



PARTICIPATIVE LEADERSHIP, DELEGATION, AND EMPOWERMENT

Rizty Desta Mahestri, M.Psi., Psikolog – Fakultas Psikologi Universitas Medan Area

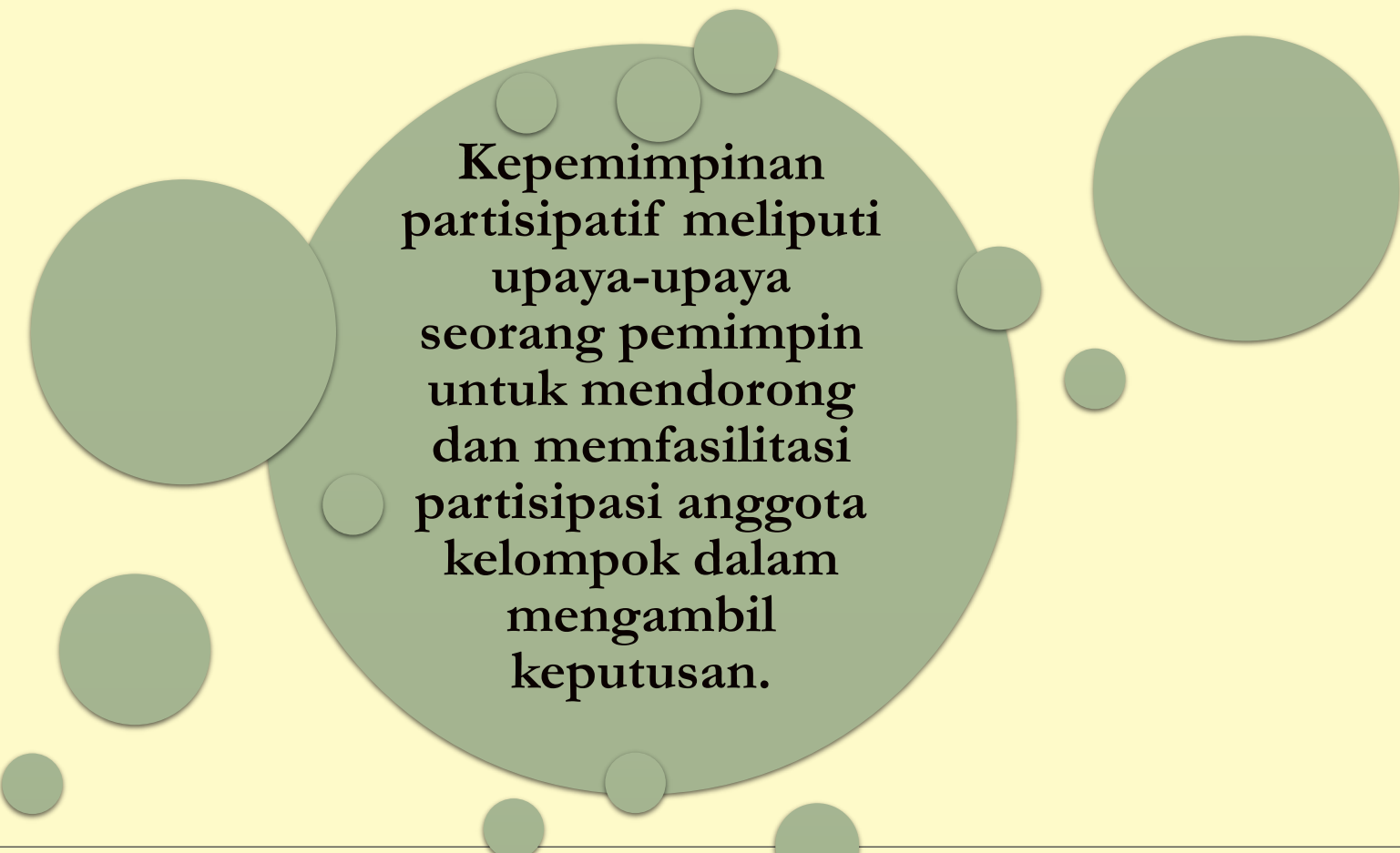


**SALAH SATU TUGAS
PENTING SEORANG
PEMIMPIN?**



PENGAMBILAN KEPUTUSAN

PARTICIPATIVE LEADERSHIP



Kepemimpinan partisipatif meliputi upaya-upaya seorang pemimpin untuk mendorong dan memfasilitasi partisipasi anggota kelompok dalam mengambil keputusan.

