

## ANALYSIS OF PARTICIPATORY LEADERSHIP STYLE IN INCREASING EMPLOYEES' EMPLOYEE SPIRIT (CASE STUDY: LESEHAN LANDUNK)

Indah Mutiara Ningrum<sup>1</sup>, Emi Suwarni<sup>2</sup>, Larasati Ahluwalia<sup>3</sup>  
Universitas Teknokrat Indonesia<sup>1,2,3</sup>

Indahmt20@gmail.com

### Abstrak

This study aims to determine and analyze the spirit of participatory leadership in improving employee work at Lesehan Landunk. The type of research used is descriptive qualitative, with a qualitative approach collecting data not in the form of numbers, but the data comes from interview scripts, notes, personal documents, memo notes and other official documents, so in analyzing the collected data, it is not statistically tested, but non-statistical analysis according to descriptive research. The main data sources in this qualitative research are employees and leaders of Lesehan Landunk to 4 informants, namely a leader and 3 employees. The most dominant participatory leadership applied by the leadership of Lesehan Landunk is to always encourage all suggestions given by employees so as to make employees work. Leaders also apply a belief system to their employees, so that in making decisions, leaders always go first to their employees. In improving employee morale at Lesehan Landunk, the leader seems to have a harmonious relationship with employees, the leader always provides motivation and advice to employees at Lesehan Landunk, thus making employees enthusiastic in working.

**Keywords:** Participative Leadership Style, Employee Morale, Decision Making.

### INTRODUCTION

Human resources are the main requirement to be able to carry out all activities that exist in various areas of the organization within the company. One factor that really has a role to influence the company in achieving the target. Human resources in the company need good leadership from a leader and motivation that makes employees more enthusiastic in achieving company goals. A leader is someone who is able to do something right and help others in doing a job (Siswanto and Hamid, 2017).

Factors that can be used to improve performance include leadership style. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others or the work spirit of employees. The success of increasing the morale of employee performance is influenced by the leader, both the inherent nature of the leader and the leadership style used in managing the organization (Idah, 2016).

Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others (Noor, 2019). The ability of a leader to influence his followers is the dominant factor that determines the success of an organization, because the leader has a role as a coordinator, motivator, and catalyst that will bring the organization to the peak of success. Leaders have a very important role in determining the direction and goals of the organization. Therefore, the success or failure of an organization is always associated with its leader. There are several leadership styles, one of which is participatory leadership, which is a leadership style in which it shows that the leader always involves his subordinates in making decisions and policies related to the problems faced by the company to achieve the targets that have been set. In achieving the success of these targets, leaders must be able to make an effort to create quality human resources so that they can increase the morale of their employees to achieve company goals (Idah, 2016).

Based on the results of initial observations, the researcher saw that there were frequent reprimands that were conveyed by the leader to employees during working operating hours related to the interaction of fellow employees during operating hours where there were no visitors, so that employees did not do their jobs properly.

Morale is defined as the professionalism and enthusiasm of showing a person towards the achievement of individual and group goals in a given work situation (Paryudi and Ardana, 2017). Morale is a manifestation of high morale, some even identify or freely translate that high morale is work spirit. Employees who have high morale will improve the life of the company. Morale can be seen from how happy they are with their work, employee performance refers to employee work performance measured based on standards or criteria that have been set by the company (Kaunang, Parengkuan and Sepang, 2018).

To build employee morale, Lesehan Landunk realizes that the role of Human Resources (HR) to make employees more enthusiastic in working professionally is very important to achieve company goals.

## LITERATURE REVIEW

### Participatory Leadership Style (X1)

Leadership is a topic that can be defined in many ways, based on characteristics, behavior, influence, interaction patterns, role relationships, and administrative positions (Idah, 2016). Leadership is a way for a leader to influence the behavior of his subordinates to want to work together and work productively to achieve organizational goals (Siswanto and Hamid, 2017).

Leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates (Majid, Snow and Syardi, 2018). According to Soekarso (2015) revealed that leadership style or leadership behavior (leadership behavior) is a leader in carrying out leadership functions varies and is influenced by various factors including education, experience, personality, and situational.

Participatory leadership is a leadership behavior in which the leader involves subordinates in the decision-making process, asks for advice from subordinates, considers these suggestions before making decisions, and sometimes even lets subordinates make their own decisions (Robbins, 2018). The indicators are:

1. Leaders take suggestions from employees before making a decision
2. Leaders are involved when employees experience difficulties at work
3. Leaders often hold discussions so that the decisions taken are joint decisions

### Work Spirit (Y)

Morale is the desire and sincerity of a person to do his job well and be disciplined to achieve maximum skills. Thus, high morale will stimulate employees to work and do better activities. The opinion about work spirit according to Nitisemito (2018) is an effort to do work more actively so that the work will be completed better.

