Effect of Leadership Style, Work and Spirit Motivation on the Performance of Employees

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Abstract: This study aims to identify and examine whether the style of leadership, morale and work motivation partial effect on the performance of employees at the company PT. Cerebro creation and interaction Surabaya Branch. The method used to collect data is to distribute the questionnaire. Techniques of analysis in this study using multiple linear regression analysis model is an analytical model that is used to determine the effect of leadership style, employee morale and work motivation on employee performance at PT. Cerebro creation and interaction Surabaya Branch. All three are free variables also have a significant influence on the performance of employees at PT. Cerebro creation and interaction Surabaya Branch. This type of research used in the study is a case study to obtain actual information of existing symptoms. Results of statistical analysis proved that the style of leadership, morale and work motivation has a weak influence on employee performance.

Key words: Leadership style, morale, work motivation and employee performance, weak influence, questionnaire

INTRODUCTION

In the face of rapid change and competitive pressures of the business, the company was forced to perform high efficiency and effectiveness of the organization's activities. The leaders demanded for radical rethink of how to manage human resources and institutions (Kunchinke, 1999). Leaders must continually strive to develop the capacity and capability of human resources in line with changes in the rules (rule of the game) in the industry and competition occur rapidly. Implications and all of it is the emergence of the need for new leadership style (related to what the leader) and skills (related to how leaders can work effectively) for face of environmental changes that took place more quickly (Luthan *et al.*, 1981). If style, activities and skills that done properly, the leader is expected to create long-term organizational success. In the modern organization is currently undergoing a number of important changes that surround the achievement of success. Ruler inflexible, authoritarian past has been replaced by a leader who participatory and visoner (Lewis *et al.*, 2004).

Yukl (1989) said that the leadership (leadership) is a process whereby an individual influences other group members to achieve the goals of the organization, according to Stoner (1998), leadership can be defined as a process of influence on the direction and administration of the activities and the group of people who interconnected duties. The definition there are three important implications, namely:

- Leadership involves other people (subordinates or followers). Pam is willing to accept a briefing subordinates and superiors will help process can be accomplished
- Leadership involves power sharing. The leader has the authority to direct the activity leadership s of the group members but the members of the group can not direct the activities of the leader directly
- The use of leadership influence

Takata (1998) which says that the leadership occupies a central position in management, Sosik (1997) which says that leadership is a source of process, activity, influence and change group and Pfeffer (1977) says that the leadership has a causal relationship with organizational performance. So, how does that affect the process towards the goals set group (leadership) that can distinguish effectively? According to Inchikawa (1993), so that a leader can direct the organization (individuals or groups that exist within the organization) effectively, then the leader must understand:

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- The suitability of the target or the target group goals or demands of the organization
- External environment group or organization to build the organization's internal environment
- The characteristics of individuals or groups to determine the shape and intensity of his direction and that is no less important
- How the acceptance subordinate to the leadership

Meanwhile, according to the leadership (Luthan *et al.*, 1981) is defined as an interaction between members of a group where the leader is a change agent and a person whose behavior will affect other people more than the behavior of others that affect them.

Siswanto (2005), states that "performance is the result of the quality and quantity of work achieved in carrying out one's duties and the job given to him". For example, if the employee's performance will go down leadership style of the leader is not favored. Leadership by Handoko (1984) is "the ability of a person belonging to influence others to work towards goals and objectives". Meanwhile according to Stoner (1998) defines leadership as "the process of directing and influencing the activities related to the work of members of the group". This definition suggests that the leadership uses influence aimed at increasing the ability of a subordinate.

Studies show that leadership has two styles of leadership are transactional leadership and transformational leadership. Between transactional leadership and transformational leadership according to Bass *et al.* (1996) is as something different but not as mutually exclusive process. Thus, it is possible a leader both types apply to different situations, researchers always provide definition of leadership in accordance with their own perspective and the most interesting aspects of the phenomenon for themselves (Yukl, 1989). After a comprehensive review of how the leadership literature, Stogdill (1974) concluded that most definitions of leadership are the opinions personal someone trying to define the concept. As a result, the leadership has been defined in terms of personal characteristics, individual behavior, interpersonal influences, situational factors and combinations and all that (Steers *et al.*, 1996). Most of the disagreement stems from the fact that leadership is a complex phenomenon involving the leader, subordinates and the situation (Huges, 1999). Nevertheless, there is one definition of leadership is believed to be able to accommodate and help overcome all the differences in the understanding of leadership is the process of influencing a group toward the achievement of the objectives set (Roach and Behling, 1984). The researchers are interested

in the behavior of leaders focusing on trials to find effective leadership style in all situations (Steers *et al.*, 1996).