PARTICIPATIVE LEADERSHIP

Melibatkan orang lain
dalam mengambil
keputusan



Keputusan
dapat diterima
dan
diimplementasi
kan

NATURE of PARTICIPATIVE LEADERSHIP

Prosedur
Pengambilan
Keputusan

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graph TD; A[Prosedur Pengambilan Keputusan] --- B[AUTOCRATIC DECISION]; A --- C[CONSULTATION DECISION]; A --- D[JOINT DECISION]; A --- E[DELEGATION]
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AUTOCRATIC
DECISION

CONSULTATION
DECISION

JOINT
DECISION

DELEGATION

NATURE of PARTICIPATIVE LEADERSHIP

Autocratic : Atasan mengambil keputusan sendiri tanpa menanyakan opini/masukan dari orang lain. No direct Influence; no participation.

Consultation : Atasan menanyakan opini/ide dari orang lain dan membuat keputusan sendiri setelah mempertimbangkan opini/ide tsb.

Joint : Atasan mendiskusikan masalah dgn orang lain & membuat keputusan bersama-sama. Derajat pengaruh antara atasan & bawahan thdp keputusan sama.

Delegation : Atasan memberikan kewenangan dan tanggung jawab kepada individu/kelompok untuk mengambil keputusan ; terbatas waktu.

