



The Influence of Leadership and Work Motivation on The Work Spirit of Employees in Regional Secretariat of Sumenep District

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ABSTRACT

In the case of the Regional Secretariat of Sumenep Regency, the change of new leadership who has charisma, special quality, power and assertiveness that is different from the old leader has resulted in adjustments in leadership styles and styles so that it affects work procedures and motivation in performing tasks where generally employees tend comparing the attitudes, behavior and motivation of the old leader with the new leader so that it will determine whether they have a different impact on individual tasks and group assignments in performing tasks. This means that the leadership at the Regional Secretariat Kab. Sumenep has provided direction and guidance so as to create a conducive atmosphere and work motivation for the lowest item, namely satisfaction with the work environment is actually adequate but there are still needs for changes such as expansion of the workplace due to the large number of employees, office renovation because office buildings are classified as old buildings and as the producer of the District Secretariat. Sumenep is placed in a more strategic place and can be easily reached by taxpayers.

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1. Introduction

Organization is a system consisting of a pattern of cooperative activities carried out regularly and repeatedly by a group of people. People in the organization react and work together to achieve the goals set by the organization (Indriyo, I Nyoman Sudito, 1997: 15)

Organizations grow dynamically in line with the demands of environmental changes that occur both in the organization's internal environment and the external environment of the organization. This change affects individuals or organizational members to be able to deal with it in accordance with the demands of the organization. Therefore, every member of the organization is required to be able to contribute in accordance with the duties and responsibilities assigned by the management.

Leadership is one of the easiest phenomena to observe, but it is one of the most difficult to understand (Richard L. Daft, 1999). Defining leadership is a complex and difficult thing because the nature of leadership itself is very complex, however, the development of science today has brought many advances so that the understanding of leadership has become more systematic and objective.

A leader is a person who must be more qualified and different from his employees, but in fact the qualities needed to be an effective leader are also needed by employees. To be successful the organization also needs quality employees. Because without quality employees, leaders will walk limply. Effective employees work enthusiastically, are dynamic, creative and have a high commitment to their duties and the organization. They abandon their personal interests and dare to take appropriate action. Effective employees are not employees who blindly follow what their leaders want, which is often seen in local government circles. Effective leaders and effective employees are the same human being, but have different roles at different times. Ideally, leadership is owned and played by both the leader and subordinates who are individually actively involved and responsible for their duties.

In the case of the Regional Secretariat of Sumenep Regency, the change of new leadership who has charisma, special quality, power and assertiveness that is different from the old leader has resulted in adjustments in leadership styles and styles so that it affects work procedures and motivation in performing tasks where generally employees tend comparing the attitudes, behavior and motivation of the old leader with the new leader so that it will determine whether they have a different impact on individual tasks and group assignments in performing tasks.



In Yunni Ari H's (1999) research, the results of his research show that participatory leadership styles are better than autocratic leadership styles as well as Irwan Harmawan's research (2001) where the results show that leadership style has a positive effect on employee morale.

This is in line with the theory put forward by Northouse (2003) by distinguishing three types of leadership, namely: First is Autocratic Leadership, namely that it is he who is fully responsible and determines the progress and retreat he leads. Autocratic leaders are usually hardworking, earnest, conscientious and orderly. Both Democratic Leaders are leaders who consider themselves part of their group, who together with their groups try and are responsible for achieving common goals. The three Laissez-Faire leaders are leaders who give the wrong meaning of the term democracy. As if democracy must be interpreted as freedom for every member, free to express and defend their respective opinions and free to use their own policies.

2. Theoretical Review

2.1. Spirit at work

Employee morale is a very broad problem, as stated by IG, Wursanto (1985) which states that morale is a condition which is closely related to one's mental aspects. So morale is a mental condition of a person that can generate morale, it can be in the form of individual morale (individual morale) and group morale (group moral). Individual work spirit is the willingness or enthusiasm of an individual to contribute energy and thoughts in an effort to achieve organizational goals. Group morale is the willingness or enthusiasm of each group to work together to contribute energy and thoughts in order to achieve common goals.

So it can be said that morale is a climate or atmosphere within an organization. This atmosphere is the mental attitude of individuals or groups within an organization that shows a sense of enthusiasm in carrying out a job and encourages them to work better and more productively. Morale is marked by the enthusiasm of the employees in carrying out their duties / jobs

Leadership

Leadership is a very important factor in influencing organizational achievement because leadership is the main activity in achieving organizational goals. Snavey (2001) says that leadership is a person's ability and readiness to influence, guide, and direct or manage others so that they want to do something for the achievement of common goals. In this sense, someone who wants to be recognized as a leader must have advantages in several of the functions listed above, namely: influencing, guiding to the ability to manage others. If it cannot carry out all of these functions, it is practically unacceptable to the group as a functional leader.

From some of these limitations, we can underline that leadership or leading activities is an effort made by someone with all their abilities to influence, encourage, direct and mobilize people who are led to want to work with passion and confidence in achieving goals.

