

**THE INFLUENCE OF LEADERSHIP STYLE ON THE WORK MOREST OF  
EMPLOYEES AT THE OFFICE OF MANPOWER AND TRANSMIGRATION  
OFFICE GOWA DISTRICT****Muh. Alfian<sup>1)</sup>, Edi Jusriadi<sup>2)</sup>, Asri Java<sup>3)</sup>**<sup>123)</sup> Management Study Program, Faculty of Economics and Business, Universitas Muhammadiyah Makassar, Indonesia

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*The purpose of this research is a type of quantitative research with the aim of knowing the effect of leadership style on work enthusiasm in the Office of Manpower and Transmigration, Gowa Regency. This sample was taken from the office of the Office of Manpower and Transmigration, Gowa Regency. The type of data used in this study is quantitative data obtained from questionnaires distributed and related to the problem under study. The research method used in this study is quantitative data obtained from questionnaires that are distributed related to the problem under study. Data collection techniques used are observation, questionnaires, and documentation. In this study, the data sources used in data collection include primary data and secondary data. The research instrument used in this study used the Likert scale method. And the data analysis technique used is descriptive analysis, instrument testing, and hypothesis testing. Based on the results of data research using statistical calculations through the Statistical Package for the Social Science (SPSS) version 23 application regarding the effect of leadership style on employee morale at the Gowa Regency Manpower and Transmigration Office, it shows that there is a low influence between leadership style on employee morale at the Gowa Regency Manpower and Transmigration Office, obtained  $t_{table} = 1.697$ , while  $t_{count} = -1.508$ , it can be concluded that  $t_{count}$  is smaller than  $t_{table}$ , so the hypothesis proposed is not proven, which means rejecting the alternative hypothesis ( $H_a$ ) and accepting the null hypothesis ( $H_o$ ) because the correlation is*

*Keywords: Leadership Style, Employee Work Morale*

**INTRODUCTION**

Potential human resources in a government or private office organization are the determining units in the organization in achieving its goals, therefore leaders must be able to think of ways to support discipline. Effective and efficient discipline can have a positive influence on the smooth running of the organization. If this is ignored, it will have a negative impact on carrying out activities and will hinder the company's goals.

Human resources in an organization must always be oriented towards the vision, mission, goals and objectives of the organization in which they are located. These human resources can be managed and regulated, they need to be led by a leader and have motivation in the form of enthusiasm for work. A leader is a figure who is wise, has the courage to make decisions and, most importantly, is authoritative and can lead to achieve common goals, while leadership is a talent and/or trait that a leader must have. Work enthusiasm is a manifestation of high morals, some even identify or loosely translate that high work morale is work enthusiasm. Employees who have high work morale will improve company life. Work enthusiasm can be seen from how happy they are with their work.

Human resources are so important that organizations need to provide work enthusiasm to employees, so that they can stimulate employees to work diligently and complete work on time.

Along with changes in the current era of globalization and in the current condition of society, several problems are often found which cause many organizations to experience failure, either due to the inability to adapt to technological advances or due to poor work results from existing human resources at each level. government agency organizations, even though it must be acknowledged that humans are an important factor that determines the success of an organization. Therefore, the success of an organization is largely determined by the activities of utilizing human resources, namely people who provide creative talent and enthusiasm for the organization and play an important role in the operational functions of a government organization. The relationship between human resources and the information age civilization is very important, so that in human resource management there is a tendency for increasing attention to humans as a determining factor for the success of an organization. This global competition requires every organization to have superior human resources. With this advantage, effectiveness and efficiency can be created in the process of completing work. Likewise, managing office services really requires adequate workforce in terms of quality and quantity.

