

# The Influence of Leadership Style on Employee Motivation at Central Jakarta's Culture Department

Asri Humairoh

Student of Magister Management, Perbanas Institute  
Jakarta, Indonesia

Nafiah Aryani

Lecturer of Economic and Business, Sahid University  
Jakarta, Indonesia

**Abstract:- This research purpose to determine and analyze the connection towards leadership style to work motivation at Central Jakarta City Administration's Culture Department. This research type uses quantitative research with a descriptive approach. The Data analysis method used in this research was descriptive analysis method by using simple linear regression analysis to the hypotheses test. In this research, the population is all employees who work in the Central Jakarta's Culture department which amounts to 35 people. The side technique that have been used by the author in this research are Convenience Sampling so that the sample used in this research was amounted to 30 respondents. The results showed that the leadership style had a positive and significant influence on employee work motivation. The results showed that the culture department of Central Jakarta Administrative Office has adopted a democratic leadership style and employees had high work motivation.**

and its also effecting way of leadership style towards the achievement of company

In relations between the leaders and their subordinates, the compatibility between the leadership whose brought by the leader and what their employees expect will certainly have a positive impact to the subordinates, ie the employees will work better. But In fact, every each employee is not only dominated by economic motives. Besides wages and salaries, there are also the other factors who motivate the employee work performance.

A leader will play a very dominant role in his life in the company. This role does not reduce at all, let alone ignore the importance of the role that needs to be guided, fostered, directed, and directed in the direction and best possible so that employees are willing and able to mobilize their energy, time, and skills for the interests of the company.

The concept of leadership is not merely is in form of instructions, but rather is a motivation or trigger that later could inspire the subordinates, so their inspiration and creativity can develop optimally to improve their performance. One of the main factors that important to the employee performance improvement is the existence of a motivation from the employee itself. If the leaders wants to improve the performance of their employees, the leaders Should understand and pay attention to factors who can affect the employee motivation.

To encourage the employees so that they could excel and work according to company expectations, so every employee should have a high motivation and loyalty towards the company in where they work so that they could make a positive contribution on achieving the company's goals. However, it will be nothing without a strong motivator from the company and especially from the leaders of the company itself.

Likewise that what occurred in work environment of the Central Jakarta City Culture department where there has a lack of direction was given to the work so that there is often has confusion in making completion from work instructed which conducted by the leaders. The change of leadership will create an impact on working conditions, it would lead to changes of employee attitudes and work behavior which brought by the new leader.

*Keywords:- Leadership Style, Work Motivation.*

## I. INTRODUCTION

In carrying out the activities, the company needs human resources (HR). Because human resources is one factor that plays an important role which determined the success or failure of a company. Human resources as a determinant and driven factor to the entire purpose of the company. Humans are a resource factor that is different from others namely because humans have feelings, will and desires. Therefore, the human resources should be managed and fostered carefully thoroughly in order to provide an optimal contribution for the company. By developpt the human resources effectively in a company its depends on the ways in which the leader acts in leading the company.

Leaders have important and complicated tasks. Especially in managing human resources, a leader should be well aware that employees are the company's assets which have great influence on company productivity. In other words, leaders should realize that there has a dependency between the company and employees. The Leaders, beside demands their employees to work well optimally in order to achieve company goals and on the other hand the leaders should be understand the needs of each employee. The role of leaders in influencing the decisions towards the organizational goals greatly determines the right path in achieving the company's target

Seeing how important a leader towards the company's activities and relations with their subordinates in achieving company goals, so the authors are interested in conducting research with the title: *"The Influence of Leadership Style on Employee Motivation at the Central Jakarta' Culture Department."*

## II. THEORITICAL REVIEW

### A. The Leadership Style

Matondang (2008:5) states that the leadership is a process of influencing the others which want or not to do something desirable, or so it can be defined as the interaction between followers and leaders in achieving common goals. Another understanding of leadership expressed by Wahjosumidjo (1987) which stated that the leadership is a form of a group of people, a relations between the leader and subs, where that relations would reflect a person or group of people action because of the authority / power that exists in the person who leads. The Successful leaders are not those the one who seek power for themselves, but rather than distribute power to many people to achieve common goals.