Most of the research results and reviewed by Stogdill (1974) who tested more and one hundred empirical studies on leadership attributes that include 27 characteristics and argues that the characteristics of the research effort is something that is disappointing because a number of attributes that were tested by the researchers only high intelligence that seems to distinguish leaders and subordinates with a minimum level of consistency. Based on all that then the conclusion is that all the research shows that only a few leaders intelligent and clever than other individuals. Since, the characteristics of the analytical values and perspectives small, the researchers leadership to shift its emphasis in the final decades of the 1940s and early 1950s and the characteristics of the leader to leader behavior as a basis for analysis. Consequently, the theory of characteristic leader crash in the year, though not dead (Steers *et al.*, 1996). In fact, the investigation of the characteristics of a leader has become increasingly prolific as the researchers have built a more precise theory using the size of the better characteristics (characteristics that are more relevant) and using longitudinal data (Yukl, 1989). As a result, a variety of personal attributes such as energy levels and emotional maturity date have been linked to leadership effectiveness (Bass *et al.*, 1996). And characteristics associated with learning socialization or motivational patterns such as the need for power (the need for power) and need for achievement (the need for achievement) have been empirically linked to the effectiveness of managers (McCleliand, 1975). In addition, different types of skills (interpersonal skills, technical skills and cognitive skills) seem to be relevant for managerial success as well as characteristics appear to be an important thing in terms of charismatic and transformationl leadership (Bass *et al.*, 1996).

Michigan study investigated the relationship between leader behavior and group performance. The managers of the two criteria, namely classified relatively effective and ineffective based on various measures of group performance targets. Compare the effective manager with an ineffective, Michigan study found that these managers can be distinguished from each other in a two-dimensional behavior of the leader (Likert, 1961). The dimensions are the same as those found in the Ohio State study called behavioral ori relationship (relationship-oriented) and the orientation of the task (task-oriented).

According Siswanto (2005) that "motivation can be defined as a state of the human psyche and the mental
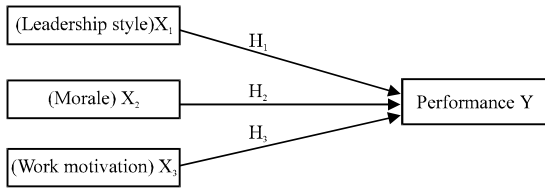
Fig. 1: Conceptual framework

Fig. 2: The population were based on employees

Fig. 3: The study based on employees sampling

attitude that gives energy, push or move activities and lead or channel behavior toward achieving satisfying needs or reduce the imbalance". Abundance of existing human resources during this requires us to think widely as to how we utilize the resources as possible in accordance with their abilities whereas in Sastrohadiwiryo and Siswanto (2001), a performance or execution of actions that can be measured. While Stoner (1998) defines performance as the quantity and quality of work produced by an individual, group or organization.

Morale according Niti (1982), "morale is doing the job even harder and thus would be expected to work faster and better". Morale indicators: labor discipline, cooperation, work performance, loyalty, pleasant working conditions, work motivation by Waluyo (2009), explains that "the motivation to work is something that raises the spirit or boost employment. Work motivation of a person affected by the situation at hand whether, it is to increase the motivation to work or lose the motivation to work". Indicators of work motivation: having a sense of excitement in the work, want to work with the hope of gaining the attention of friends and superiors, responsibility, working to make ends meet and needs work, employee performance, understanding performance by Rivai (2005) says that "the performance of a real behavior of each person shown as performance generated by the employees in accordance with its role within the company". Effectiveness and efficiency, orientation and responsibility, discipline, initiative, quantity and quality.

Framework concept: The conceptual framework is a description that explains the variables and relationships that have been formulated in a matter of style of leadership, morale and employee motivation when directed at improving the performance of employees in the company are professional, disciplined and productive (Fig. 1).