NATURE of PARTICIPATIVE LEADERSHIP

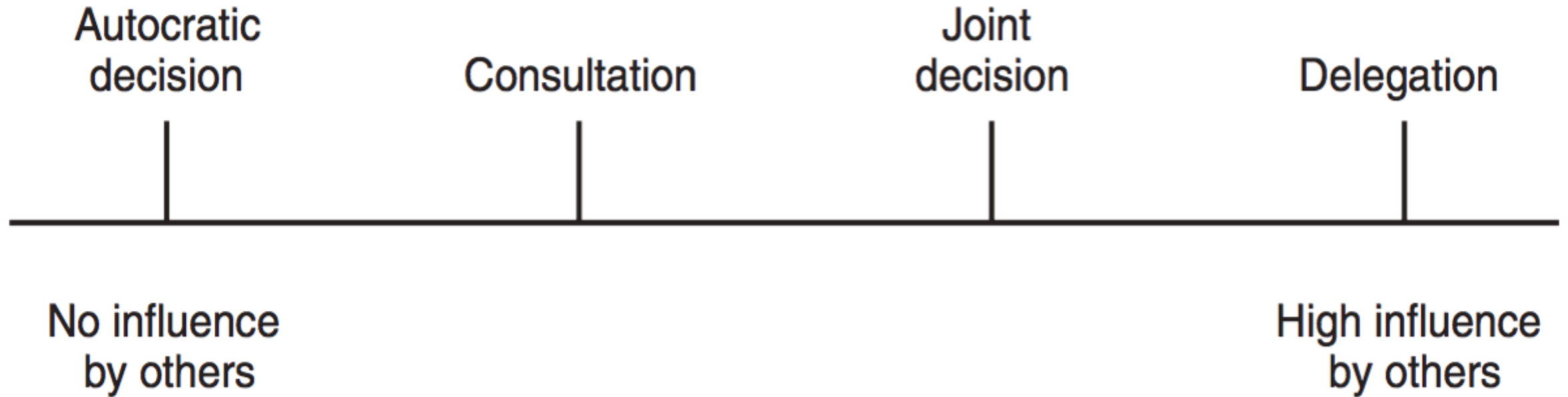


FIGURE 4-1 Continuum of Decision Procedures

CONSEQUENCES of PARTICIPATIVE LEADERSHIP

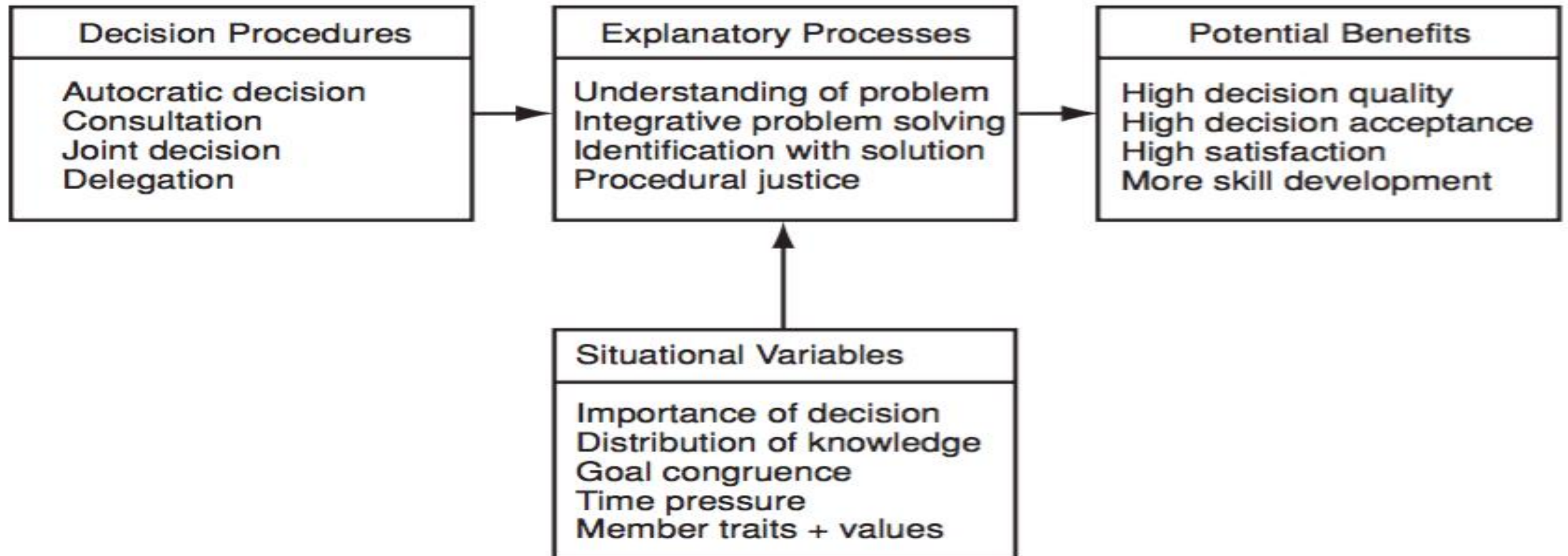


FIGURE 4-2 Causal Model of Participative Leadership

RESEARCH on PARTICIPATIVE LEADERSHIP

Setelah lebih dari 50 tahun melakukan penelitian mengenai partisipasi, dapat disimpulkan bahwa kepemimpinan partisipatif dapat menghasilkan kepuasan kerja, upaya karyawan, dan kinerja yang lebih tinggi.

NORMATIVE DECISION MODEL

(Vroom & Yetton Model, pg. 95)