According to Kartono (2008) The Leadership style is the nature, habits, temperament, character, and personality that distinguishes a leader when interact with others. While Rivai (2014) explains that the leadership style is a set of characteristics used by leaders to influence subordinates so that the organizational goals would be achieved or it can also be said that leadership style is a pattern of behavior and strategy that is used to lead and often applied by a leader. Furthermore Hasibuan (2013) said that the leadership style is a way for leaders to influence their subordinates, so they are willing to work together and work productively to achieve organizational goals.

Leadership theory based on traits theory according to Siagian (2003) is gives a clue about the characteristics of leaders, namely: broad general knowledge, the ability to grow and develop, analytic ability, inquisitive nature or high curiosity, communication skills effectively, ability to determine the priorities, rationality, example, assertiveness, and have a future orientation. Thoha (2003) explains that the basic behaviour of the leadership style in making decisions by divided them into four leadership styles namely instruction, consultative, participatory, and delegative. There are six indicators of leadership style which quoted from the Leadership book written by Daniel Goleman (2003:20) it said that as follows: coercive leadership, authoritative style, affiliative leadership, democratic leadership, pacesetter leadership, and coaching leadership.

### B. Motivation

According to Malthis (2006:114) the motivation is the desire in a person that causes the person to act. The Motivation often refers as the strength of one's internal and external forces that generate enthusiasm and resistance to a certain series of actions (Griffin, 2003: 38). According to Hasibuan (2003:143) which said that work motivation is

one's enthusiasm to achieve what is desired with all of abilities, work effectively and integrated with all the efforts to achieve the satisfaction.

In organizational life, the understanding of motivation for every leader is very important, but motivation is also felt as something difficult (Wahjosumidjo, 2002). Herzberg's theory provides two important contributions to organizational leadership in motivating employees. First, this theory is more explicit than Maslow's hierarchy of needs, specifically regarding the relationship between needs in job performance. Second, this framework generates an application model, job enrichment. As for what is a motivational factor according to Herzberg they are: the work itself, achievements, advancement, recognition, responsible

### C. Thinking Framework and Hypothesis

From those understanding above the authors could draw the conclusion that leadership style is the capability or more abilities which possessed by someone based on skills, knowledge and experience to influence people surround the environment to be willing to work to achieve the sets of goals, with indicators that influence which namely the leader goals and orientation, leader behavior, the relations between leaders and employees, decision making which adjust to the circumstances. While the motivation is an effort or strong desire that is able to encourage or create the excitement of one's work in terms of their efforts to meet their needs and goals. The motivation indicator itself consists of physiological needs, safety and security needs, affiliation or acceptance needs (social needs), esteem or status needs (appreciation needs), self actualization needs. Therefore the writer draws a hypothesis that the leadership style has an influence towards the employee work motivation.



Fig 1:- Thinking Framework

## III. METHODOLOGY

This research kind of quantitative research with a descriptive approach. The Data analysis method which used in this research is descriptive analysis method by using simple linear regression analysis to examine the hypotheses. The variables that research were leadership style (X) as the independent variable and work motivation variable (Y) as the dependent variable. The data collection method uses a questionnaire distributed to research samples that have been determined. In this research, the population is all employees who work in the Central Jakarta's Culture Department which amounts to 35 people. The side technique used by the author in this research was Convenience Sampling so that the sample used in this research actually amounted to 30 respondents.

**IV. RESULTS AND DISCUSSION**

The validity test of these research was carried out by distributing questionnaires to 30 respondents with 28 statements about the leadership style variable and 12

statements on the employee's work motivation variable by using SPSS 21 software that compared to the Corrected Item which has Total Correlation value with a table value of 0.361.