Motivation

In a company, humans are the main role in achieving goals so that knowledge of humans and all its aspects is very crucial. With the above understanding, it is possible to manage human resources properly.

Thus motivation is the factors that cause individual behavior, so it can be stated that each individual behavior has motivation. Motivation as a driving force for individual action, includes all needs and desires.

conceptual framework

Based on previous theories and research, the research model framework used in this study is as follows:

2.2. Conceptual Framework

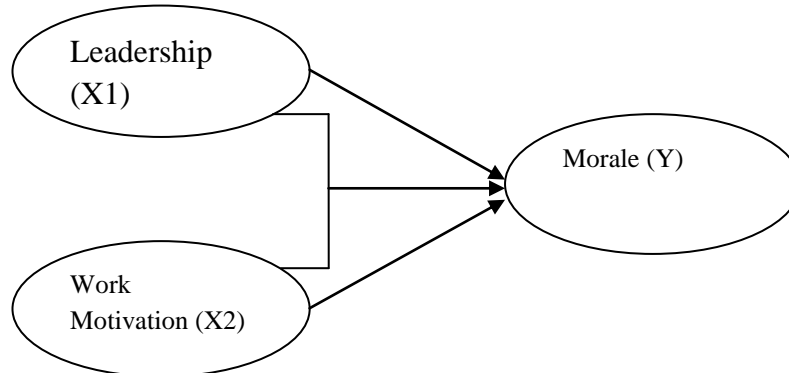


Fig 1 Research Concept Framework



3. Research Methods

The conceptual framework used as the basis for this study is employee morale which is influenced by leadership and work motivation variables. Selection of research variables such as the picture above which is also based on the theories that have been put forward and the results of previous research which examined the variables of leadership and work motivation, in this study the authors took the independent variable (variable independent) which consists of leadership and work motivation and one dependent variable (dependent variable), namely the morale of employees at the Regional Secretariat of the City of Sumenep, which is tested with Multiple Linear Regression analysis.

3.1 Hypothesis

Hypothesis is a temporary answer to the problem being researched which still needs to be further tested through the relevant research through collected data.

In this study the authors tried to propose the following hypothesis:

- It is assumed that there is a significant influence of leadership and work motivation variables on employee morale simultaneously at the regional secretariat of Sumenep City.
- It is assumed that there is a significant influence on the leadership and work motivation variables of employees partially at the Sumenep City Regional Secretariat Office.
- It is assumed that the Work Motivation variable has a dominant influence on the Morale of Employees at the Regional Secretariat of Sumenep City.

4. Research Results and Discussion

Population So in this study the population is all employees of the Regional Secretariat of Sumenep Regency. Samples The samples taken are all members of the existing population. The questionnaire was given to some employees of the Regional Secretariat of Sumenep Regency with the details of the employees as follows: Head of Subdivision 27 people, staff 68 people.

Table 1
Multiple Linear Regression Test Results

Variabel	B Unstandardized Coefficients	Beta Standardized Coefficients	t	Sig t	Ket.
Konstanta	-0,580		-0,156	0,876	
Kepemimpinan (X ₁)	0,207	0,296	2,599	0,011	Signifikan
Motivasi (X ₂)	0,479	0,595	5,221	0,000	Signifikan
t _{tabel}	1,986				
R	0,870				
R Square	0,757				
Adjusted R Square	0,752				
F _{hitung}	143,161				
Sig F	0,000				
F _{tabel}	3,095				

Source: Primary Data Processed, 2020

Discussion Based on Frequency Distribution Data of Leadership Variables (X₁), Motivation (X₂) and Employee Morale (Y)

Based on the data from the frequency distribution of the Leadership variable (X₁), the highest item is the opportunity to express an opinion with an average variable score of 4.57 or close to 5 (strongly agree) and the lowest item is the employee's admiration for the leader with an average score of 2,05 or more than 2 (disagree). This means that the leadership in the Regional Secretariat of Kab. Sumenep has implemented the opportunity item to express opinions very well where the leadership holds consultations with its employees regarding actions and decisions proposed or desired by the leadership, and tries to provide encouragement to participate actively in implementing all decisions. Meanwhile, the lack of admiration from employees towards the leadership is that in general they feel that they are in leadership at the Regional Secretariat of Kab. Sumenep is already good but has not been able to create a sense of admiration because there is still an atmosphere of former leadership that has charisma such as the special qualities of his leadership where his goals, power and assertiveness are different from other leaders.

Based on the data from the frequency distribution of the Motivation variable (X₂), the highest item is the provision of incentives with the largest average variable score meaning that the motivation in the District

Secretariat of the District. Sumenep is already very good, where basically someone works expecting rewards that are in accordance with the type or nature of the job in order to achieve better organizational goals. Incentives strengthen and encourage employees to replace personal goals with the best interests of the organization, as well as foster a strong team ethic so that employees are accountable to themselves for doing the best they can. Whereas for the lowest item of motivation, namely the nature of the job is in accordance with the District Regulation. Sumenep No. 5 of 2004 concerning the Formation, Position, Main Duties, Functions and Organizational Structure of the Regional Secretariat Kab. Sumenep as the Implementing Element of the District Government. Sumenep in exercising regional authority in the area of regional revenue and revenue is in accordance with the policy of the regional head.

