
Partial influence of leadership variables on Middle Managers of foreign capital companies in Tangerang

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INFO ARTIKEL	ABSTRAK
Received: March 2022 Accepted: March 2022 Published: April 2022	Business turnover is greatly influenced by leadership. If a leader does not understand how to manage a company, it will have a negative impact on the company itself. Therefore, this research will investigate how leadership variables have a partial impact on middle managers in foreign capital companies in Tangerang. Quantitative descriptive is used to collect data. The research results show that leadership must devote all their attention and continuously strive to help and support employee success. As leaders, superiors understand various new strategies that are useful for achieving big company goals. So, the leadership variable influences the company's Middle Manager partially, both directly and indirectly.
Kata Kunci: Partial influence, leadership, Middle Manager, Tangerang	

INTRODUCTION

Leadership style is one of the factors that influences work relationships and superiors' perceptions of their subordinates (Trang, 2013). The fact that Indonesian cultural values continue to emphasize good relationships still has an impact on managers. Many investors complain about the difficulty of finding, recruiting, or retaining highly skilled employees. In fact, the company wants to involve as many local managers as possible so that the production process and business continuity run smoothly. However, it doesn't seem easy to achieve this in Indonesia. As a result, many foreign companies end up having to use employees who come from abroad. In addition, foreign investors face difficulties in finding ready-to-use, experienced employees with at least a bachelor's degree, and who are fluent in speaking foreign languages (Guterres & Supartha, 2016; Siahaan et al., 2022).

For this reason, the locations chosen for inward investment are more often in special industrial or urban areas. Therefore, it is easier to find employees who are talented, experienced and have the necessary abilities. To determine the turnover rate of manager level employees in several manufacturing companies in several provinces, this researcher has conducted a preliminary survey in 12 Asian countries surveyed by PERC, and Indonesia's competitiveness is equivalent to China in terms of labor wages. The process of regeneration, knowledge transfer and company stability

will be difficult due to the number of "turnover" of PMA workers in the manufacturing sector at the middle manager level in Indonesia.

When employees do not get the expected working conditions, changing jobs, or turnover, is usually their last option (Purba et al., 2019). According to employees, turnover is the best way to get better working conditions. This condition is detrimental to the company. Because of this, businesses have to incur costs to recruit new employees, need time to adjust to new employees, and turnover of new employees has not been better than before. However, this condition can be minimized by identifying the factors that cause employees to leave.

According to him, employees may leave the company for several reasons. One of them is a salary that does not match the workload they do, so they will leave the company and look for a better job. Other factors include employees who are not placed in positions that suit their abilities (Sriwidodo & Haryanto, 2010; Marjaya & Pasaribu, 2019). Additionally, organizations must have a clear system for managing human resources if they want to achieve high turnover. Fair aspects such as a salary and benefits system, a clear incentive system, and a fair promotion system are demonstrated by management and employee abilities. Rahmani et al. This aspect of fairness is expected to allow employees to develop because they know what the company wants to achieve.

Ningrum (2010), a human resources (HR) manager at a manufacturing company, stated that his office had a very high employee turnover rate. If calculated, the number of employees who left the company during that period reached more than 30%. Low loyalty is definitely a big disease that can stop a company from moving forward. The loyalty of an employee or employees to the company where they work can be influenced by many things (Nasution & Ichsan, 2020; Purba et al., 2018; Ingtyas et al., 2021).

The results of a preliminary survey conducted in February 2011 on twelve managers from several foreign companies in the Karawang and Bekasi areas, summarized in Table 1.9, show why they chose to move to a new company. One of them is creating a safe and comfortable work environment for employees, which is an important component for their well-being. The welfare referred to is of course in a broad sense, not just the regular monthly salary but also additional bonuses.

A familiar work atmosphere can make employees feel comfortable and enthusiastic. Companies must also consider corporate transparency. It is very possible for employees to benefit from knowing the condition of their company (Mattayang, 2019; Fitriani, 2015). The researcher determined that the object of his research was foreign capital companies in the Tangerang manufacturing industry because he assumed that if employees knew that the company's business was running stably or even increasing, this could encourage them to stay there. The author determined the research title Analysis of the Influence of Transformational Leadership on Job Satisfaction and its Implications for Work Loyalty in Foreign Capital Companies in the Manufacturing Sector in Tangerang, starting from the normative, theoretical and empirical foundations that have been discussed in the research background.

METHOD

Descriptive and verification research concepts are used in this study. The purpose of this descriptive study is to explain the characteristics of work satisfaction variables and how pay is applied. Verification research uses field data collecting to assess the viability of hypotheses. This study will look into how a multinational corporation in Bogor's manufacturing sector implements compensation and how it affects employee happiness.