The morale of work in employees must have ups and downs. Indications of declining morale are always present and in general they can occur. According to Nitisemito (2013), these indications include the following:

1. Low work productivity
2. Increased or high absenteeism rate
3. Labor turnover or high employee turnover
4. Increased damage rate
5. Anxiety is everywhere
6. Frequent demands
7. Strike

Someone who has a high morale has their own reason for working, namely they really want it. Indicators of morale, namely:

1. Enthusiasm
2. The power to fight frustration
3. Quality to last
4. Group spirit

## RESEARCH METHODS

### Types of Research

In this study, the type of research used is descriptive qualitative. Qualitative approach means collecting data not in the form of numbers, but the data comes from interview scripts, field notes, personal documents, memo notes and other official documents, so in analyzing the data that has been collected, it is not statistically tested, but non-statistical analysis in accordance with descriptive research. According to Bogdan and Taylor (in Lexy J. Moleong, 2010: 4), explaining that the qualitative method is a research procedure that produces descriptive data in the form of written and spoken words from people and observable behavior. This research is included in field research, namely direct observation of the object under study in order to obtain relevant data.

### Data and Data Sources

The source of data in this study is primary data, which was collected through interviews. The data in this study are the leadership model used in the company and the impact of participatory leadership style in increasing employee morale at Lesehan Landunk, the rest is additional data such as documents and others. The main data sources in this qualitative research are the leaders and employees of Lesehan Landunk as well as written data related to research such as documentation, books, and other scientific works.

### Data Collection Technique

The method used in the process of collecting data from this research is interviews. Interview is a conversation with a specific purpose. This interview is used as a data collection technique to find out things from more in-depth informants (depth interview). In this study, researchers conducted interviews using structured interview guidelines to obtain information related to the participatory leadership model that affects employee morale. In this data collection, the research conducted interviews with 4 informants, namely a leader and 3 employees.

The method used in the process of collecting data from this research is interviews. Interview is a conversation with a specific purpose. This interview is used as a data collection technique to find out things from more in-depth informants (depth interview). In this study, researchers conducted interviews using structured interview guidelines to obtain information related to the participatory leadership model that affects employee morale. In this data collection, the research conducted interviews with 4 informants, namely a leader and 3 employees.

### Data Analysis Technique

Data analysis technique is the process of systematically searching and compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, describing them into units, synthesizing, compiling into patterns, choosing which ones are important, and what will be studied, and make conclusions so that they are easily understood by themselves and others. In this data analysis technique, it is directed to Lesehan Landuk employees by conducting interviews with 4 informants, namely a leader and 3 employees.

The data analysis technique used in this study uses the concept given by Miles and Huberman who argue that the activities in qualitative data analysis are carried out interactively and take place continuously at each stage of the research so that it is complete, and the data is saturated. Activities in data analysis, including:

1. Data Reduction  
In the context of research, data reduction is a process of selecting, focusing on simplifying, abstracting, and transforming "rough" data that emerges from written records at the research site. Data reduction is thus a form of analysis that sharpens, categorizes, directs, discards unnecessary, and organizes data in such a way that final conclusions can be drawn and verified.
2. Data Presentation  
Presentation of data is a collection of structured information that gives the possibility of drawing conclusions and taking action. The form of data presentation is in the form of matrices, graphs, networks, charts, and so on. They are designed to combine organized information in a coherent and easily accessible form.
3. Drawing Conclusion  
The researcher draws conclusions from the data that has been obtained using an inductive method which draws conclusions that are judged from specific statements or facts leading to general conclusions.
4. Data Validity Check  
The validity of the data is an important concept that is updated from the concepts of validity validity and reliability reliability.

To determine the validity of the data, an examination technique is needed, namely the examination is based on a certain number of criteria, there are four criteria in determining the validity of the data, namely the degree of trust, transferability, dependence and certainty. In the validity of the data, a check is carried out with the technique:

1. Persistence/Consistent Observation  
Consistency of observation means seeking consistently interpretations in various ways in relation to a constant or tentative process of analysis. Seek an effort to limit various influences. Looking for what counts and what doesn't. This means that researchers should conduct careful and detailed observations on an ongoing basis to the salient factors. Then he examines it in detail to the point that at an early stage examination it appears that one or all of the factors studied have been understood in the usual way.
2. Triangulation  
Triangulation is a technique of checking the validity of data that takes advantage of something else. Outside the data for checking purposes or as a comparison against the data. The most widely used triangulation technique is examination through other sources. This can be achieved by:
  - a. Comparing the observational data with data from interviews conducted with Lesehan Landuk employees by conducting interviews with 4 informants, namely a leader and 3 employees.
  - b. Comparing what people say in public with what they say in private.
  - c. Compare what people say about the research situation with what they say over time.
  - d. Comparing one's situation and perspective with various opinions and views of people such as ordinary people, people with middle or high education, wealthy people, government people.
  - e. Comparing the results of interviews with the contents of a related document.