A professional leader is a leader who is able to raise work enthusiasm and instill a sense of self-confidence and responsibility in subordinates to carry out responsible tasks in order to achieve organizational productivity. Of course, the head of the Gowa Regency Manpower and Transmigration Service has not been optimal in managing employees, has not been able to direct or even control employees and has not motivated his subordinates, so that the employees of the Gowa Regency Manpower and Transmigration Service have not achieved the expected organizational goals. Apart from leadership, a factor that influences work morale is the work environment. A good work environment will support employees to be happy with their workplace, which will create better morale so that organizational goals are achieved. The physical environment of an office can influence employee morale in carrying out their functions. However, in terms of the work environment, as the author has observed and added to the existing information, at the Gowa Regency Manpower and Transmigration Service there are several work environments that are less supportive and need to receive more attention, namely in the staff room, the lighting is not good, the color of the room which is quite dull, and there are chairs and tables that are not suitable for use as they should. As observed by the author, the situation is different when in the leadership's room, where the lighting is very good, the chairs are neatly arranged and the room is air-conditioned. A professional leader is a leader who is able to raise work enthusiasm and instill a sense of self-confidence and responsibility in subordinates to carry out responsible tasks in order to achieve organizational productivity. Of course, the head of the Gowa Regency Manpower and Transmigration Service has not been optimal in managing employees, has not been able to direct or even control employees and has not motivated his subordinates, so that the employees of the Regency Manpower and Transmigration Service

## **LITERATURE REVIEW**

### **A. Theory Review**

#### **A. Human Resources Management**

According to Herman Sofyandi (2013:6), HR management is a strategy in implementing management functions, namely planning, organizing, leading and controlling, in every HR operational activity/function starting from the process of attracting, selecting, training and developing, placing including promotions, demotions and transfers, performance appraisals, compensation, industrial relations, and termination of employment, which are shown to increase the productive contribution of the organization's human resources towards achieving organizational goals more effectively and efficiently.

According to Bintoro and Daryanto (2017:15), human resource management, abbreviated as HRM, is a science or method of managing the relationships and roles of resources (workforce) owned by individuals in an efficient and effective manner and can be used optimally so that goals are achieved. together with the company, employees and society to be maximized.

According to Lijan Poltak Sinambela (2018:8), HRM is an ongoing procedure, aimed at supplying an organization with the right people to be placed in the right positions and positions when the organization needs them.

#### **B. Leadership Style**

Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes that leaders often apply when trying to influence the performance of their subordinates. The most appropriate leadership style is a style that can maximize productivity, job satisfaction, growth, and easily adjust productivity, job satisfaction, growth, and easily adjust to all situations (Sedarmayanti, 2009: 131).

Every leader has a way/style/type that is different from one another in leading an organization or company. Leader behavior is something that can be learned and trained to become an effective leader.

Leadership style is the behavior or method chosen and used by a leader to influence the thoughts, feelings, attitudes and behavior of organizational members or subordinates. A person who occupies a leadership position has the capacity to read the situation he is facing correctly and adjust his leadership style to suit the demands of the situation he is facing, even though this adjustment is only temporary (Nawawi, 2011: 15).

According to Rivai (2014: 42), leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it could also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader.

Meanwhile, according to Thoha (2013:49), leadership style is a behavioral norm used by someone when that person tries to influence the behavior of other people as they see it.

Aspects of leadership style according to Syamsul Arifin (2012:62) are as follows:

- 1) Have intelligence that is high enough to be able to think about and find ways to solve each problem that contain completeness and conditions that allow it to be implemented.
- 2) Have stable emotions, not easily swayed by changes in the atmosphere that are constantly changing and can separate personal problems, household problems and organizational problems.
- 3) Have intelligence in dealing with people and be able to make subordinates feel at home, happy and satisfied with their work.

4) Have the skills to organize and mobilize subordinates wisely in realizing organizational goals and know exactly when and to whom responsibility and authority will be delegated.

5) Have management skills to face the problems of increasingly advanced society.

According to Veithzal Rivai (2011: 122), there are three types of leadership styles that influence subordinates so that company targets are achieved, namely:

1) Authoritarian leadership style

Authoritarian leadership is also called directive leadership or dictatorship. The leader gives instructions to subordinates, explains what must be done, then employees carry out their duties as instructed by their superiors. This leadership style uses a power approach method in reaching decisions and developing structure, so that those who benefit most in the organization.

2) Democratic leadership style

This leadership style is characterized by the existence of a structure whose development uses a cooperative decision-making approach. This leadership style involves cooperation between superiors and subordinates. Democratic leadership subordinates tend to have high morals, can work together, prioritize work quality and can direct themselves.