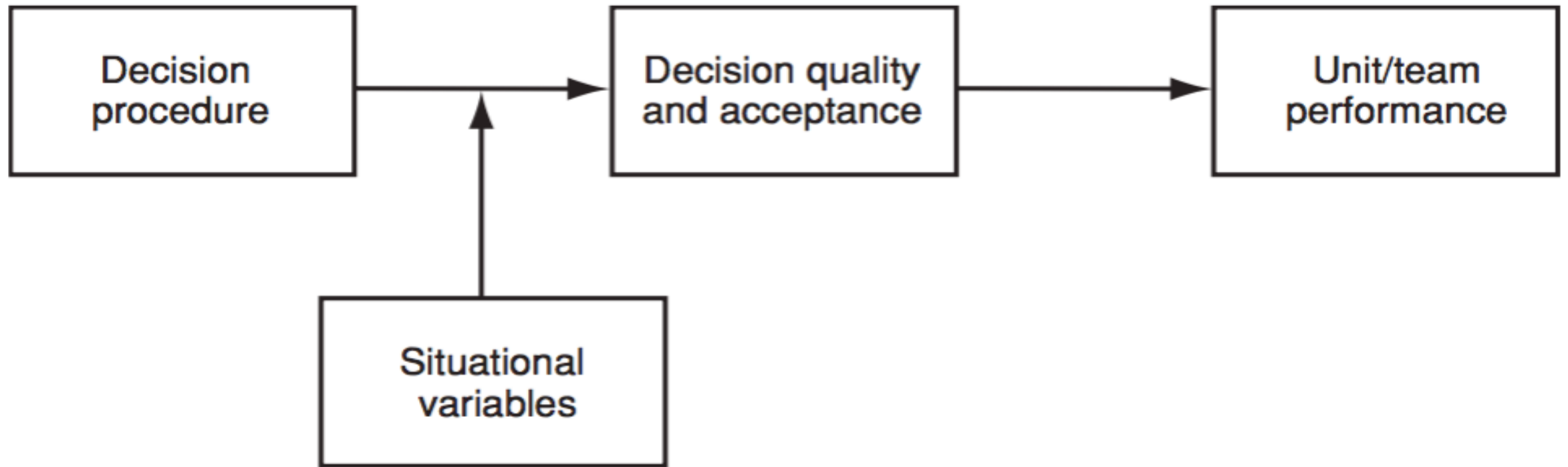


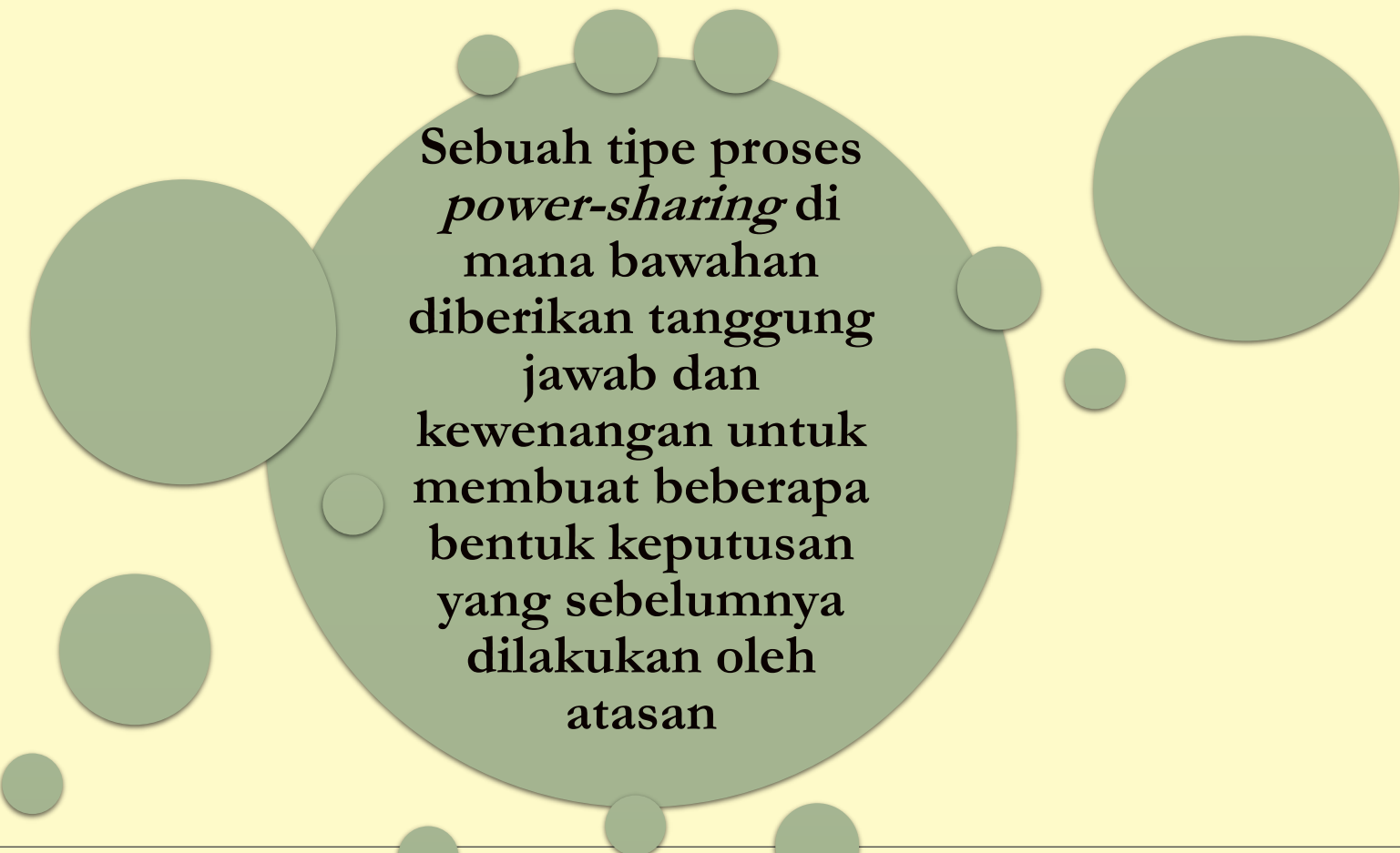
FIGURE 4-3 Causal Relationship in the Normative Decision Model