Based on the data from the frequency distribution of the Work Spirit (Y) variable, the highest item is the spirit of cooperation between employees and leaders with an average variable score of 4.34 or more than 4 (agree) and the lowest item is the extent of the work environment with the average variable score is 3.68 or close to 4 (agree). This means that the leadership at the Regional Secretariat Kab. Sumenep has provided direction and guidance so as to create a conducive atmosphere and work motivation for the lowest item, namely satisfaction with the work environment is actually adequate but there are still needs for changes such as expansion of the workplace due to the large number of employees, office renovation because office buildings are classified as old buildings and as the producer of the District Secretariat. Sumenep is placed in a more strategic place and can be easily reached by taxpayers.

4.1 Discussion Based on Frequency Distribution Data of Leadership Variables (X1), Motivation (X2) and Employee Morale (Y)

Based on the data from the frequency distribution of the Leadership variable (X1), the highest item is the opportunity to express an opinion with an average variable score of 4.57 or close to 5 (strongly agree) and the lowest item is the employee's admiration for the leader with an average score of 2,05 or more than 2 (disagree). This means that the leadership in the Regional Secretariat of Kab. Sumenep has implemented the opportunity item to express opinions very well where the leadership holds consultations with its employees regarding actions and decisions proposed or desired by the leadership, and tries to provide encouragement to participate actively in implementing all decisions. Meanwhile, the lack of admiration from employees towards the leadership is that in general they feel that they are in leadership at the Regional Secretariat of Kab. Sumenep is already good but has not been able to create a sense of admiration because there is still an atmosphere of former leadership that has charisma such as the special qualities of his leadership where his goals, power and assertiveness are different from other leaders.

Based on the data from the frequency distribution of the Motivation variable (X2), the highest item is the provision of incentives with the largest average variable score meaning that the motivation in the District Secretariat of the District. Sumenep is already very good, where basically someone works expecting rewards that are in accordance with the type or nature of the job in order to achieve better organizational goals. Incentives strengthen and encourage employees to replace personal goals with the best interests of the organization, as well as foster a strong team ethic so that employees are accountable to themselves for doing the best they can. Whereas for the lowest item of motivation, namely the nature of the job is in accordance with the District Regulation. Sumenep No. 5 of 2004 concerning the Formation, Position, Main Duties, Functions and Organizational Structure of the Regional Secretariat Kab. Sumenep as the Implementing Element of the District Government. Sumenep in exercising regional authority in the area of regional revenue and revenue is in accordance with the policy of the regional head.

Based on the data from the frequency distribution of the Work Spirit (Y) variable, the highest item is the spirit of cooperation between employees and leaders with an average variable score of 4.34 or more than 4 (agree) and the lowest item is the extent of the work environment with the average variable score is 3.68 or close to 4 (agree). This means that the leadership at the Regional Secretariat Kab. Sumenep has provided direction and guidance so as to create a conducive atmosphere and work motivation for the lowest item, namely satisfaction with the work environment is actually adequate but there are still needs for changes such as expansion of the workplace due to the large number of employees, office renovation because office buildings are classified as old buildings and as the producer of the District Secretariat. Sumenep is placed in a more strategic place and can be easily reached by taxpayers.

5. Conclusion

Based on the results of the analysis and discussion of research and data processing and hypotheses as described in the previous chapter, it can be concluded that:

- a. Leadership and Work Motivation together have a significant effect on Employee Morale at the Regional Secretariat Kab. Sumenep, this is shown by using the F test shows the value of F count of 143.161



(significance $f = 0.000$) so $F_{count} > F_{table}$ ($143.161 > 3.095$) or $Sig F < 5\%$ ($0.000 < 0.05$) means that the influence of leadership variables (X_1) and Work Motivation (X_2) on Employee Morale is 75.2%.

- b. Leadership and Work Motivation partially have a significant positive effect on Employee Morale at the Regional Secretariat Kab. Sumenep, this is indicated by the t_{count} value of 5.221 with a significance of 0.000, because $t_{count} > t_{table}$ ($5.221 > 1.986$) or $sig t < 5\%$ ($0.000 < 5\%$) and the value of the partial regression coefficient (standardized beta coefficients) of 0.595 then partially Motivation variable (X_2) has a significant positive effect on the Spirit of Work variable (Y)
- c. Work Motivation variable which more dominantly affects Work Spirit than other variables, this can be seen from the regression coefficient value (standardized coefficients beta) which is the largest compared to the coefficient value on the Motivation variable of 0.595 which shows the regression value of the Leadership variable (X_1) of 0.296. .

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