3) Free leadership style

This leadership style gives full power to subordinates, the organizational structure is loose, the leader is passive. The main role of leaders is to provide supporting materials and participate if requested by subordinates.

Measuring a person's leadership style on a scale that shows the degree to which a person favors or disadvantages his co-workers is the least preferred thing (LPC, Least Preferred Co-worker) (Fiedler in Sunarcaya, 2008). Three types of leadership style situations or variables that help determine which leadership style will be effective, namely (Fiedler in Sunarcaya, 2008):

1) The relationship between leaders and subordinates (leader-member relations) means the level of quality of the relationship between superiors and subordinates. The subordinate's attitude towards the superior's personality, character and abilities.

2) Task structure means in a work situation whether the tasks have been arranged into a clear pattern or vice versa.

3) The authority of the leadership position (leader's position power) means the formal authority of the leader in the eyes of subordinates.

### **C. Work Spirit**

According to Tohardi (2012), work enthusiasm is doing a job more actively, so that work can be expected to be faster and better.

It is important for every company to know these indications of a decline in work morale because with knowledge of these indications, the cause of the decline in work morale will be known. In this way the organization will be able to take preventive measures or solve problems as early as possible.

According to Nitisemito (in Sutanto and Setiawan, 2000). Indications of decreased or low work morale include:

1) Decrease or low work productivity

This decline in work productivity can be measured or compared with previous times. This decrease in work productivity can occur due to laziness or procrastination at work.

2) Rising or high levels of absenteeism

To see whether the increase in absenteeism is an indication of a decline in work morale, we must not look at the increase in absenteeism individually but look at it on average.

3) High employee turnover rate

The increasing turnover of employees is mainly caused by their dissatisfaction with working for the company, so they try to look for other jobs that are considered more suitable. A high rate of employee turnover, apart from reducing work productivity, can also disrupt the continuity of the company's operations.

4) Increased or high level of damage

The increase in the level of damage actually shows that attention at work is reduced, carelessness occurs at work and so on.

5) Anxiety everywhere

Anxiety in the environment will occur when work morale drops. A leader must be able to recognize the anxieties that arise in the company's work environment. This anxiety can manifest in the form of work unease and complaints.

6) Frequent demands

Demands are actually a manifestation of dissatisfaction, which in certain cases will give rise to the courage to make demands.

7) Strike

The strongest indication of a decline in work morale is when a strike occurs. This is because strikes are a manifestation of employee dissatisfaction and anxiety.

According to Anoraga and Suyati (1995), measuring work morale includes:

a. Cooperation

Collaboration means working together towards the same goal. From this understanding, everyone works and contributes their energy sincerely without grumbling or laziness. In a company, cooperation can be seen from:

1) The willingness of employees to collaborate with fellow workers and their superiors based on achieving common goals.

2) Loyalty to help each other with colleagues regarding tasks.

b. Work discipline

Work discipline is an orderly condition where people who are members of an organization comply with existing regulations happily. From this explanation, work discipline can be seen from:

1) Employee compliance with working hours.

2) Employee compliance with orders from superiors, as well as compliance with applicable regulations.

3) Use and maintain office materials or equipment carefully.

4) Work

## **RESEARCH METHODS**

### **A. Type of Research**

Researchers use quantitative research to obtain valid analytical data. According to Sugiyono (2017:8), quantitative research methods are research methods that are based on the philosophy of positivism (viewing reality/symptoms/phenomena as classifiable, relatively fixed, concrete, observable, measurable, and symptom relationships are causal). namely to

conduct research on a certain population or sample by collecting data using research instruments.

This type of research is used to test the problem formulation in this research, namely testing the influence of leadership style on employee morale and testing the influence of the two variables in this research. The variables studied are Leadership Style as the independent variable (X) and Work Spirit as the dependent variable (Y).

## B. Location and Time of Research

Research was carried out at the Gowa Regency Manpower and Transmigration Office, Jl. Pallangga Axis - Cappa Bungaya Terminal Complex - Pallangga (92161).

The time used in this research is approximately 2 months, starting from October to November 2022.

