

THE INFLUENCE OF PARTICIPATIVE LEADERSHIP STYLE OF COMMUNITY RELATIONS OFFICER PT. HOLCIM INDONESIA TBK. CILACAP-PLANT ON THE PERFORMANCE OF POSDAYA COMMUNITIES IN SUB-DISTRIC OF NORTH CILACAP

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ABSTRACT

The application of management aspects by a CRO to complete empowerment activities can be done by a work style which tends to lead to participative leadership. The leadership components consists of consultation, joint decision making, power sharing, decentralization, empowerment, democratic management tested to see the effects on the community empowerment program from PT. Holcim Indonesia Tbk. Cilacap. PT. Holcim Indonesia Cilacap Tbk. is one of the companies who received many awards related to successful of their performance community development as a form empowerment of local communities, that is Posdaya (Family Empowerment Program).

This study aims to examine and analyze the influence of participative leadership style of the Community Relations Officer (CRO) PT. Holcim Indonesia Tbk Cilacap - Plant toward Posdaya (Family Empowerment Centre) in North Cilacap. This study uses quantitative methods and the data collected by the distribution of questionnaires which consist as 96 samples. It was measured by using slovin formulate with a degree of error is 5 % for 126 communities. The research was used proportional sampling as a sampling technique and analyzed by SPSS for windows 16.00, include validity and reliability tests to examine the questionnaires. t-test, F-test and coefficient of determination (R²) were the part of a simple regression analysis to prove the hypothesis of the research. Based on the data analysis, the simple linear regression equation is $Y = 11.370 + 0,423X$, its means that there was a linearly and positively influence of participative leadership style on the performance of Posdaya communities. The conclusion is if participative leadership style of the CRO is increased, the performance of Posdaya will also increase.

Key word: leadership style, participative leadership style, work performance

A. INTRODUCTION

The public relations figure of a company has a responsibility to manage some internal and external activities completely. In creating a good public opinion, the external activities will be a very important program for the company. The external activities can be done by a community development program. One of companies which have been a good concept of pro-

gram is PT.Holcim Indonesia Tbk. Cilacap Plant.

The public relations activity of PT. Holcim Indonesia Tbk Cilacap Plant which related to community development is done by the corporate communications department in the Department of Community Relations. Department of Community Relations has a figure which is named Community Relations Officer (CRO). The responsibility and obligations of the CRO

are almost same as a PR in the field, managing the community empowerment activities. The concept of empowerment is Posdaya (Post of Family Empowerment).

The Posdaya is focus on the community empowerment in four field; education, health, economy, and environment. The Posdaya well developed and increased since 2009. It causes a good performance of the communities on the implementing programs of the company.

Based on the good results of Posdaya, the writer assumed that the CRO done the program by implemented a suitable operating style (leadership style) for the Posdaya. The operating style refers to a participative leadership style.

It has been long time, the research of participative leadership style applied to the organization. Referring to the previous research, Bragg and Andrews have done a quasi-experimental research of participative leadership style in a hospital laundry department. After tested for 18 months by questionnaire, the productivity increased into 42 percent from the previous. It means that implementing of participative leadership style work successfully. (Yulk, 1998:135)

Based on the research above, the participative leadership style affects the productivity of work, so the writer tried to analyze a study of implementing the participative leadership style in community development programs for the local community out of the scope organization.

Referring to this condition, the research will focus to analyze the influence of participative leadership style on implementing community development activities. The formulation of the research is "The influence of participative leadership style of the Community Relations Officer PT. Holcim Indonesia Tbk Cilacap on the communities performance of Posdaya in North Cilacap.

Participative Leadership Style

The participative leadership style is low emphasis on performance and high empha-

sis on people. In making a decision, the leader who has a participative leadership style will use a participative approach for all decisions and serve as a discussion leader in helping his group arrive at a decision.

According to Yukl (2010), there are six aspects of participative leadership style, such as consultation, join on making decision, power sharing, decentralizations, empowerment, and democratic management.

Performance

Performance is doing and completing a job with its responsibilities in order to achieve the results as expected (Sinambela, 2012:5).