Applications : Guidelines for Participative Leadership

TABLE 4-4 Percentage of Managers Who Rated a Reason for Delegating as Moderately or Very Important

Develop subordinate skills and confidence.	97%
Enable subordinates to deal with problems quickly.	91%
Improve decisions by moving them close to the action.	89%
Increase subordinate commitment to a task.	89%
Make the job more interesting for subordinates.	78%
Reduce your workload to manage time better.	68%
Satisfy superiors who want you to delegate more.	24%
Get rid of tedious tasks you don't want to do.	23%

DELEGATION



Sebuah tipe proses *power-sharing* di mana bawahan diberikan tanggung jawab dan kewenangan untuk membuat beberapa bentuk keputusan yang sebelumnya dilakukan oleh atasan

VARIETIES of DELEGATION



POTENTIAL ADVANTAGES of DELEGATION

TABLE 4-4 Percentage of Managers Who Rated a Reason for Delegating as Moderately or Very Important

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Improve decisions by moving them close to the action.	89%
Increase subordinate commitment to a task.	89%
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Satisfy superiors who want you to delegate more.	24%
Get rid of tedious tasks you don't want to do.	23%

REASONS FOR LACK of DELEGATION

TABLE 4-5 Percentage of Managers Who Rated a Reason for Not Delegating as Moderately or Very Important

Keep decisions involving confidential information.	87%
Keep tasks and decisions that are very important.	76%
Keep tasks and decisions central to your role.	73%
Keep tasks for which mistakes are highly visible.	58%
Keep tasks you can do better than subordinates.	51%
Keep tasks that are difficult to explain to subordinates.	43%
Keep tasks that are difficult to monitor.	39%
Keep tasks that are interesting and enjoyable.	24%