## C. Types and Sources of Data

### 1. Data Type

The type of data used in this research is quantitative data. Quantitative data is a type of data that can be measured (measurable) or calculated directly as numerical variables or numbers.

### 2. Data Source

#### a. Primary data

Primary data is data obtained directly from the agency studied, through observation and distribution of questionnaires. This data is in the form of data regarding matters related to the problem being studied.

#### b. Secondary data

Secondary data is data collected by the author from documents in the agency, from the results of library research, and from other related agencies.

## D. Data Collection Methods

The data collection method used in this research is as follows:

1. Observation is a method of collecting data by conducting direct inspections in the field which is the object of research.

2. A questionnaire is a data collection method by providing a list of questions submitted to respondents which have been made in writing with the aim of obtaining accurate and valid data.

3. Documentation, namely collecting data in the form of documents available at the Gowa Regency Manpower and Transmigration Service office.

## RESULTS AND DISCUSSION

### A. Research results

#### 1. Descriptive Analysis

##### a. Leadership Style Variable (X)

Item	Tingkatan Jawaban Responden										Skor	Rata-rata
	SS (5)		S (4)		KS (3)		TS (2)		STS (1)			
	F	%	F	%	F	%	F	%	F	%		
Otoriter												
X.1	-	-	26	81,3	5	15,6	1	3,1	-	-	121	3,78
X.2	-	-	1	3,1	8	25	13	40,6	10	31,3	64	2
X.3	1	3,1	25	78,1	6	18,8	-	-	-	-	123	3,84
X.4	-	-	-	-	4	12,5	13	40,6	15	46,9	53	1,65



X.5	-	-	-	-	3	9,4	12	37,5	17	53,1	50	1,56
<b>Demokratis</b>												
X.6	7	21,9	25	78,1	-	-	-	-	-	-	135	4,21
X.7	18	56,3	14	43,8	-	-	-	-	-	-	146	4,56
X.8	8	25,0	24	75,0	-	-	-	-	-	-	136	4,25
X.9	8	25,0	24	75,0	-	-	-	-	-	-	136	4,25
X.10	7	21,9	25	78,1	-	-	-	-	-	-	135	4,21
<b>Bebas</b>												
X.11	2	6,3	26	81,3	4	12,5	-	-	-	-	126	3,93
X.12	-	-	-	-	22	68,8	5	15,6	5	15,6	81	2,53
X.13	-	-	22	68,8	8	25,0	2	6,2	-	-	116	3,62
X.14	-	-	6	18,8	23	71,9	3	9,4	-	-	99	3,09
X.15	-	-	28	87,5	4	12,5	-	-	-	-	124	3,87
<b>Rata-rata Keseluruhan</b>											109,7	<b>3,42</b>
<b>Variabel Gaya Kepemimpinan (X)</b>												

Based on the data obtained above, it can be concluded that employee responses to the leadership style variable received a fairly good response. Where the assessment criteria for all statements on the leadership style variable can be categorized as quite good with an average score of 3.42 or the average value of respondents' assessments which is in the third range (quite high) with an average score of 109.7. This illustrates that the leadership style at the Gowa Regency Manpower and Transmigration Service Office is quite good.

This also illustrates that the leader has acted in a way that shows his capacity as a leader, the leader is always open to receiving suggestions and criticism from employees, the leader always provides encouragement to all employees to achieve good performance, the leader distributes tasks and responsibilities fairly, the leader makes decisions wisely. consider the opinions of employees, and leaders convey employee duties and responsibilities clearly and in detail.

