The Influence of Autocratic, Participatory, and Delegation Leadership Styles on The Work Motivation of TNI AD Members at Yonif 100/PS, Military Regional Command I/Bukit Barisan

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ABSTRACT

This research aims to analyze the autocratic, participative, and delegative leadership styles on the motivation of the Indonesian National Army (TNI) Army (AD) personnel in Yonif 100/PS Kodam I or Bukit Barisan. This research is based on the significance of leadership styles in increasing the motivation and ability of personnel in the military area. Each leadership style has a different impact on the enthusiasm for activities and the effectiveness of the organization in carrying out their duties. This research examines how each leadership style authoritarian, participative, and delegative influences the motivation of the organization's activities, and the factors that may mediate or moderate the effects. In addition, this research aims to identify the most effective leadership style in increasing the motivation of personnel activities in Yonif 100/PS. A quantitative approach was used in this research, with data collection through questionnaires distributed to the Indonesian National Army (TNI) Army (AD) personnel in Yonif 100/PS. Data analysis was attempted using statistical methods to test the relationship between leadership style variables and motivation. The research results prove that participative leadership style has a significant positive impact on the motivation of organizational activities, compared to authoritarian and delegative leadership styles. Authoritarian leadership style tends to reduce motivation of activities, while delegative style has various effects related to the atmosphere and character of personnel. The area of activity and organizational culture are also found to influence the relationship between leadership style and work motivation. This research recommends the application of participative leadership style to increase the motivation of Indonesian National Army (TNI) Army (AD) personnel in Yonif 100/PS. This research provides meaningful participation for the development of efficient leadership strategies in the military context and becomes a reference for leaders in creating a more productive and harmonious work environment.

Keywords: Leadership Style, TNI AD, Work Motivation.

1. INTRODUCTION

Leadership style is a key part of creating a work environment that supports the capabilities and motivation of the military body. Effective leadership not only encourages obedience and discipline, but also motivates the body to give its best in every task given. In military conditions, leadership style can greatly affect the operational efficiency and intellectual safety of the body.

This research focuses on three main leadership styles—authoritarian, participative, and delegative—and how each style affects the work motivation of Indonesian Army (TNI) personnel in Yonif 100/PS Kodam I/Bukit Barisan. Authoritarian leadership, characterized by centralized decisions and strong supervision, is often considered useful in emergency or crisis situations, but can undermine motivation if applied excessively. In contrast, participative leadership, which involves personnel in decision-making, is believed to increase motivation by giving them a sense of ownership and responsibility. Meanwhile, delegative leadership gives personnel the independence to make decisions, but its effectiveness is highly dependent on the readiness and competence of the personnel given responsibility.

This research is useful because it provides knowledge about the most efficient leadership styles in military conditions, which in conclusion can support increasing work motivation and personnel capabilities. This research also aims to study other factors such as the work environment and organizational culture that can influence the relationship between leadership style and work motivation.

2. RESEARCH METHODS

This research uses a quantitative approach to test the influence of authoritarian, participative, and delegative leadership styles on the work motivation of Indonesian National Army (TNI) Army (AD) personnel at Yonif 100/PS Kodam I/Bukit Barisan. The quantitative approach was selected because it allows fair measurement of the variables studied and testing the relationship between variables using statistical methods.

a. **Research Design**: This research uses a survey concept, where information is combined through a questionnaire designed to measure 3 important variables: authoritarian, participative, and delegative leadership styles, and the limited variable is work motivation.

b. **Population and Sample**: The population of the study was all members of the Indonesian Army who served in Yonif 100/PS. The sample was selected using a purposive sampling technique with certain criteria, such as length of service and experience of interaction with various leadership styles. A total of 150 members were selected as respondents.

c. **Research Instruments**: The questionnaire used consists of several sections to measure leadership style and work motivation using a 5-point Likert scale. Before distribution, a trial was conducted to ensure the validity and reliability of the instrument.