Applications : GUIDELINES for DELEGATING

TABLE 4-6 Guidelines for Delegation

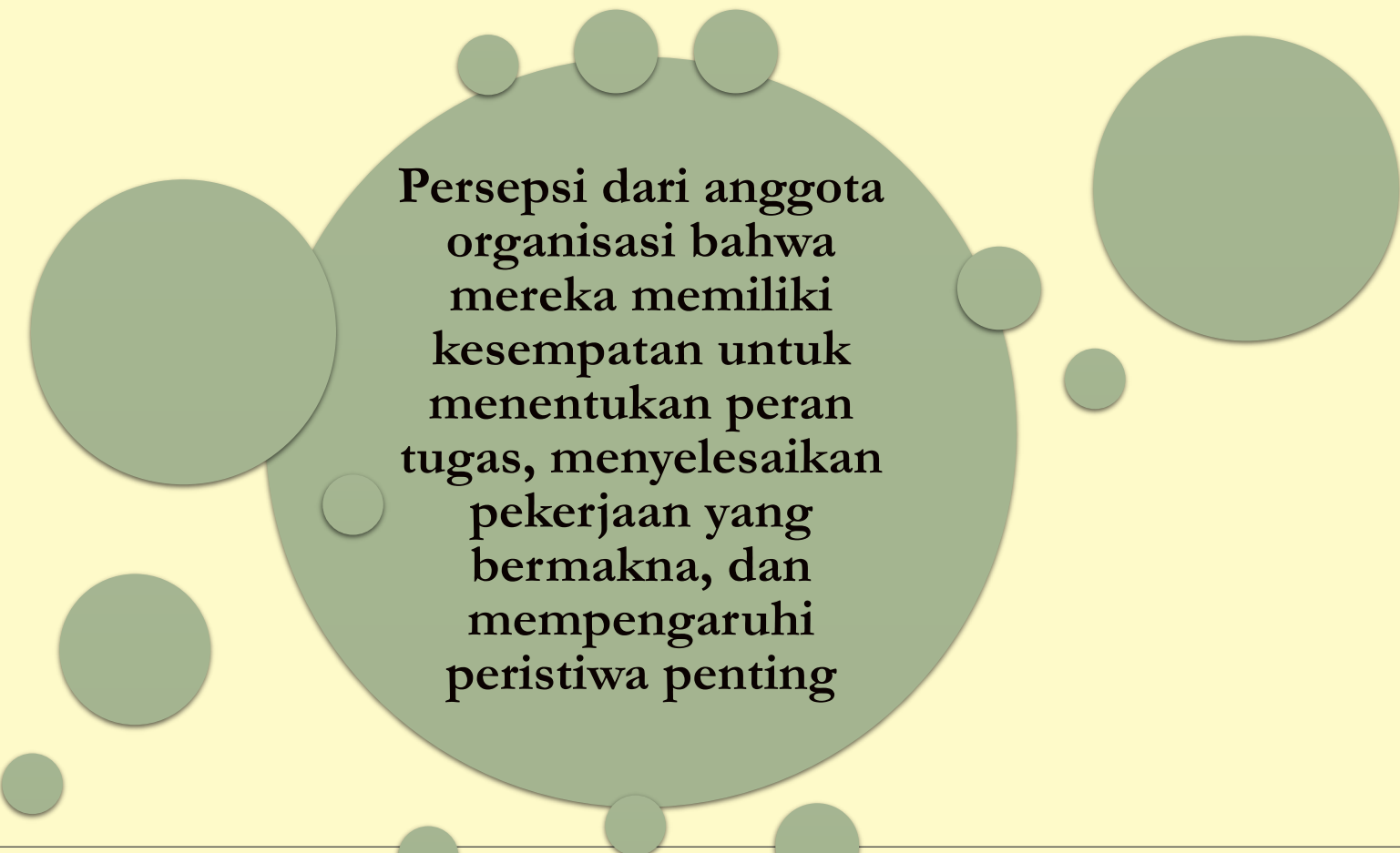
What to Delegate

- Tasks that can be done better by a subordinate
- Tasks that are urgent but not high priority
- Tasks relevant to a subordinate's career
- Tasks of appropriate difficulty
- Both pleasant and unpleasant tasks
- Tasks not central to the manager's role

How to Delegate

- Specify responsibilities clearly.
- Provide adequate authority and specify limits of discretion.
- Specify reporting requirements.
- Ensure subordinate acceptance of responsibilities.
- Inform others who need to know.
- Monitor progress in appropriate ways.
- Arrange for the subordinate to receive necessary information.
- Provide support and assistance, but avoid reverse delegation.
- Make mistakes a learning experience.


EMPOWERMENT



Persepsi dari anggota organisasi bahwa mereka memiliki kesempatan untuk menentukan peran tugas, menyelesaikan pekerjaan yang bermakna, dan mempengaruhi peristiwa penting

PSYCHOLOGICAL EMPOWERMENT

Bagaimana motivasi intrinsik dan efikasi-diri seseorang dipengaruhi oleh :



Perilaku kepemimpinan, karakteristik tugas, struktur organisasi, dan kebutuhan serta keyakinan yang dimiliki individu tsb.

EMPOWERMENT PROGRAMS

Penilaian dan penyeleksian pemimpin

prosedur pengambilan keputusan demokratis

Pembagian tanggung jawab kepemimpinan

CONSEQUENCES of EMPOWERMENT

Menguatkan
komitmen tugas

Meningkatkan
inisiatif

Meningkatkan
kegigihan

Lebih inovatif dan
banyak
pembelajaran serta
optimis

Meningkatkan
kepuasan kerja

Menguatkan
komitmen
organisasi

Mengurangi
turnover

TERIMA KASIH