## b. Work Morale Variable (Y)

Item	Tingkatan Jawaban Responden										Skor	Rata-rata
	SS (5)		S (4)		KS (3)		TS (2)		STS (1)			
	F	%	F	%	F	%	F	%	F	%		
<b>Kerja sama</b>												
Y.1	2	6,3	29	90,6	1	3,1	-	-	-	-	129	4,03
Y.2	4	12,5	28	87,5	-	-	-	-	-	-	132	4,12
Y.3	14	43,8	18	56,2	-	-	-	-	-	-	142	4,43
Y.4	11	34,4	21	65,6	-	-	-	-	-	-	139	4,34
Y.5	9	28,1	23	71,9	-	-	-	-	-	-	137	4,28
<b>Disiplin kerja</b>												
Y.6	2	6,2	30	93,8	-	-	-	-	-	-	130	4,06
Y.7	3	9,4	26	81,3	3	9,4	-	-	-	-	122	3,81
Y.8	4	12,5	28	87,5	-	-	-	-	-	-	132	4,12
Y.9	4	12,5	28	87,5	-	-	-	-	-	-	132	4,12
Y.10	3	9,4	29	90,6	-	-	-	-	-	-	131	4,09
<b>Kegairahan kerja</b>												

Y.11	1	3,1	31	96,9	-	-	-	-	-	-	129	4,03
Y.12	4	12,5	28	87,5	-	-	-	-	-	-	132	4,12
Y.13	1	3,1	27	84,4	4	12,5	-	-	-	-	125	3,90
Y.14	9	28,1	23	71,9	-	-	-	-	-	-	137	4,28
Y.15	-	-	8		23		1	3,1	-	-	103	3,21
Rata-rata Keseluruhan Variabel Semangat Kerja (Y)											130,1	4,06

Based on the data obtained above, it can be concluded that employee responses to the work morale variable received a good response, on average respondents gave answers that strongly agreed. So it can be said that respondents rated work morale at the Gowa Regency Manpower and Transmigration Office as being in the good category with an average score of 4.06. This can also be seen from the average score of respondents which is in the fourth range (high) with an average score of 130.1.

This also shows that to increase work morale, a leader and employee must collaborate with leaders/superiors and co-workers, be jointly responsible for the quality of work, carry out tasks that contribute to each other's high levels in achieving goals, use predetermined rest periods. , and comply with procedures or rules applicable in the agency in carrying out duties.

## 2. Instrument Test Analysis

### a. Validation test

Variabel	Item	r hitung	r tabel	Keterangan
Gaya Kepemimpinan (X)	X.1	0,388	0,349	Valid
	X.2	0,634	0,349	Valid
	X.3	0,392	0,349	Valid
	X.4	0,410	0,349	Valid
	X.5	0,470	0,349	Valid
	X.6	0,460	0,349	Valid
	X.7	0,475	0,349	Valid
	X.8	0,374	0,349	Valid
	X.9	0,469	0,349	Valid
	X.10	0,480	0,349	Valid
	X.11	0,399	0,349	Valid
	X.12	0,560	0,349	Valid
	X.13	0,642	0,349	Valid
	X.14	0,405	0,349	Valid
	X.15	0,462	0,349	Valid

Variabel	Item	r hitung	r tabel	Keterangan
Semangat Kerja (Y)	Y.1	0,426	0,349	Valid
	Y.2	0,592	0,349	Valid
	Y.3	0,689	0,349	Valid
	Y.4	0,729	0,349	Valid
	Y.5	0,732	0,349	Valid
	Y.6	0,529	0,349	Valid
	Y.7	0,467	0,349	Valid
	Y.8	0,439	0,349	Valid
	Y.9	0,531	0,349	Valid
	Y.10	0,712	0,349	Valid
	Y.11	0,455	0,349	Valid
	Y.12	0,439	0,349	Valid
	Y.13	0,381	0,349	Valid
	Y.14	0,800	0,349	Valid
	Y.15	0,354	0,349	Valid

Based on the table above, it is known that all statement instruments used to measure the leadership style variable (X) and work morale variable (Y) used in this research have a



correlation coefficient greater than  $r_{table} = 0.349$  or  $r_{count} > r_{table}$ , so that All of these indicators are valid and can be used as data collection tools in this research.

#### b. Reliability Test

Variabel	Cronbach's Alpha	Keterangan
Gaya Kepemimpinan (X)	0,741	Reliabel
Semangat Kerja (Y)	0,833	Reliabel

From the results of calculating the reliability of the leadership style variable (X) and the work enthusiasm variable (Y), it is known that the Conbrach alpha value of the leadership style variable is 0.741, and the work spirit variable is 0.833. These two variables have a Conbrach alpha value greater than 0.60, so all questionnaire instruments for the leadership style variable and work enthusiasm variable are declared reliable and can be used for further research.