The tool used to collect information is a questionnaire in the form of a survey, the answers are arranged in a Likert Ratio of 5 answer options with the following numerical quality:

Score 5 : VeryAgree

Score 4 : Agree

Score 3 : Quite agree

Score 2 : Not enoughAgree

Score 1 : Very lessAgree

As forThe instrument grid containing variables, indicators and questions can be presented in the following table:

Table 1. Variables, Indicators and Question Items

Variables	Indicator	Question Items	No.
Autocratic Leadership Style (X1)	1. Leaders are obliged to make decisions (X1.1)	The leader makes decisions about how a job should be carried out.	1
	2. Leaders motivate and supervise members (X1.2)	Leaders motivate their members about the importance of solidarity between coworkers for the success of the group.	2
	3. Competent leaders decide everything (X1.3)	Competent leaders make detailed rules for members to follow.	3
	4. Leaders consider members to be incapable of self-direction. (X1.4)	The leader regulates the work activities of his members	4
Participative Leadership Style (X2)	1. Leaders carry out their leadership through consultation (X2.1)	The leader gives his members the opportunity to express what difficulties they have in carrying out their duties.	5
	2. The leader gives certain directions to his members (X2.2)	The leader gives directions before the members carry out their duties.	6
		Leaders are willing to listen to the opinions of subordinates in decision making.	7
	3. Leaders listen to members' opinions in making every decision (X2.3)	The leadership is willing to accept contributions of ideas and opinions from members.	8
	4. Leaders receive contributions in the form of ideas and opinions from members (X2.4)		9
Delegation Leadership Style (X3)		The leader delegates all tasks and responsibilities to the members	10
	1. The leader hands over all his responsibilities to the members (X3.1)	Leaders want members to be able to control themselves in carrying out their duties.	11
	2. Leaders want members to be	The leader does not make rules regarding the implementation of tasks, everything is left to the members	12

	able to control themselves in tasks (X3.2) 3. Leaders do not make rules regarding the implementation of tasks (X3.3) 4. Leaders never communicate with their members (X3.4)	Leaders provide opportunities for their members to develop and have high initiative.	
Work Motivation (Y)	1. Work result award (Y1) 2. Equipmentwork and skills (Y2) 3. Job satisfaction (Y3) 4. Tasks appropriate to rank and position (Y4) 5. Working atmosphere and opportunities to excel (Y5) 6. Warning for violation (Y6) 7. Special attention (Y7)	Good work results will be rewarded The existing work equipment and expertise are sufficient to complete the work. Happy with the tasks given so far The existing tasks are in accordance with the rank and position The working atmosphere has supported members to excel Leaders give warnings to members who violate the rules Supervision has been carried out strictly so far	13 14 15 16 17 18 19

d. **Data collection technique**: Information is combined through direct distribution of questionnaires to respondents, after which it is analyzed using the linear regression method to test the relationship between leadership style and work motivation.

  1) Documentation is the collection of secondary information from internal and external sources in the form of archives linked to research information that is open to all researchers.

  2) A questionnaire is a method of collecting information in the form of a questionnaire or list of questions concerning points on the leadership style of superiors and work motivation.

e. **Data Analysis Techniques**: Data analysis was conducted using multiple linear regression to determine the magnitude of the contribution of each leadership style to work motivation, as well as the F test and t test to determine the significance of the relationship. The classical assumption test was also conducted to ensure that the regression model met the requirements.

  Meanwhile, regression analysis is used to determine the influence of autocratic, participative, and delegation leadership styles as independent variables on work motivation as dependent variables. The regression equation is as follows

  $Y = \alpha + \beta_1 X1 + \beta_2 X2 + \beta_3 X3 + e$

  Y = Work Motivation

  β_i = Regression Coefficient

  α = Constantine

  $X1$ = Autocratic leadership style

  $X2$ = Participative leadership style

  $X3$ = Delegation leadership style

  e = Interfering Variables

  Testing of the analysis model used using the F Test, is used to test whether the model obtained is statistically acceptable. $\alpha = 5\%$. If the calculated F is > from the F table, the regression model can be accepted.

f. **Validity and Reliability**: Validity test was conducted by factor analysis, while reliability was measured by Cronbach's Alpha. The test results showed that the instrument had good validity and reliability.

3. RESULTS AND DISCUSSION

Table 2. Summary of Regression Analysis Results

Independent Variable	Regression Coefficient	Beta	t	Probability	Information
Autocratic Leadership Style (X1)	0.426	0.270	2,547	0.013	Significant
Participative Leadership Style (X2)	0.764	0.376	3,445	0.001	Significant
Delegative Leadership Style (X3)	0.528	0.310	3,389	0.001	Significant
Constants	-5,036			0.124	
Ttable valueα= 0.05	2,000				

Source: Primary data processed by researchers, 2024

The results of the partial regression analysis can be explained as follows:

1) Authoritarian Leadership Style (X1)

Authoritarian leadership style is proven to have a significant effect on work motivation, as indicated by the t-count value of 2.547, which is greater than the t-table of 2.000 with a probability of 0.013, which is smaller than 0.05. The regression coefficient for authoritarian leadership style is 0.426, indicating that its effect on work motivation is positive. This means that the higher the application of authoritarian leadership style by the leader, the higher the work motivation of the members, assuming other variables remain constant.

