career advancement for employees who excel makes employees more motivated to work.

Interview with Manger Bungo Plaza Hotel Mr. Taufik Mandja. SE, interview dated March 02, 2017, that:

"..Regarding the award, I always give awards to employees who work well and make a big contribution to the company, because by giving awards employees will be more motivated to increase their work enthusiasm. The award is in the form of rewards, rewards are usually given to employees who are successful in carrying out company targets .."

Furthermore, as revealed by Mr. Erico as House Keeping Supervisor, Bungo Plaza Hotel, interview dated March 06, 2017, that:

"The supervisor's award to employees who excel, solely to appreciate their sincerity at work and make employees work better".

The same thing is also expressed by one of the employees of Bungo Plaza Hotel, brother Rio, interview dated March 12, 2017, that:

"In my personal opinion, giving rewards or promotions given by superiors to employees who excel so far, makes me more enthusiastic in working, just in case I can get promoted automatically my income will also increase".

Furthermore, the results of the author's interview with one of the Bungo Plaza Hotel employees, Yoki Pratama, he explained that:

Giving awards is usually in the form of award certificates, pocket money and vacations, giving awards by the leadership to employees who have good achievements with the number of employees who are given awards usually anyway, 3 people in each year. (interview dated April 24, 2017)

Based on the expression of the interview above, it can be seen that the supervisor's decision to give recognition to employees who excel can affect employee motivation to work better. The decision taken by the supervisor is one of the leadership style techniques of the supervisor in motivating employees.

Monitoring and Evaluation by Leaders

Based on several obstacles faced by leaders in motivating employees, the leaders at Bungo Plaza Hotel put forward several problem solving solutions to overcome these obstacles including:

Interview conducted with Manger Bungo Plaza Hotel Mr. Taufik Mandja. SE, interview dated March 02, 2017 gave the following explanation:

"..If evaluating to overcome these obstacles, we first classify the problem, then discuss it with the head of the work unit. How does the head of the work unit who oversees employee A, for example, what is the problem, why and we discuss how to solve it. Then we take a heart-to-heart approach, we give direction, understanding of the solution to the problem and after that we instill organizational goals not only the responsibility of the leadership but the goals of all residents of Bungo Plaza Hotel like that deck ... "

Meanwhile, according to Mr. Khairul SH as HRD Bungo Plaza Hotel interview on March 06, 2017, that:

"Yes, when it comes to employee job satisfaction, the problem solving includes employee welfare, regular or periodic coaching, providing the rights they must receive, besides creating a good work environment, an atmosphere of comfort and pleasure of work so that employees with a full sense of responsibility."

Based on the interview above, it can be seen that employee welfare and providing employee rights can solve problems or obstacles related to employee satisfaction. Meanwhile, creating an effective communication forum through an overall approach is a solution in overcoming problems with employees who are less open about the problems they face.

Factors inhibiting leaders in providing motivation

Providing motivation in increasing employee work productivity at Bungo Plaza Hotel carried out by the leadership must have obstacles that must be faced. Obstacles in providing motivation to employees are stated by Manger Bungo Plaza Hotel Mr. Taufik Mandja. SE, interview dated March 02, 2017, that:

"..Certainly in an effort and activity there are obstacles. Here the obstacles in providing motivation are various decks ..., the first obstacle is more personal in nature, namely the various traits and characters of different employees. With these differences, we will first find the problem individually and then we will adjust one

to the other. The second obstacle is more social in nature, meaning the interaction between employees and employees, between employees and their work and employees and their leaders ..."

Added by Junaidi as Engineering Supervisor at Bungo Plaza Hotel interview on January 06, 2017, that:

"..If the obstacles are more dependent on the person. The problem is that people's wants and needs are different. For example, one employee is given a motivational policy in the form of training, not necessarily the second employee also gets or matches the same applied to all employees. It's just how they react to it...."

Furthermore, the Manger of Bungo Plaza Hotel Mr. Taufik Mandja. SE, interview dated March 02, 2017, explained that:

"..Another obstacle is that there are still employees who are less open, silent, difficult to express that they enjoy or are happy with the motivation. For example, in coordination with the leadership there are employees who are always silent and do not dare to express their ideas or uneg-unegnya deck ..."

Based on the data above, it can be concluded that in providing motivation there are obstacles in its implementation, including being seen more in the nature of the individual, his social relationships, wants and needs and a sense of dissatisfaction with what he gets so that it will form an employee's mindset that can hinder him in responding to the provision of motivation to increase his work productivity.

CONCLUSION

Based on the results and discussion, it can be concluded that the role of leaders in motivating employees at Bungo Plaza Hotel is very important to increase work productivity, which is a key factor in achieving company goals. The role of leaders includes three main aspects: first, the relationship between superiors and subordinates which is characterized by the attention of superiors to ideas, suggestions, and guidance and motivation provided, including praise and criticism; second, sanctions (negative motivation) such as verbal or written warnings to improve employee discipline according to policies and regulations; third, giving awards to outstanding employees to motivate them to work better. However, there are inhibiting factors in providing motivation, namely differences in the nature and character of employees that make motivation diverse, the lack of openness of employees in revealing the problems faced which have an impact on productivity, and employee job dissatisfaction which hinders productivity improvement because not everyone is always satisfied with what they get.

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