Item Statement	Corrected Item Total Correlation	r table	Information
1	0,636	0,361	Valid
2	0,680	0,361	Valid
3	0,636	0,361	Valid
4	0,680	0,361	Valid
5	0,636	0,361	Valid
6	0,680	0,361	Valid
7	0,636	0,361	Valid
8	0,680	0,361	Valid
9	0,636	0,361	Valid
10	0,486	0,361	Valid
11	0,644	0,361	Valid
12	0,589	0,361	Valid
13	0,556	0,361	Valid
14	0,486	0,361	Valid
15	0,751	0,361	Valid
16	0,486	0,361	Valid
17	0,789	0,361	Valid
18	0,486	0,361	Valid
19	0,751	0,361	Valid
20	0,798	0,361	Valid
21	0,603	0,361	Valid
22	0,751	0,361	Valid
23	0,782	0,361	Valid
24	0,751	0,361	Valid
25	0,390	0,361	Valid
26	0,798	0,361	Valid
27	0,413	0,361	Valid
28	0,498	0,361	Valid

Table 1:- Test Results of the Validity from Leadership Style Variables

The results of these validity test from leadership style variables show that all statement items have a total score greater than 0.361 so it could be concluded that the

leadership style variable statement items used are valid and fit for use in further data analysis.

Item Statement	Corrected Item Total Correlation	r table	Information
1	0,449	0,361	Valid
2	0,751	0,361	Valid
3	0,449	0,361	Valid
4	0,486	0,361	Valid
5	0,449	0,361	Valid
6	0,751	0,361	Valid
7	0,449	0,361	Valid
8	0,486	0,361	Valid
9	0,449	0,361	Valid
10	0,413	0,361	Valid
11	0,443	0,361	Valid
12	0,449	0,361	Valid

Table 2:- Validity test result from Employee Work Motivation

The results of the validity test from work motivation variables was indicated that all statement items have a total score greater than 0.361 so it could be concluded that the work motivation variable statement items used are valid and fit for use in further data analysis. After conducting a

validity test, then the authors conduct a reliability test which aims to determine whether an instrument is reliable or not. In these reliability test, the value of Cronbach's alpha received must be 0.5 or more.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,951	,960	40

Table 3:- Reliability Test Results

Based on the reliability test result, it showing that the value of Cronbach's apha for both variables, namely leadership style variables and work motivation variables is

0.951, so it could be concluded that the research instrument has been reliable.

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	27,450	7,322		3,749	,001
	Leadership Style	,245	,074	,533	3,336	,002

Table 4:- Hypothesis Test Results

Based on the hypothesis test data, it can be seen that the sig value of 0.02 is close to zero with an error rate of 5% and a confidence level of 95%, thus it can be concluded that the hypothesis in this research is acceptable, and it

could be concluded that the leadership style and employee work motivation has a positive and significant effect. For the regression equation in this research is  $Y = 27.450 + 0.245X$ .

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,533 <sup>a</sup>	,284	,259	6,38923

Table 5:- Simultaneous and Determination Test Results

Based on the calculation of correlation, the results that obtained from correlation coefficient between leadership style on employee motivation is 0.533 on the interpretation of 0.40-0.599, which means that it is quite strong and positive. From the data also has obtained R Square value of 0.284 which means that the magnitude of the influence of leadership style on employee motivation is 28.4%. While the remaining 71.6% was influenced by other factors that has not included in this research study.

Based on research data it also can be seen that respondents' statements regarding employee work motivation could be said high, because the overall average value of 4.16 is at intervals of 3.40 - 4.19. The highest average number on each indicator of work motivation of employees of the Central Jakarta City Administration' Culture Department is 4.33 which on the statement "food, clothing, housing becomes a necessity for life" that question included in the physical needs as the greatest need for employees to keep up the good work.

Based on the research data, it can be seen the respondent's statement about the leadership style of the Central Jakarta City Administration' Culture Department is an average value on each indicator of the leadership style variable. The highest average value is 3.95, which is an indicator of democratic leadership style and thus based on the analysis of previous research in 2012 entitled "Analysis of Leadership Style Towards Motivation of Employee Performance in the Education Department in West Java Province" it can be concluded that the leadership style adopted by The Head of the Central Jakarta City Administration Culture Department is a democratic leadership style which could be seen from the highest average scores.