MATERIALS AND METHODS

Population in this study, the study population were employees of PT. Cerebro creation and interaction Surabaya Branch and employs as many as 33 employees (Fig. 2).
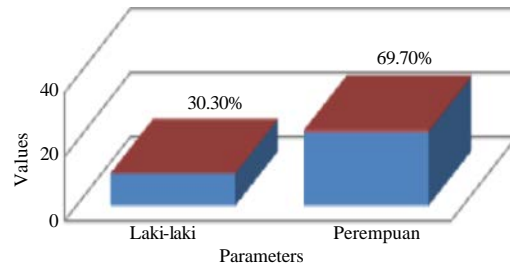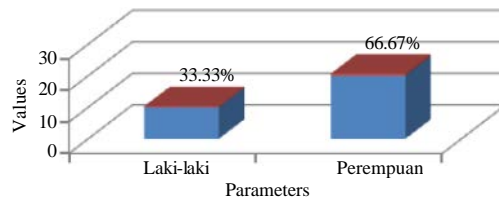
Samples according Sugiyono (2010) says that part of the number and characteristics possessed by the population. In determining, the number of samples the researcher using the following formula:

$$n = \frac{N}{1 + N(d)^2}$$

Description:
n = Sample size
N = Large populations
d = The level of confidence/precision desired

With a confidence level of 0.05 then the sample can be calculated as follows:

$$n = \frac{33}{1 + 33(0.05)^2}$$

$$n = \frac{9_2}{1.082_5}$$

$$n = 30$$

The samples in this study were employees of PT. Cerebro creation and interaction Surabaya Branch numbering 30 people (Fig. 3).

Research variables and operational definition of variables: Leadership style variable (X_1) as independent variables which do leaders leadership style is a variable that is the way a person's leadership harness the power available to lead others. Employee morale variable (X_2) as

a free variable, employee morale is a variable that influenced leadership style on employee performance. The concept of employee morale organization that is the ratio of output (good and services) with inputs (human, capital, materials and energy). Work motivation variable (X_3) as the independent variable which is the motivation of this research is the perception of the respondents regarding the encouragement given by the company to employees. Employee performance variable (Y) as the dependent variable in this study is the perception of respondents about the performance is that performance appraisal has been produced.

RESULTS

Data analysis techniques test validity: Critical value (riable) obtained for 0.345 is to look at the correlation table using a 95% confidence level. From Table 1, the validity of test results obtained r arithmetic used in research instruments all have a greater value or is above the critical value (r table), so it can be concluded that the indicator on the instrument is valid.

The reliability test: From Table 2, the value of the Cronbach alpha reliability coefficient value greater than or above 0.6 it can be concluded that the instrument or questionnaire is used to determine the effect of leadership style variable (X_1), morale (X_2) and work motivation (X_3) on performance employees (Y), very reliable Normality test.

Asymp. Sig. known value of 0.463 for the leadership style variables (X_1) for morale (X_2) of 0.344; motivation to work (X_3) 0.292 and for performance (Y) = 0.195; means all the data has Asymp. Sig.>0.05, so it can be concluded that all the data are normally distributed (Table 3).

Multicollinearity test: According to Table 4, it can be seen that V if leadership style, motivation and morale at work (1.197; 1.067; 1.151<10) and the rate of tolerance (0.835; 0.937; 0.869) is close to 1, so it can be said that multiple linear regression used in this study, free from multicollinearity.

Autocorrelation test: DW can be seen that the rate of 2.192 (located between (1.55-2.46) mean regression used in this study are not affected by autocorrelation (Table 5).

From Fig. 4, it can be seen that the point spread and do not form a pattern can be said that this regression is free from heteroskedesitas.

Table 1: Test validity

Item statements	Corrected item-total correlation	Critical values (r table)	Information
Leadership style (X_1)			
Item 1	0.742	0.345	Valid
Item 2	0.796	0.345	Valid
Item 3	0.667	0.345	Valid
Item 4	0.722	0.345	Valid
Item 5	0.614	0.345	Valid
Item 6	0.394	0.345	Valid
Morale (X_2)			
Item 1	0.764	0.345	Valid
Item 2	0.761	0.345	Valid
Item 3	0.703	0.345	Valid
Item 4	0.707	0.345	Valid
Item 5	0.350	0.345	Valid
Motivation (X_3)			
Item 1	0.771	0.345	Valid
Item 2	0.826	0.345	Valid
Item 3	0.665	0.345	Valid
Item 4	0.442	0.345	Valid
Item 5	0.662	0.345	Valid
Performance (Y)			
Item 1	0.834	0.345	Valid
Item 2	0.682	0.345	Valid
Item 3	0.675	0.345	Valid
Item 4	0.695	0.345	Valid

Table 2: Test reliability

Variables	Cronbach alpha values	Critical values	Information
Leadership style (X_1)	0.746	0.6	Reliable
Morale (X_2)	0.835	0.6	Reliable
Work motivation (X_3)	0.795	0.6	Reliable
Performance (Y)	0.866	0.6	Reliable