### 3. Hypothesis Testing

#### a. Multiple linear regression

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standard ized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72,245	7,373		9,798	0,000
	Kepemimpinan	-0,216	0,143	-0,265	-1,508	0,142

a. Dependent Variable: Semangat Kerja

Based on the table above, it is known that the constant (a) value is 72.245. Meanwhile, the leadership style value (b/ regression coefficient) is -0.216, so the regression equation can be written:

$$Y = a + bX$$

$$Y = 72.245 - 0.216X$$

From the equation above it can be explained that:

- 1) The constant value (a) is 72.245, meaning the coefficient value of the work morale variable is 72.245.
- 2) The regression coefficient The regression coefficient is negative, so it can be said that the direction of influence of variable X on variable Y is negative.

#### b. Maggot

Coefficients <sup>a</sup>
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Model		Unstandardized Coefficients		Standard ized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72,245	7,373		9,798	0,000
	Kepemimpinan	-0,216	0,143	-0,265	-1,508	0,142

a. Dependent Variable: Semangat Kerja

Based on the significance value from the Coefficients table above, the t-count value is  $-1.508 < t_{table} 1.697$ , and the significance value is  $0.142 > 0.05$ , it can be concluded that the leadership style variable (X) has no significant effect on the work morale variable (Y), so that the research hypothesis is rejected.

This means that the leadership style applied by the Head of the Gowa Regency Manpower and Transmigration Service is not relevant to the needs of his employees, so it has no impact on increasing work morale.

#### c. Coefficient of Determination (R2)

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,265 <sup>a</sup>	,070	,039	3,080	1,645

a. Predictors: (Constant), Kepemimpinan

b. Dependent Variable: Semangat Kerja

The table above explains the magnitude of the correlation/relationship value (R), which is 0.265. From this output, a determinant coefficient (R Square) of 0.070 is obtained, which means that the influence of the independent variable (leadership style) on the dependent variable (work morale) is 0.070 or 7%, indicating a weak level of relationship. Meanwhile, 93% are other factors not discussed in this research.

## B. Discussion of Research Results

Based on the results of the data analysis described above, the discussion will provide an explanation and interpretation of the research results that have been analyzed to answer the research questions.

Based on the results of the t test that has been carried out, it shows that leadership style has no influence on work morale. This is proven by the results obtained by the tcount value for the leadership style variable of -1.508 and ttable of 1.697, so  $t_{count} < t_{table}$  ( $-1.508 < 1.697$ ) and the significance of the leadership style variable is  $0.142 > 0.05$ , which means the hypothesis is rejected. So the hypothesis proposed is not proven, namely rejecting the alternative hypothesis (Ha) and accepting the null hypothesis (Ho).

Thus, based on calculations using previously formulated hypothesis testing, namely: there is a low influence between the influence of leadership style on employee morale at the Gowa Regency Manpower and Transmigration Office.

The results of this research are supported by previous research conducted by Subarjono (2021) entitled "The Influence of Leadership Style on Employee Work Morale at the OKU East

Education Office". The research results show that tcount is smaller than ttable (0.704 smaller than 1.860), so the proposed hypothesis is not proven, namely rejecting the alternative hypothesis ( $H_a$ ) and accepting the null hypothesis ( $H_o$ ).

## CONCLUSION

Based on the analysis of research results regarding the influence of leadership style on employee morale at the Gowa Regency Manpower and Transmigration Office, it can be concluded that the correlation between leadership style and employee work morale at the Gowa Regency Manpower and Transmigration Office is  $r = 0.265$  and R Square of 0.070 or 7% is included in the low correlation category or shows a weak relationship. So it can be said that there is a low influence between leadership style on employee morale at the Gowa Regency Manpower and Transmigration Office.

Based on the results of hypothesis testing, it is known that leadership style has no significant effect on employee morale with a significance value of  $0.142 > 0.05$ . This means that the leadership style applied by the Head of the Gowa Regency Manpower and Transmigration Service is not relevant to the needs of his employees, so it has no impact on increasing work morale.

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