## RESULTS AND DISCUSSION

In realizing the leadership role at Lesehan Landunk, of course, it requires the ability and skills of a leader in corporate institutions, because various kinds of leadership roles will not automatically function, if they are not supported by the ability of the leader himself. Leadership at Lesehan Landunk is a way or effort of leaders in influencing and moving their employees to work and participate in achieving the goals set. Leaders must be able to influence employees at Lesehan Landunk to want to follow what is the goal of this restaurant. So that the leader is able to mobilize the existing resources in the restaurant to the maximum to achieve the goals to be achieved.

Participatory leadership is a leadership behavior in which the leader involves employees in the decision-making process, seeks advice from employees, considers these suggestions before making decisions, and sometimes even lets subordinates make their own decisions (Robbins, 2018). The indicators are:

1. Leaders take suggestions from employees before making a decision.
2. Leaders are involved when employees experience difficulties at work.
3. Leaders often hold discussions so that the decisions taken are joint decisions.

Employees are one of the most important factors in a company, without them how difficult it is for the company to achieve its goals, they are the ones who determine the progress of a company by having skilled workers with high morale, the company already has very expensive assets, because basically Humans are the subject and object of development which is a very important factor, especially improving the quality of Human Resources (HR) is a top priority.

Morale is an important thing that must be owned by all employees at Lesehan Landunk, because morale is a reflection of the company's ability to manage employees. Therefore, employee morale is very important to be improved in order to encourage the ongoing activities of the company and further improve the process of achieving the effectiveness of the company's goals.

Someone who has a high morale has their own reason for working, namely they really want it. Indicators of morale, namely:

1. Enthusiasm
2. The power to fight frustration
3. Quality to last
4. Group spirit

To discuss each indicator of participatory leadership and morale at Lesehan Landunk. Researchers conducted interviews with the leadership of Lesehan Landunk. The questions in the indicators concern the participatory leadership style in increasing employee morale at Lesehan Landunk. Based on the indicators that have been stated previously. The research results for more details can be seen in the following discussion.

Based on interviews with the leadership at Lesehan Landunk, do you as a leader accommodate the suggestions given to employees before making a decision? the leader said that:

“We definitely accommodate all suggestions given by employees to superiors” (20 October 2022)

From the results of the interview, the researcher concluded that the leader had accommodated the suggestions given by employees to their superiors. This means that the leader listens to what the employees have to say. For example, there are inputs given by employees to superiors regarding new food menus that are in great demand by consumers. The leadership accommodated this idea and considered whether it could be issued as a new food menu at Lesehan Landunk. If it turns out that the menu is indeed in great demand and awaited by consumers, then the menu can be released (release) a new menu variant. This kind of leader will encourage his team to contribute more to decision making because they feel valued by the leader.

Based on an interview with one of the employees at Lesehan Landunk, do the employees have enthusiasm in doing the work assigned by their superiors? employee said that:

“I am very enthusiastic in doing work, especially work that has become the worker's obligation” (October 20, 2022)

From the results of the deepening of the interview, the researcher concluded that the employees were very enthusiastic in doing the work that had become the responsibility of the employee. Seen in each division such as waiters, cashiers and chefs they are very enthusiastic in doing the tasks given because the work has become the responsibility of employees. The leadership always motivates and provides direction to employees regarding employee daily activities and activities, so that employees can do their jobs well and on time. In addition to having enthusiasm in work, the enthusiasm shown by employees is a form of employee integrity in completing their work in order to motivate other employees so that employees are trained to be able to motivate themselves so they don't feel bored at work that appears in employees. Employees' enthusiasm for work is indirectly related to high motivation.

Leadership is basically a process of influencing others. Leaders must have the ability to influence, move, and direct an action on a person or group of people for a specific purpose. Leadership that is played well by a leader is able to motivate employees to work better, this will make employees more careful and try to achieve the targets expected by the company, so that it has an impact on their performance.

