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THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE WORK MOTIVATION IN KELURAHAN BUNGUR OFFICE CENTRAL JAKARTA

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Abstract

Leadership style influences work motivation because leadership style is right and is liked by employees, able to increase work motivation. The more employees who have motivation in working, the goals set by the company can be quickly implemented so that the company is able to survive in global competition. In this regard, the Central Jakarta Bungur Village Office is a government agency that is engaged in providing services to the community because the leadership style adopted by the leadership of the office can motivate employees to work and complete work effectively and efficiently. Data collection methods used in this study were observation, interviews, questionnaires, and documentation studies with quantitative research methods. Data obtained based on the results of the questionnaire distributed to 30 employee respondents at the Bungur district office in Central Jakarta and processed using SPSS 25 stated that the questionnaire was valid and reliable. Correlation coefficient test results of 0.740 and P-value 0.000 means there is a strong and significant relationship between leadership style on employee work motivation. The coefficient of determination test results shows the influence of leadership style on employee work motivation with a percentage of 54.8%. From the research results the formed regression coefficient is Y = 9,152 + 0.721 X.

Keywords: Leadership Style, Motivation, Jakarta, Government.

1. Introduction

Human resources are resources that are needed by an organization from ancient times to the current era of globalization. That is because human resources are sources that play an active role in the course of an organization and the decision making process. Making the best decisions produced by a human resource shows a person's performance and ability to analyze a problem in the scope of work and position. This is related to the accuracy in determining an employee to be in a certain job and position. Employees who are able to do certain jobs may be more appropriate and better placed in certain fields according to their competencies.

In this regard, the leadership factor plays a very important role in moving and directing the organization to achieve its goals. A leader in general has a variety of leadership styles that make the difference with other leaders. A person's leadership style is determined based on two factors, namely internal factors and external factors. Internal factors are factors that are born from a leader himself because as a leader certainly has a unique

character. That character is what distinguishes the perspective of a leader to his subordinates. For example, a leader has a hard and ordinary personality live in a harsh environment, it will be a hard leader as well. Meanwhile, the external factors forming the leadership style namely, the current environmental conditions and the leadership style of the previous leader. For example, if there are leaders who have a certain style in the past and are much liked by their subordinates, then there will be a kind of inspiration to emulate the leadership style. However, if the previous leadership style does not get a good response, it will likely not be done again by the leader afterwards.

Employees who have high motivation in completing their tasks are expected by the company. The more highly motivated employees, the goals set by the company can be quickly implemented so that the company is able to survive in global competition.

In this case, the Central Jakarta Bungur Village Office is a government agency engaged in the service of making community services which is of course very prioritizing services to the community. Between leadership style with employee work motivation is certainly very closely related. Employees who provide services naturally have leaders who have leadership styles and can influence the work motivation of employees. Work motivation related to leadership style that is how the style of a leader provides motivation and interacts with the employees of the Office of the One Stop Integrated Service Unit to be able to work optimally in performing services and completing work effectively and efficiently.

2. Literature Review

Leadership Style

Prayitno (2017) says that: Leadership is the ability of a person to influence and motivate others to do things according to common goals. Dreaming includes the process of influencing in setting organizational goals, motivating followers' behavior to achieve goals, influencing to improve the group and its culture.

According to Thoha in (2010) that "leadership style is the norm of behavior used by leaders when influencing other people's behavior as seen". Sedarmayanti (2017) says that: Leadership style is a pattern of behavior shown by leaders in influencing others. Behavioral patterns can be influenced by several factors, such as: values, assumptions, perceptions, expectations, and attitudes present in the leader. Various studies of leadership styles conducted by experts based on the assumption that certain behavior patterns of leaders in influencing subordinates also determine effectiveness in leaders.

Nugraha (2016) defines that, "Leadership style is a way to act or behave in a leader in managing an organization. A leader uses a different style depending on the situation and conditions being faced ".
Various types and styles of leadership are often found in daily life. In carrying out activities to move or provide motivation to his subordinates, various ways can be done by a leader, namely by taking actions that are always directed at the achievement of organizational goals.

Hersey and Blanchard in Prayitno (2017) suggested 4 (four) styles of leadership. This leadership style is influenced by the way a leader gives orders, and the other side is the way they are the way they help under him. The four styles are:

1. *Directing*

The right style when we are faced with complex tasks and our staff do not have the experience and motivation to do the task. Or if you are under time travel pressure. We explain what needs to be done and what needs to be done. In such situations, over-communicating usually occurs (over explanation which can lead to confusion and time wasting). In the decision making process, the leader provides detailed rules and processes to subordinates. Implementation in the field must adjust to the details that have been done.