Data processed SPSSV20

Table 3: Normality test; one-sample Kolmogorov-Smirnov test

Variables	Leadership style	Morale	Work motivation	Performance
N	30	30	30	30
Normal parameters[a,b]				
Mean	18.4667	15.9333	16.0667	12.7000
SD	2.37419	1.25762	1.25762	1.14921
Most extreme differences				
Absolute	0.155	0.171	0.179	0.197
Positive	0.078	0.171	0.162	0.197
Negative	-0.155	-0.135	-0.179	-0.138
Kolmogorov-Smirnov Z	0.851	0.937	0.980	1.079
Asymp. Sig. (2-tailed)	0.463	0.344	0.292	0.195

a: Test distribution is Normal; b: Calculated from data; data processed SPSSV20
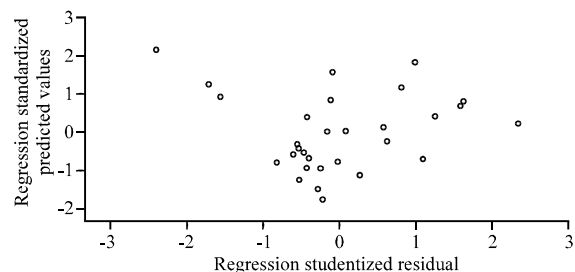

Fig. 4: Picture test heteroskidastity; data processed SPSSV.20

Table 4: Multicollinearity test coefficients[a]

Model 1	Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
	B	SE	β	t	Sig.	Tolerance	VIF
(Constant)	7.858	4.065		1.933	0.064		
Leadership style	0.013	0.101	0.027	0.128	0.009	0.835	1.197
morale	0.205	0.179	0.224	1.143	0.026	0.937	1.067
Work motivation	0.083	0.186	0.091	0.446	0.007	0.869	1.151

a) Dependent variable: performance; data processed SPSSV20

Table 5: Autocorrelation test table model summary[b]

Model	R	R^2	Adjusted R^2	SE of the estimate	Durbin-watson
1	0.247[a]	0.061	0.047	1.17616	2.192

a) Predictors: (constant), work motivation, morale, leadership styles; b) Dependent variable: performance; data processed SPSSV20

Table 6: Model summary[b]

Model	R	R^2	Adjusted R^2	SE of the estimate	Durbin-watson
1	0.247[a]	0.061	0.047	1.17616	2.192

a) Predictors: (constant), work motivation, morale, leadership styles; b) Dependent variable: performance

Table 7: Coefficients[a]

Model 1	Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
	B	SE	β	t	Sig.	Tolerance	VIF
(Constant)	7.858	4.065		1.933	0.064		
Leadership style	0.013	0.101	0.027	0.128	0.009	0.835	1.197
Morale	0.205	0.179	0.224	1.143	0.026	0.937	1.067
Work motivation	0.083	0.186	0.091	0.446	0.007	0.869	1.151

a) Dependent variable: performance; Data processed SPSS V20

Multiple linear regression: From the analysis using multiple linear regression obtained the following results: The correlation coefficient (R) is to describe the magnitude of the relationship between the independent and dependent variables in other words describe, the magnitude of the relationship between leadership style (X_1) and employee morale (X_2) and motivation (X_3) on the performance of employees of PT. Cerebro creation and interaction Surabaya Branch was 0.247 which means the style of leadership and morale and work motivation has a weak correlation to the performance of the employees of PT. Cerebro creation and interaction Surabaya Branch (Table 6).

The coefficient of determination (R^2) is given the magnitude of the effect of leadership style variable (X_1) and morale (X_2) and motivation (X_3) on the performance of employees of PT. Cerebro creation and interaction Surabaya Branch. From the analysis of the results obtained by determination coefficient of 0.061 which means that the variation can be explained by the styles of leadership, morale and work motivation on employee performance variables PT. Cerebro creation and interaction Surabaya Branch of 6.1%. And the variation is explained by other variables, factors other than leadership style, employee morale and work motivation on employee performance variables PT. Cerebro creation and interaction Surabaya Branch 93.9% (Table 7).