Here, the researcher conducted interviews with the leadership at Lesehan Landunk, did you as a leader participate in solving problems or difficulties experienced by employees at work? leadership said that:

"The difficulties that employees face at work are a problem for managers as well" (20 October 2022)

From the results of in-depth interviews, the researchers concluded that the leader of Lesehan Landunk always tries to help employees in solving the problems they face, by conveying solutions or alternatives that employees can do regarding the problems at hand. For example in determining the new food menu that will be issued.

Furthermore, the researchers conducted interviews with employees at Lesehan Landunk, whether employees will remain enthusiastic if they find difficulties in their work, employees say that:

"Yes, because the work given always gets a good response from the boss so that the work done can be completed on time" (20 October 2022)

From the results of in-depth interviews, the researchers concluded that the leadership always helps employees in solving problems faced by employees. The response given by the leadership is very good, so that it makes employees enthusiastic at work. As a form of teamwork owned by employees at Lesehan Landunk, they help each other to complete their respective jobs but do not leave the core work. The work spirit shown by the employee is a spirit which means that the employee does his job quickly and precisely with the quality and quantity that has been determined by his superiors so as to increase employee morale. So that it affects the strength to fight frustration (not give up quickly) which describes how the employee has high morale.

Quality to survive is a condition that describes a group situation that does not lose its direction when faced with difficulties, meaning that there is perseverance, full of confidence and mutual encouragement among employees. According to Alport (Majorsy, 2008), people who have high morale will not easily despair in the face of various difficulties that arise in their work, meaning that the employee has the energy and confidence to see the future well, it can improve a person's quality to endure

Then the researcher again conducted interviews with the leadership at Lesehan Landunk, do you as leaders often hold discussions with employees in making joint decisions? The leader said that:

"We always have discussions with employees before making a decision" (20 October 2022)

From the results of the interviews, the researchers concluded that the leader always has discussions with employees in making joint decisions. In addition to reaching joint decisions, discussions also help employees and colleagues who are closed to be able to express their opinions, because everyone has the right to have the opportunity to speak. In addition, employees can also get feedback and insight to deal with work problems faster than colleagues. By exchanging ideas, discussions also provide new insights for everyone involved so that it will make it easier for brainstorming or problem solving.

Decision making is a process of choosing the best alternative from a series of decision alternatives to achieve the desired result. Every leader in the leadership process will always be faced with problems to make a decision. Decisions taken must be for the common good, not on the basis of one-sided interests or for the benefit of the team leader, but for the common good or the team. Basically, this is what must be done if you want to make a solid and advanced team, because the decisions taken in the team are for the common good so that no one feels disadvantaged. Therefore, leaders often hold discussions so that the decisions taken are joint decisions.

The following researchers conducted interviews with employees at Lesehan Landunk, whether employees can complete work on time? employee said that:

"In doing work, employees can complete work on time and do not find it difficult to do the work" (October 20, 2022)

From the results of interviews, the researchers concluded that employees can work on time because they have high morale and are not easily discouraged in the face of various difficulties that arise in their work. Before operational hours close, the leader conducts a discussion in advance regarding what problems happened today and how to make customers feel comfortable when they come to Lesehan Landunk then work in the cashier and waiters field where the cashier submits sales financial reports to superiors. While the waiters complete the work quickly and on time to the maximum by providing good and satisfactory service so that no customer or customer complains about the work done by the employee.

## CONCLUSION

Based on data analysis and discussion of research results on participatory leadership style in increasing employee morale at Lesehan Landunk, researchers can conclude as follows:

1. The most dominant participatory leadership applied by the leadership of Lesehan Landunk, namely the leader always accommodates all suggestions given by employees so as to make employees enthusiastic at work. Leaders also apply a belief system to their employees, so that in making decisions, leaders always discuss with their employees first.
2. In improving employee morale at Lesehan Landunk. It can be seen that the leader has a harmonious relationship with the employees, the leader always provides motivation and advice to the employees at Lesehan Landunk, thus

making the employees enthusiastic about working. Because employee morale is very important for the ongoing activities at Lesehan Landunk