2. *Coaching*

The leader not only gives details of the process and rules to the subordinates but also explains why a decision was taken, supports the development process, and also receives various input from subordinates. The right style if our staff has been more motivated and experienced in dealing with a task. Here we need to provide

an opportunity for them to understand their duties, by taking the time to build good relations and communication with them.

3. *Supporting*

A style where the leader facilitates and assists the efforts of his subordinates in carrying out the task. In this case, the leader does not provide detailed direction, but the responsibilities and decision-making process are shared with subordinates. This style will succeed if the employee is familiar with the techniques demanded and has developed a closer relationship with you. In this case we need to take the time to talk, to involve them more in making work decisions, and listen to their suggestions about improving work.

4. *Delegating*

A style in which a leader delegates all authority and responsibilities to subordinates. Delegating style will work well if our staff fully understand and are efficient at work, so that we can release them to carry out the task or work on their own ability and initiative.

Work Motivation

Motivation Theory of Needs

Busro (2018) Needs are the fundamental underlying employee behavior. Because it is impossible to understand behavior without understanding its needs, Abraham Maslow (Mangkunegara, 2005) suggests that the hierarchy of human needs is as follows:

1. Physiological needs, namely the need to eat, drink, physical protection, breathing, sexual. This need is the lowest level of body needs or also referred to as the most basic needs. In other words, physiological needs, namely the need for food, drink, shelter, and free from pain.
2. The need for a sense of security, namely the need for self-protection from threats, dangers, conflicts, and the environment. So, the need for security and safety, namely the need to be free from threats (safe from events or threatening environments).
3. The need for togetherness, social, and love, namely the need for friendship, affiliation, interaction, and love. The need for a sense of belonging (social), that is, the need to be accepted by groups, affiliated, interacting, and the need to love and be loved.
4. The need for self-esteem, namely the need to be respected and valued by others. So, the need for self-esteem is the need for self-esteem and respect from others.
5. The need for self-actualization, namely the need to fulfill oneself optimally using abilities, skills and potential. The need for self-actualization, namely the need to use abilities, skills and potential. The need to argue by presenting ideas, ideas, and criticisms of something. Maslow's motivational theory can be described as follows:
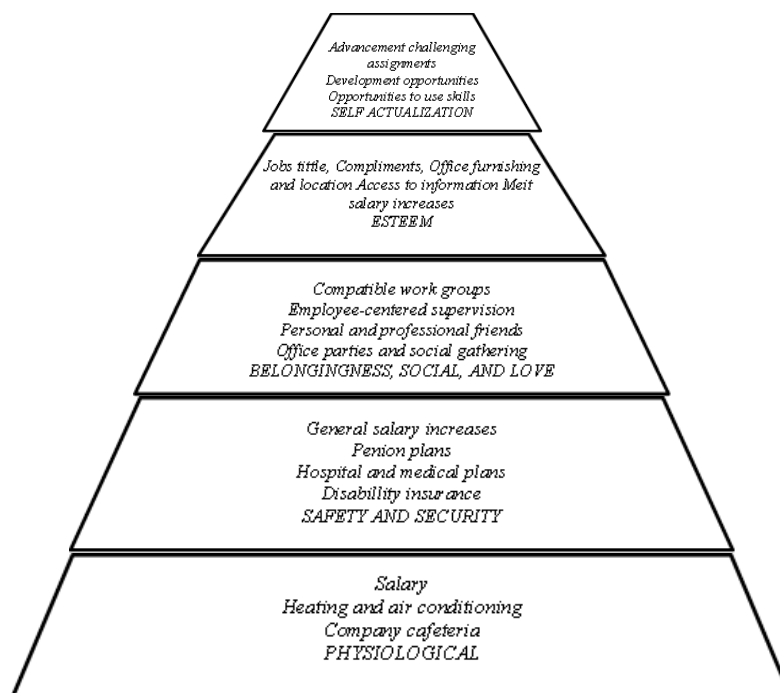
Figure 1. Maslow's Motivation Theory

Sources: Ivancevich, Konopaske, and Matesso (2002) in (Busro, 2018)