RESULT AND DISCUSSION

The partial influence of the leadership variable (X_3) on the Middle Manager (Y) requires statistical testing, so the statistical hypothesis is as follows:

$H_0: (\beta_{X_3Y}) = 0$ There is no significant influence of leadership on Middle Managers.

$H_1: (\beta_{X_3Y}) \neq 0$ There is a significant influence of leadership on Middle Managers.

Test criteria: Reject H_0 , if t count is greater than t table or $t_{count} > t_{table}$, with degrees of freedom = $400 - 3 - 1$

Table 1. Partial Test Results of Leadership Variables (X_3) on Middle Managers (Y)

Structural	Path coefficient	t count	t table	Conclusion
β_{X_3Y}	0.329	7.633	1,80	H_0 rejected , there is a significant influence of leadership on Middle Managers

For path coefficient $X_2 = 0.329$, The calculated t value is 7,633 with a significance level of α of 5%, so the t table value or $t_{0,025,400} = 1.80$, because t calculated = 7.633 is greater than t table = 1.80, then H_0 is rejected or in other words transformational leadership has an effect on satisfaction (Y) of 0.329. The conclusion is that leadership has a significant effect on employee loyalty. The results of the descriptive analysis show that leadership assessment has a high level of success.

According to Muizu (2019), leadership evaluation results are based on the following factors: charisma, ideal influence, leadership inspiration, intellectual stimulation, and individual consideration. The results focused on answers that agreed and strongly agreed. This shows that most managers think that superiors have implemented caring transformational leadership and always tried to support and support the manager's success.

As leaders, superiors understand various new strategies that can be used to achieve significant company goals, which can be understood through the company's vision and mission (Hanifah & Purba, 2023). According to Burns, this is a process in which leaders and followers mutually enhance and develop morality and motivation (Siagian & Khair, 2018). According to Bass and Stogdill (1990), a transformational leader has the ability to influence or influence his followers so that they develop trust, awe, and awe. In simple terms, transformational leadership can be defined and understood as leadership that has the ability to bring change to each member of a group or the entire organization to achieve better performance.

In line with Bass and Stogdill (1990), this research emphasizes several ways a transformational leader can change followers. One way they do this is by raising

awareness of the importance of work tasks and their value, emphasizing team development or achieving organizational goals rather than thinking only about individual interests, and so, leadership can be done in four ways: increasing authority with high moral and ethical standards; foster and maintain a sense of trust between leaders and followers; and provide inspiration through challenges in assignments and work.

Intellectual stimulation is intended to increase creativity (especially creativity in solving problems and achieving large common goals) and individual consideration by recognizing that each follower has different existence and characteristics, which have an impact on differences in treatment during coaching. In essence, every person needs self-actualization, self-esteem, and the fulfillment of various creative desires. Apart from benefiting individual growth and optimizing the achievement of results, this method will also influence the formation of the next generation of leadership. Apart from that, the issue of leadership regeneration must also be considered and anticipated in a strong organization.

In addition to demonstrating a high level of morals and ethics, leaders also have the ability to mobilize individuals and groups towards achieving their goals, not for personal gain. Transformational leadership communicates goals that followers want to achieve and provides meaning and challenges for followers with the aim of increasing the spirit of hope, spreading vision, and commitment to goals (Miner, 2007).

The same as work loyalty, which can be measured through three dimensions: personal quality, job quality, and company quality. This shows that work loyalty is formed by most or most managers when they can meet the living needs required by their work, so that they feel at home working for the company. Yuliandri (Kadarwati, 2003) states that the following things influence manager loyalty: evaluation of welfare, work environment, work facilities, and salaries provided by the company.

If managers work for a company and they feel accepted by the company, their loyalty to the company will increase, and the urge to do more work will arise from this encouragement. Financial compensation, benefits, growth and earning potential, time and flexibility, management climate, and supervisory relationships make workers feel at home in their workplace (Summens et al., 2009; Amal et al., 2022; Ade Galih et al., 2018). There are many reasons why their loyalty and work attitude declines. For example, the wages they receive are not commensurate with their work, the leader's behavior is inappropriate, the work environment is bad, and so on.

To solve this problem, companies must find the reasons why managers' loyalty and work attitudes decline. Basically, manager dissatisfaction is the cause (Gultom et al., 2020; Aryani & Rosinta, 2010). Sources of dissatisfaction can be material or non-material. Material sources such as low wages and minimum facilities are examples of material sources of dissatisfaction. Non-material sources such as self-esteem as a human being and participating needs (Nurwanti, 2009).

CONCLUSION

Based on the average of respondents' answers to the leadership variable, it indicates that the majority stated that their superiors had carried out leadership that had total attention and always tried to help and support the success of employees. Bosses as leaders understand various effective new strategies to achieve big goals for the company. So there is a partially significant influence, either directly or indirectly, from the leadership variable on Middle Managers in Foreign Capital Companies (PMA) in the manufacturing sector in the city of Tangerang.

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