## REFERENCES

- Affandy, A. Analisis Gaya Kepemimpinan Dalam Meningkatkan Motivasi Kerja Pegawai Pada Dinas Sosial, Tenaga Kerja Dan Transmigrasi Kabupaten Sigi. *Katalogis*, 4(9).
- Ervin And Siagian, H. (2016) 'Analisis Gaya Kepemimpinan Dan Nilai Kepemimpinan Direktur Pt Media Rajawali Indonesia', *Agora*, Pp. 1-7.
- Erwantiningsih, E. And Mukhlis, A. (2020) 'Leadership Style Analysis In Improving Employee Performance At University', *International Journal Of Science, Technology & Manage*, Pp. 1661-1667.
- Fanny, S. (2015) 'Studi Deskriptif Gaya Kepemimpinan Pt . X Surabaya', *Agora*, 3(2), Pp. 2-4.
- Harsono, A. Y., Supratomo And Farid, M. (2015) 'Analisis Gaya Kepemimpinan Dan Komunikasi Organisasi Antara Atasan-Bawahan Dalam Membangun Budaya Organisasi Di Lingkungan Sekretariat Dprd Kota Bengkulu', *Jurnal Komunikasi Kareba*, 4(3), Pp. 328-343.
- Idah, Y. M. (2016) 'Analisis Deskriptif Gaya Kepemimpinan Dalam Meningkatkan Kinerja Karyawan Pada Pt.Telkom Indonesia, Tbk Kandatel Cilacap', *Jurnal Probisnis*, 9(1), Pp. 52-63.
- Kaunang, R. M., Parengkuan, T. And Sepang, J. (2018) 'Pengaruh Gaya Kepemimpinan Dan Semangat Kerja Terhadap Kinerja Karyawan Pt.Pln (Persero) Wilayah Suluttenggo', *Jurnal Emba*, 6(4), Pp. 2148-2158.
- Kurniawan, E. (2018). Analisis Gaya Kepemimpinan dan Nilai Kepemimpinan Direktur PT Media Rajawali Indonesia. *Agora*, 6(2).
- Majid, H., Salju And Syardi, A. (2018) 'Pengaruh Gaya Kepemimpinan Dan Motivasi Terhadap Semangat Kerja Karyawan Pada Pdam Tirta Bukae Kabupaten Luwu Utara', Pp. 1-21.
- Noor, M. N. (2019) 'Analisis Gaya Kepemimpinan Dan Motivasi Kerja Dalam Meningkatkan Kinerja Karyawan Pada Pt Melati Mulya Valindo Group Banjarmasin', Pp. 1-17.
- Novariani, T. Pelaksanaan Kepemimpinan Partisipatif Kepala Sekolah Dalam Upaya Menumbuhkan Motivasi Kerja Guru di SMA Negeri 01 Mukomuko (Doctoral dissertation, Tesis, Program Pascasarjana Universitas Terbuka, Jakarta, 2016), iv).
- Nurdianti, N. (2019). Penerapan Kepemimpinan Partisipatif Kepala Sekolah di SMA Negeri 11 Maros Kabupaten Maros (Doctoral dissertation, Universitas Islam Negeri Alauddin Makassar).
- Oktiani, N. (2020) 'Analisa Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Pada Pd Pasar Jaya Hwi Lindeteves Jakarta Barat', *Jurnal Ilmu-Ilmu Sosial*, 17(2), Pp. 358-365.
- Paisal (2018) 'Analisis Gaya Kepemimpinan Terhadap Kinerja Karyawan', Pp. 1-4.
- Paryudi, I. M. And Ardana, I. K. (2017) 'Pengaruh Gaya Kepemimpinan, Komunikasi Dan Lingkungan Kerja Fisik Terhadap Semangat Kerja Karyawan Pada Pt. Bpr Tish Sukawati Gianyar', Pp. 63-82.
- Puspitasari, K. S. *Et Al.* (2018) 'The Influence Of Participative Leadership Style , Motivation , And Work Discipline On Employee Performance ( Case Study At Cv . Waja Motor Sukawati )', Pp. 581-588.
- Saputro, R. R. C. (2020). Analisis Gaya Kepemimpinan dalam Meningkatkan Efektivitas Kinerja Karyawan di Doremi Home Music Course Ponorogo (Doctoral dissertation, IAIN Ponorogo).
- Siswanto, R. D. And Hamid, D. (2017) 'Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan (Studi Pada Karyawan Divisi Human Resources Management Compensation And Benefits Pt Freeport Indonesia)', *Jurnal Administrasi Bisnis*, 42(1), Pp. 189-198.
- Wahyono, T. (2019) 'Analisis Gaya Kepemimpinan Pada Perusahaan Kimia Farma (Persero), Tbk', *Jurnal Manajemen Tools*, 11(2), Pp. 171-176.
- Waloyo (2021) 'Analysis The Influence Of The Style Of Leadership And Organizational Culture On Employee Performance At Sarana Lintas Company In Surabaya', *Jimea / Jurnal Ilmiah Mea (Manajemen, Ekonomi, Dan Akuntansi)*, 5(1), Pp. 772-782.
- Wulandari, Rusdinal And Gistituati, N. (2021) 'Analisis Teori Kepemimpinan Dalam Organisasi', *Jurnal Ilmu Pendidikan Volume*, 3(5), Pp. 2911-2918.