1. Physiological needs (physiological needs), as an individual's primary needs in sustaining his life which includes the need for food and drink, clothing, and shelter.
2. Safety needs and a sense of security (safety and security needs), the need for safety and a sense of security will act as a motivator, if the physiological needs after being satisfied are minimal. These needs include the need for protection from threats, opposition, and others.
3. Social needs (social needs), the needs after the two previous needs are met, such as friendship, affiliation, and interacting with others.
4. The need for ego / honor (ego or self esteem needs). The needs of the ego, status, and appreciation are the next level needs which include the need to be respected and valued by others.
5. The need for self-actualization (self actualization needs), is the highest requirement in the hierarchy of needs, which includes the need to utilize the abilities, skills, and potential possessed to the maximum.

According to Robbins (2008) "Motivation is the willingness to use high-level effort for organizational purposes, which is conditioned by the ability of businesses to meet some individual needs". According to Widodo (2015) "Motivation is the strength that is in a person, which encourages his behavior to take action. The magnitude of the intensity of power from within oneself to carry out a task or achieve goals shows the level of motivation. Suparyadi (2015) concluded that, "Motivation is an impetus caused by a need (intention) that moves and directs individual behavior to achieve certain goals or incentives".

Dimensions of work motivation according to Maslow in Busro (2018) are: (1) Physical Needs, (2) Safety Needs, (3) Social Needs, (4) Honor Needs, and (5) Self Actualization Needs. First, indicators of the dimensions of physical needs include the need for food and drink, clothing, and shelter. Second, indicators of safety needs include the need for protection from threats and conflict. Third, indicators of social needs include friendship and interaction with others. Fourth, indicators of the need for honor include the need for status and respect. Fifth, indicators of the need for self-actualization include the need to utilize the abilities and skills possessed.

Factors that influence motivation are external and internal factors. The external factors according to Pasolong in his journal Yancomala (2014), are:

1. Leadership
2. A pleasant work environment

3. Adequate composition
4. There is an award for achievement
5. Status and responsibilities
6. Applicable regulations

While the internal factors, namely:

1. Personal maturity
2. Education level
3. Personal desires and expectations
4. Needs met
5. Fatigue
6. Boredom, and
7. Job satisfaction

3. Methods

The research method used by the author in this study is a quantitative research method with primary data sources. In this study the population in the writing of this thesis is the Civil Servants at the Bungur District Office in Central Jakarta totaling 30 people as well as a sample. , data collection using certain research instruments, quantitative or statistical data analysis aimed at testing the hypothesis that has been set. In this study also tested related to validity test, reliability test, correlation coefficient test, coefficient of determination test, and simple linear regression analysis.

Test Research Instruments

According to Sugiyono (2015: 93), Likert Scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. So as to find out the measurement of respondents' answers in this study which used a research instrument in the form of a questionnaire. In measuring respondents' answers filling out the questionnaire the influence of leadership style on employee motivation is measured using a Likert scale, with the following levels:

Table 1. Likert Answer Format

Skor	The Answer
5	Strongly agree
4	Agree
3	Doubtful
2	Disagree
1	Strongly Disagree

Source: Sugiyono (2015).

A good research instrument (questionnaire) must meet the requirements of valid and reliable. To find out the validity and reliability of the questionnaire it is necessary to test the questionnaire by using a validity and reliability test. Because the validity and reliability aims to test whether the questionnaire distributed to obtain research data is valid and reliable, for this reason the authors also conducted both of these tests on research instruments (questionnaires), namely:

1. *Reliability test*

Anggara, (2015) Reliability refers to an understanding that an instrument is trusted enough to be used as a data collection tool because the instrument is already good. A good instrument will not be tendentious in directing respondents to choose certain answers. Reliable and reliable instruments will produce reliable data as well. If the data matches the reality, the number of times the results will be taken remains the same. Reliability refers to the level of reliability of something.

The technique used to measure the reliability level is Cronbach Alpha by comparing Alpha values to their standards, provided that:

a. Cronbach alpha value of 0.00 to 0.20 means less reliable
b. Cronbach alpha value of 0.21 to 0.40 means rather reliable
c. Cronbach alpha value of 0.41 to 0.60 means that it is quite reliable
d. Cronbach alpha value of 0.61 to 0.80 means reliable
e. Cronbach alpha value of 0.81 to 1.00 means very reliable

2. *Test Validity*

Anggara (2015: 127) Validity is a measure that shows the level of confidence and or validity of an instrument. Valid or valid instruments have high validity, while less valid instruments have low validity.
An instrument is said to be valid if it is able to measure the things that are desired and reveal the data of the variables studied appropriately. The high and low validity of the instrument shows that the data collected does not deviate from the description of the intended validity.
(Sugiyono, 2015) explains that validity is the degree of determination between the data that occurs in the object of research with data that can be reported by researchers.