In this research, the performance represents a public performance in implementing an empowerment program of Posdaya by PT.Holcim Indonesia Tbk Cilacap Plant. Posdaya related to the community development program which is operated by the Community Relations Officer of PT.Holcim Indonesia Tbk Cilacap Plant.

In managing the Posdaya, the figure who has a responsibility of program is the Community Relations Officer (CRO). Through CRO, PT. Holcim Indonesia Tbk Cilacap Plant can complete the activities for the empowerment of local communities. Through Posdaya, CRO has responsibility to lead and manage all process from the beginning to achieve the successfulness of program based on what have been planned.

As the aspects of performance, According to Chung and Megginson in Sugiono (2010), there are several indicators to measure the performance; the work quantity and work quality, task knowledge, creativity, cooperation, dependability, initiative, and personal qualities.

B. RESEARCH METHODS

This research was analyzed by quantitative methods. The writer used this method to test the hypotheses and theory, so that it can be rejected or accepted the theories. The research

focuses to analyze whether the participative leadership style of Community Relations of PT. Holcim Indonesia Tbk Cilacap Plant on the performance of Posdaya's Communities in North Cilacap Area is a causative relationship.

Furthermore, this research has an independent and dependent variable. The data was collected by survey questionnaires from the people of community development programs (Posdaya) of PT. Holcim Indonesia Tbk Plant in North Cilacap, such as Karang Talun, Gumilir, Mertasinga, Tritih Kulon and Kebon Manis. There were 96 questionnaires which are distributed to selected communities of Posdaya by proportional sampling method. The measuring instrument collects the data from communities in the form of questionnaires roommates which consist of close-ended questions and divide into two sections. The first section consists 12 items to measure the Communities Relations Officer's participative leadership styles and the second section consists 8 items to measure the communities' performance and using likert scale. The data was analyzed by *SPSS 16 for windows*. The independent variable in the research is participative leadership style and the dependent variable is the performance of communities.

C. DISCUSSION

The research instruments for the variables of participative leadership style and performance Posdaya were tested by the validity and reliability. The test results validity with the product moment for participative leadership style showed that, 12 statements have $t_{count} > t_{table}$, it means that the instrument research is valid. The reliability results for each variable is got cronbach alpha value > 0.60 , it means the variable leadership style is 0.816 and the variable performance of Posdaya is 0.726, from the result, the instrument of participative leadership style and performance of Posdaya are reliable and qualified to be used as a research instruments. To know the hypothesis there is an influence between participative leadership style and

the performance of Posdaya is used the t-test formula. The t-test results showed that t_{count} is 3.345, and then the value is compared with the value t_{table} with significance level of 5%, the output is 1.960, it indicates that H_0 is rejected and H_a is accepted. Thus, the participative leadership style of CRO PT.Holcim Indonesia Tbk. Cilacap Plant influence significantly toward the performance of Posdaya in North Cilacap.

To verify further is there an influence of participative leadership style of CRO on the performance Posdaya in North Cilacap it can be proved by a simple linear regression analysis testing. The test results of simple linear regression of the X variable (participative leadership style) toward the Y variable (the performance of Posdaya) shows the equation of linear regression is $Y = 11.370 + 0,423X$, it explains that the constant value of Y is 11.370, if X constant ($X=0$) so the Y is 11.370, and the regression coefficient of X is 0.423 when the increase of 1 unit of participatory leadership style (X) can affect the Posdaya performance of 0.423. It shows that a linear increasing of participative leadership style CRO of PT. Holcim Indonesia Tbk. Cilacap toward the Posdaya performance in North Cilacap. To prove that there is a concurrent increasing, it can be done by the F-test. By F-test results, it will show us is the influence linear or nonlinear. The result of F-test shows that the value of F_{count} is 38.099 and significant F value is 0.000 less than 0.05, conclude that H_0 is rejected and H_a is accepted. So that, the F-test results justify and support the equations that the regression is linear or increased. It means that there is an increasing of the influence of participative leadership style toward the performance of Posdaya, so that if CRO of PT. Holcim Indonesia Tbk Cilacap Plant improves the quality of participative leadership style, the communities's performance of Posdaya in North Cilacap will also increase and improve its quality.