**V. CONCLUSIONS AND SUGGESTIONS**

*A. Conclusion*

Based on the research that the author conducted, the analyzed, observed and interviewed, the conclusions that could be drawn as follows:

- The leadership style which set by the Head of the Culture Department of Central Jakarta City Administration is a democratic leadership style. These results were obtained from the calculation of the average value of each statement, the average value of the statement about the democratic leadership style has the highest average value of 3.95. Overall, the

leadership style which carried out by the Head of the Culture Department of Central Jakarta City Administration was quite good, because the average value of the overall statement was 3.52 at intervals of 3.40 - 4.19.

- The work motivation of the Central Jakarta' Culture Department employees can be categorized as high, because the average value of the overall statement is 4.16 at intervals of 3.40 - 4.19. The highest average is 4.33 in the statement of "food, clothing, housing becomes a necessity for life" that includes the physical needs which is one of the motivations of employees at work.
- The Influence of Leadership Style on Employee Motivation at the Central Jakarta City' Culture Department in the calculation of Simultaneous correlation assisted by SPSS 21 program is 0.533, which means that between leadership style variables and employee work motivation variables have a strong and positive influence. From these calculation of the coefficient of determination is 0.284%, it means that the increase in employee motivation was influenced by leadership style by 28.4% while the remaining 71.6% was influenced by other factors which not been included in this research.

#### B. Suggestion

As for the solution of these problems which to be found in these research so the authors provide several recommendations for suggestions as an input for the Central Jakarta' Culture Department, which namely:

- In work it would be good if the leaders should not only give the subordinate an ultimate goal, but also provide the detailed and clear directions related to the work of their employees so they could work well and accordance with what is expected by the leaders.
- To improve the employee motivation, the leaders should pay more attention to the social needs of employees in the work environment, such as good friendships between employees, so they would feel so comfortable at work and wont have any competition between those fellows. For example, by gathering lunch together, office outing out of the town so the employees would not get bored with the density of work at the office and have new enthusiasm for work.

#### REFERENCES

- [1]. Griffin, Jill. (2003). *Pemasaran* . Bandung: PT. Remaja Roda Karya.
- [2]. Goleman, Daniel. (2003). *Kepemimpinan yang Mendatangkan Hasil*. Yogyakarta: Cetakan Pertama Amara Books.
- [3]. Hasibuan, Malayu. (2007). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- [4]. Hasibuan, Malayu. (2013). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- [5]. Kartini, Kartono. (2008). *Pemimpin dan Kepemimpinan: Apakah Kepemimpinan Abnormal itu?*. Jakarta: PT. Raja Grafindo Persada.
- [6]. Malthis. (2006). *Sumber Daya Manusia*. Jakarta: Salemba Empat.
- [7]. Matondang. (2008). *Kepemimpinan: Budaya Organisasi dan Manajemen Strategik*. Yogyakarta: Graha Ilmu.
- [8]. Rivai, Veithzal. (2014). *Kepemimpinan dan Perilaku Organisasi*. Jakarta: PT. Raja Grafindo Persada.
- [9]. Siagian, Sondang P. (2003). *Kiat Meningkatkan Produktivitas Kerja*. Jakarta: Cetakan Ke-1 Rineka Cipta.
- [10]. Thoha, Miftah. (2003). *Perilaku Organisasi*. Jakarta: PT. Raja Grafindo Persada.
- [11]. Wahjosumidjo. (1987). *Kepemimpinan dan Motivasi dalam Kepemimpinan*. Jakarta: Ghalia Indonesia.
- [12]. Wahjosumidjo, (2002). *Kepemimpinan Kepala Sekolah, Tinjauan Teoritik dan Permasalahannya*, Jakarta: PT Raja Grafindo Persada.