Regression line equation: Based on Table 7 can be made of a regression equation to determine the effect of leadership style (X_1) and morale (X_2) and motivation (X_3) on the performance of the employee (Y) as follows:

$$Y = 7.858+0.013+0.205+0.083$$

Based on the equation can explain, the meaning and significance of the regression coefficients as follows:

- Constant value of 7.858 which if leadership style factors (X_1) and morale (X_2) and motivation (X_3) is considered zero or omitted, then the performance of employees of PT. Cerebro creation and interaction Surabaya Branch will be in a position 7.858
- Regression coefficient leadership style factors (X_1) of 0.013 which if there is an increase of one unit on leadership style factors (X_1) will result in performance (Y) employees at PT. Cerebro creation and interaction Surabaya Branch will be in a position 0.013 and the other variables are assumed to zero or eliminated
- Regression coefficient values morale factor (X_2) of 0.205 which if there is an increase of one unit on the morale factor (X_2) will lead to performance (Y) employees at PT. Cerebro creation and interaction Surabaya Branch will be in a position 0.205 and the other variables are assumed to zero or eliminated

Table 8: Coefficients[a]

Model 1	Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
	B	SE	β	t	Sig.	Tolerance	VIF
(Constant)	7.858	4.065		1.933	0.064		
Leadership style	0.013	0.101	0.027	0.128	0.009	0.835	1.197
Morale	0.205	0.179	0.224	1.143	0.026	0.937	1.067
Work motivation	0.083	0.186	0.091	0.446	0.007	0.869	1.151

a) Dependent variable: performance; data processed SPSSV20

- Regression coefficient value of work motivation factors (X_3) of 0.083 which if there is an increase of one unit on work motivation factors (X_3) will result in performance (Y) employees at PT. Cerebro creation and interaction Surabaya Branch will be in a position 0.083 and the other variables are assumed to zero or eliminated

Hypothesis testing (t-test): Based on the results of t test analysis obtained t variable leadership style of 0.128-0.009 while the value of t sig morale variable with values of 1.143 and 0.026 Sig. t count work motivation variable of 0.446-0.007 Sig. (Table 8).

DISCUSSION

Testing the hypothesis that the "alleged leadership styles affect the performance of the employees of PT. Cerebro creation and interaction Surabaya Branch". Based on the results of t test analysis obtained t variable leadership style of 0.128-0.009 Sig. From the calculation of the t-test can be seen that the value of Sig. to the leadership style of 0.009<0.05. Then, the hypothesis that the "alleged leadership style affect the performance of the employees of PT. Cerebro creation and interaction Surabaya Branch" accepted.

Testing the hypothesis which states that "morale is thought to affect the performance of employees of PT. Cerebro creation and interaction Surabaya Branch". Based on the results of t test, analysis variables obtained t morale at 1.143 with 0.026 Sig. From the calculation of the t-test can be seen that the value of Sig. to the leadership style of 0.026<0.05. So, the hypothesis that "morale is thought to affect the performance of employees of PT. Cerebro creation and interaction Surabaya Branch" accepted.

Testing the hypothesis which states that "Allegedly work motivation affect the performance of the employees of PT. Cerebro creation and interaction Surabaya Branch". Based on the results obtained t t test analysis of work motivation variables with Sig. 0.007, 0.446. From the calculation of the t test can be seen that the value of sig to the leadership style of 0.007<0.05. So, the hypothesis

that "Allegedly work motivation affect the performance of the employees of PT. Cerebro creation and interaction Surabaya Branch" accepted.

CONCLUSION

The relationship between leadership style (X_1), morale (X_2) and motivation (X_3) on the performance of employees of PT. Cerebro creation and interaction Surabaya Branch was 0.247 which means leadership style (X_1), morale (X_2) and motivation (X_3) has a weak correlation to the performance of the employees of PT. Cerebro creation and interaction Surabaya Branch. In this study, supports the results of previous studies 4 are as follows:

- H.M. Nawawi and D. Sibali in 2001 "Effects of transformational leadership on employee performance PT Berau Coal Berau"
- Supaman in 2007 "The effect of leadership roles, motivation and on the job satisfaction organizational commitment in improving employee performance (study on employees in local government environmental Sukamara in Central Kalimantan)"
- Lucky in 2011 "The effect of work motivation and work environment on employee performance (industry and trade) Semarang"
- Febria in 2011 "The relationship between leadership style, organizational culture and work motivation on employee performance improvement on the scope of local government agencies, namely the Regional Employment Board Agam"

SUGGESTIONS

For the company is a good idea of the company maintaining existing systems and can be increased if necessary to produce the performance of employees to be better. The results of the study can be used as one of the company's policies.

For researchers subsequently for further research, it is worth considering other variables that might affect the performance of the employee in order to become better. For further research is recommended to test, the variables with other analytical models.

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