The assumption of the Community Relations Officer (CRO) PT. Holcim Tbk Indonesia Cilacap uses participative leadership style to manage Posdaya has been proven. The Posdaya performance develop its quality in North

Cilacap is affected by the leadership style of the CRO who served as an officer.

The participative aspects as a indicator in the measurement of participative leadership style includes the activities of consultation, joint decision making, power sharing, decentralization, empowerment and democratic management efforts to have an influence on the management of Posdaya which is measured by aspects of the work quantity and work quality, task knowledge, creativity, cooperation, dependability, initiative, and personal qualities of all administrators at 14 Posdaya in North Cilacap.

The total of influence participative leadership style variables toward the performance of Posdaya is measured by the determination coefficient test then produce a value of 0.281 or 28.1 % with R value of 0.537 in the interval between 0.40 to 0.60 so that the entry is in the category strong enough. While the remaining value is 71.9%, it is likely influenced by other variables outside this research. The other variables could include motivational factors, awards and skill level/human resources from administrator of Posdaya in North Cilacap. Moreover, the growth of Posdaya in North Cilacap also has a difference. The difference is caused by the differences of growth of 14 Posdaya, some of them are at the level of the core self, independent, semi-independent and beginners. Those are affected by human factors and new Posdaya is formed but less of public awareness of the empowerment PT. Holcim Indonesia Tbk Cilacap.

It causes all the communities cannot implement the program totally, so that the influence is still strong enough category. Because the influence is still in enough categories, the CRO of PT. Holcim Indonesia Tbk Cilacap needs to improve some aspects of their participative leadership style. The consultation process which is done regularly through communication forums can be complete to all administrator of Posdaya directly in the location so that it will make closer relationship with them. Besides that, it will build

the human resources and motivate the Posdaya in the beginner level.

If this participative process is done regularly, it will stimulate the cadres of Posdaya to develop theirs with the purpose of advancing empowerment program of PT. Holcim Indonesia Tbk Cilacap Plant.

D. Conclusions and Suggestions

1. The Conclusion

Based on the results explanation of this research about the influence of participative leadership style of CRO PT. Holcim Indonesia Tbk Cilacap Plant toward the performance of Posdaya in North Cilacap can be summarized as follows:

First, the result of the hypothesis test showed that there is an influence of participative leadership style by CRO PT. Holcim Indonesia Tbk Cilacap-Plant on the performance of Posday in North Cilacap. The Results of t-test showed that t_{count} is 3345, then the result is compared with the value of t_{table} with 5 % the significance level and as a result is 1,960, from the result, it can be indicated that H_0 is rejected and H_a is accepted.

Secondly, the aspects of participative leadership style, which consists of consultation, joint decision making, power sharing, decentralization, empowerment, democratic will influence to the performance of Posdaya communities. This influence is linear, so that when the participative leadership style of CRO is improved, then the performance of public Posdaya communities will also increase and be better too.

Third, The participative aspect which most influence to the Posdaya is empowerment. Based on the purpose of the program, empowering communities is the first activities of community development programs. PT. Holcim Indonesia Tbk Cilacap Plant Reviews through their CRO will provide the suitable training to increase the

capabilities of each Posdaya communities, so that they can apply their knowledge to concentrate Posdaya optimally.

2. The Suggestions

Based on the result of the research and conclusion above, the writer make some suggestions as follows:

First, The participative leadership style of CRO PT. Holcim Indonesia Tbk Cilacap on the performance of Posdaya Communities is almost strong, so that to make it more powerful, the CRO should increase their pasticipative aspect, it can be done by

creating a better consultation, joint decision making, power sharing, decentralization, empowerment, democratic management to all Posdaya Communities in North Cilacap.

Secondly, This research is focuses in North Cilacap only, so that to prove the better result for an influence of participative leadership style of the CRO toward the performance of Posdaya communities, the writer suggested that the further research should be comprehensive and complete, not only in North Cilacap, but also all the Posdaya in all areas of Cilacap.

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