Basic Concepts of Calculation

The basic concept of calculation used is the calculation using SPSS version 25 and using the help of Microsoft Excel 2010. Data analysis is used to explain the problems investigated in this thesis, namely the problem of leadership style as an independent or independent variable (X) and work motivation as dependent variable or Dependent (Y) and the effect of variable X on variable Y through the analysis as follows:

1. *Population*

According to Sugiyono (2015), Population is a generalization area consisting of: objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions.So the population is not only people, but also objects and other natural objects. Population is also not just the amount that exists on the object / subject studied, but includes all the characteristics / properties possessed by the subject or object.

2. *Samples*

According to Sugiyono (2015: 81), the sample is part of the number and characteristics possessed by the population. If the population is large, and research is not possible to study everything in the population, for example because of limited funds, manpower, and time, then researchers can use samples taken from that population. What is learned from the sample conclusions can be applied to the population. For this reason, samples taken from the population must be truly representative (representative).

3. *Correlation Coefficient Test (Product Moment)*

Correlation coefficient is a technique used to look for relationships and prove the relationship between two variables if the two variables are in the form of intervals or ratios and the sources of the two variables are the same. In calculating the correlation coefficient ranges from 0 (zero) to 1 (one) or 0 (zero) to -1 (minus one). If the value is getting closer to 1 (one) or -1 (minus one), the relationship gets stronger. Conversely, if it approaches 0 (zero) then the relationship gets weaker.

To find out the results of calculations of the strength or weakness of the leadership style to work motivation can be seen in the guidelines table described as follows:

Table 2. Interpretation of Correlation Coefficients

Coefficient interval	Relationship Level
0,00 - 0,199	Very low
0,20 - 0,399	Low
0,40 - 0,599	Is
0,60 - 0,799	Strong
0,80 - 1,00	Very strong

Source: Sugiyono (2015).

Correlation can be positive or negative. Positive correlation shows the same direction between the variables, meaning that if the X variable is large, then the Y variable is getting bigger too. Instead the negative correlation shows the opposite direction, meaning that if the X variable is large, then the Y variable gets smaller.

Determination Coefficient Test

The coefficient of determination is the value used to determine the level of contribution of variable X to variable Y. And measure how far the effect of variable X on variable Y is finally expressed as a percentage. The smallest value is 0 (zero), the largest is 1 (one). If (〚R〛 ^2 = 1 means that the influence of variable X on variable Y is 100%.

Regression Equation

Regression equation is the relationship between one variable with another and both influence each other, which is the variable which is influenced by leadership style on work motivation at Bungur Kelurahan Office in Central Jakarta. This study uses the regression equation formula from Sugiyono (2015) as follows.

$$Y = a + bX$$

Information:
Y: Subjects in the predicted dependent variable (work motivation)
a: Intercept value (constant)
b: Regression coefficient
X: Subjects to variables (leadership style)

4. **Results and Discussion**

The research instrument to be used must be tested first. The purpose of testing this research instrument is to determine the validity and reliability of the instrument so that it can be known whether or not the instrument

will be used in research. The study was conducted at the Central Jakarta Bungur Village Office with 30 respondents.

1. Test Validity

In this study the authors have a sample of 30 respondents. By comparing the Pearson Correlation value (product moment correlation) with the R table value using a 95% confidence level, $\alpha = 5\%$ results obtained for the R table of 0.361. If the value of r count> rtable is obtained, then the instrument items can be said to be valid, but if r count <rtable, the instrument is said to be invalid.