2) Participative Leadership Style (X2)

Participative leadership style also shows a significant influence on work motivation. The t-count of 3.445 exceeds the t-table of 2.000, with a probability of 0.001, which is smaller than 0.05. The regression coefficient for participative leadership style is 0.764, indicating its positive impact on work motivation. This means that if the implementation of participative leadership style by the leader continues to be high, the work motivation of personnel will continue to increase, with other variables assumed to remain constant.

3) Delegative Leadership Style (X3)

Delegative leadership style also shows a significant influence on work motivation, with a t-count of 3.389, which is greater than the t-table of 2.000, and a probability of 0.001, which is smaller than 0.05. The regression coefficient of delegative leadership style is 0.528, which proves a positive influence on work motivation. This means that the greater the application of delegative leadership style by leaders, the greater the work motivation of personnel, assuming other variables remain constant.

Based on the results of the F test and t test, it can be concluded that the F test proves significant results and each independent variable has a positive and significant effect on work motivation. Therefore, the initial assumption that reports that authoritarian, participative, and delegative leadership styles have a relevant effect on work motivation is obtained.

3.1. Hypothesis Test Results II

In order to determine the most powerful variables influencing work motivation, an analogy of the Beta coefficient numbers of each variable was carried out. The variable with the highest Beta coefficient was considered the most powerful variable. Based on Chart 1, the participative leadership style (X2) has the highest Beta coefficient, which is 0.376, which proves that the participative leadership style is a powerful variable in influencing work motivation. Thus, the second hypothesis that considers the participative leadership style as a powerful aspect is obtained.

The results of the initial hypothesis test prove that autocratic, participative, and delegation leadership styles significantly influence the work motivation of Yonif 100/PS personnel of the I/Bukit Barisan Military Regional Command. The analysis states that 55.3% of the variation in personnel work motivation is influenced by the three leadership styles. This finding supports the research of Sadia (1999) and Timple in Umar (2001: 31), which proves that leadership style significantly influences work motivation. Heidjrahman (2000: 197) also reports that leaders must motivate subordinates to achieve positive results.

1) Autocratic Leadership Style (X1)

Autocratic leadership style has been proven to significantly increase the work motivation of members. The application of this style which is centered on decision making by the leader can clearly motivate members. Leaders

who use an autocratic style can direct the behavior of members and increase their work motivation, according to Heidjrahman (2000:225).

2) Participative Leadership Style (X2)

Participative leadership style also shows a significant positive influence on work motivation. By involving members in decision making, leaders encourage them to be more motivated. Heidjrahman (2000:225) emphasized that active participation in decision making increases work motivation.

3) Delegation Leadership Style (X3)

Delegation leadership style has a positive and significant impact on work motivation. By giving full authority to members to complete tasks, leaders increase their responsibility and motivation. This style encourages members to work independently and complete tasks well.

3.2. Research Implications

The research results show that participative leadership style is the most powerful in motivating the body. This shows a shift from the use of autocratic style which is more common in the military environment. Leaders in Yonif 100/ PS Military Area Command I/ Bukit Barisan are advised to combine autocratic, participative, and delegation styles by taking into account the character of subordinates and the organizational situation in order to achieve maximum work motivation.

4. CONCLUSION AND SUGGESTIONS

4.1. Conclusion

1) **The Influence of Leadership Style**: Autocratic, participative, and delegation leadership styles have a significant impact on the work motivation of members of Yonif 100/PS, Military Area Command I/Bukit Barisan. The combination of these three styles is effective in increasing member motivation.

2) **Dominant Leadership Style**: Among the three styles, participative leadership style has been shown to have the greatest influence on motivation. This is because participative involves members in decision making and planning, increasing their motivation.

3) **Behavior Change**: There has been a shift within the environment of Yonif 100/PS, I/Bukit Barisan Military Region Command, where members now prefer to be involved in decision-making rather than implementing an autocratic style.

4) **Combination of Leadership Styles**: The most effective combination is participative leadership style followed by delegation and autocratic, to increase member work motivation.

4.2. Suggestion

1) **Leadership Style Adjustment**: Leaders should reduce the use of autocratic leadership styles and increase the application of participative styles.

2) **Enhanced Cooperation**: Increasing cooperation between members can improve the work atmosphere and work results.

3) **Attention to Well-being**: Member welfare needs to be considered because motivation is related to the fulfillment of individual needs. The application of the right leadership style must be balanced with attention to member needs.

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