Table 3. Variable Validity Test X

No	Corrected Item-Total Correlation (r value)	R table	Information
X1	,500	,3610	VALID
X2	,552	,3610	VALID
X3	,483	,3610	VALID
X4	,531	,3610	VALID
X5	,717	,3610	VALID
X6	,558	,3610	VALID
X7	,601	,3610	VALID
X8	,625	,3610	VALID
X9	,531	,3610	VALID
X10	,481	,3610	VALID

Source: Data processed by SPSS 25.0

Based on the results of the calculation of the validity of the validity instruments above using SPSS software version 25.00 that from each of the statement items, the Corrected Item-Total Correlation value for each statement item that has been obtained (r count) will be compared with the value in (r table = 0.3610). If the value of r count is greater than the value of r table 0.3610 (r count> r table), for each question it is found that r count> r table then it can be concluded that each item is declared valid and can be used for further research.

Table 4. Variable Validity Test Y

No	Corrected Item-Total Correlation (r value)	R table	Information
Y1	,629	,3610	VALID
Y2	,614	,3610	VALID
Y3	,631	,3610	VALID
Y4	,655	,3610	VALID
Y5	,605	,3610	VALID
Y6	,418	,3610	VALID
Y7	,562	,3610	VALID
Y8	,682	,3610	VALID

Y9	,593	,3610	VALID
Y10	,422	,3610	VALID

Source: Data processed by SPSS 25.0

Table 5. Reliability Table

Variable	Cronbach's Alpha	Information
Leadership Style	0,853	Very reliable
Motivation	0,850	Very reliable

Source: Data processed by SPSS 25.0

Based on the reablity test table above, the reliability test results obtained for each variable produce a Cronbach's alpha value greater than 0.600. Thus, it can be concluded that all items on the questionnaire used in this study were declared Reliable, even very reliable.

Determination Coefficient Test

Determination coefficient test is used to find out how much influence the Leadership Style on the Motivation of the Employees of the Bungur Kelurahan Office in Central Jakarta

Ho: There is no influence between the influence of Leadership Style on the Motivation of the Employees of the Bungur District Office in Central Jakarta

Ha: There is an influence between the influence of Leadership Style on the Motivation of the Employees of the Bungur Kelurahan Office in Central Jakarta.

Based on the calculation of the coefficient of determination using SPSS 25.0 as follows:

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740[a]	.548	.532	3.376

Source: Data processed by SPSS 25.0

Based on the Summary Model table above, it can be seen the R Square value of 0.548 or 54.8%, meaning that Motivation is influenced by the Leadership Style of 54.8% while the remaining 45.2% is explained by variables not examined here. From the calculation results of the determination test above about the Leadership Style on Employee Motivation only affects 54.8%, while the remaining 45.2% is influenced by other actors.

Regression Equation Test

Ho: Regression equation is not significant.
Ha: Significant regression equation

Based on calculations, t values can be obtained for the variable Leadership Style to Motivation 11,190. While the value of t table with dk = N - 2 or dk = 30 - 2 = 28 and a significance level of 5% ($\alpha = 0.05$) is 2.04841. T value is greater than t table value (5.829> 2.04841). It can be concluded that the Leadership Style has a significant effect on employee motivation.

The calculation of the regression equation uses SPSS 25 as follows:

195

Table 7. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,152	4,868		1,880	.000
	Leadership Style	0,721	,124	.740	5,829	.000

Source: Data processed by SPSS 25.0

Based on the formulation of the regression equation, namely: Y = a + bX

Y = 9,152 + 0.721 X

Where Y = Employee Motivation, X = Leadership Style which can be concluded as follows. A constant of 9,152 states that if there is no Leadership Style given by the company, then Employee Motivation is 9,152. The regression coefficient X of 72.1% states that every 1 Leadership Style is improved by the company it will increase Employee Motivation by 72.1%, and vice versa, if the Leadership Style has decreased 1 time then Employee Motivation is predicted to decrease by 72.1%. So the direction of influence of Leadership Style with Motivation is positive and the meaning is in the same direction

5. Conclusion

Based on the results of the study the influence of Leadership Style on Employee Motivation at Bungur Kelurahan Office in Central Jakarta, and based on simple linear regression analysis calculations obtained equation Y = 9,152 + 0,721 X, meaning that if X = 0 or without Leadership Style then Employee Motivation is 9,152, where if X increases by 1 point or every increase in Leadership Style by 1 it will increase Motivation to 0.721. From the results of the t test it was concluded that a significance value of 0,000 <0.05 was obtained r = 0.749 and r² (R Square) of 0.548 or 54.8% and the remaining 45.8% was influenced by other factors. it can be concluded that the Leadership Style influences the Motivation of the Employees of Bungur Kelurahan, Central Jakarta.

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