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**Influence of Leadership on Employee Motivation in PT. Asuransi Jasa Raharja Putera  
Jakarta**

**Jaka Santosa**

*Universitas Bina Sarana Informatika Jakarta  
e-mail: jaka.jos@bsi.ac.id*

**Abstract**

Leadership is a way for a leader to influence the behavior of his subordinates, so they are willing to cooperate and work productively to achieve the goals set. A leader requires motivating skills, so that the role of leadership in motivating others or specifically can be realized in the bond of togetherness. Employees with high work motivation will work with passion, discipline, initiative and with an awareness of their obligations to work more effectively and efficiently. This study aims to determine the effect of leadership on employee motivation at PT. Asuransi Jasa Raharja Putera Jakarta. The sample used is Simple Random Sampling, said to be simple because the sampling of members of the population is done randomly without regard to the strata that exist in that population and also uses a Likert scale. The research methods used were observation, interviews, questionnaires, and documentation. Based on the data obtained below is a summary of the calculation results using SPSS 25. The correlation coefficient value 0.837 means that it is very strong and has a relationship between leadership and work motivation, the results of the coefficient of determination of 70.0% and the remaining 30.0% of other factors, the results of the regression equation  $Y = 6.117 + 0.841 X$ , it means that each increase in unit X increases by about 0.841.

*Keywords: Leadership, Work Motivation*

**1. Introduction**

In a company leader is one of the essences of management, the main resources and the central point of every activity that occurs. Leadership is a way for a leader to influence the behavior of his subordinates, so they are willing to cooperate and work productively to achieve the goals set. A leader requires motivating skills, so that the role of leadership in motivating others or specifically can be realized in the bond of togetherness.

Motivation is a behavioral activity that works in an effort to meet the desired needs. Employees with high work motivation will work with passion, discipline, initiative and with an awareness of their obligations to work more effectively and efficiently. With the motivation, the attention, thought, energy and activities of employees can be directed to goals and objectives that are more beneficial and beneficial both for the company and for the employees themselves.

**2. Literature Review**

**Leadership**

According to (Sunyoto, 2013) said that "Leadership is the main activity where organizational goals can be achieved. in general leadership is defined as a group to achieve goals in certain

situations". Leadership is something that grows from within. Leadership is the attitude, actions, behavior, habits, and character of oneself. In this case leaders must introspect when leading others and continue to learn to lead themselves, because leadership grows from within.

According to (Yulk, 2013) said that "Leadership is a process to influence others, understand and carry out tasks effectively, as well as processes that are facilitated by individual and collective efforts to achieve common goals".

The leadership function according to (Rivai, 2013) operationally distinguishes five main functions of leadership, namely:

1. Instructive Function

The instructive function indicates a leader only communicates in one direction which means that the leader is the party that determines what, and where the order is carried out. Effective leadership requires the ability to move and motivate others to carry out orders.

2. Consultative Function

The consultative function indicates that a leader only communicates in one direction, before making a decision a leader consults with subordinates who know as things related to the decision to be taken (for consideration).

3. Participation Function

The participation function aims to further activate subordinates by involving them in decision making. But leaders remain in function as leaders and not executors.

4. Delegation Function

Delegation of authority to subordinates to make and make decisions is the goal of the delegation's function. But the subordinates who receive the delegation are people who can be trusted and have the same principles, perceptions and aspirations.

5. Control Function

The control function can be implemented in the form of guidance, direction, coordination, and supervision. This function is intended so that a leader can direct, regulate, and coordinate the activities of his subordinates.

The leadership tasks according to (Sutrisno, 2017) are very numerous, but in this case only a number of important tasks will be described, including:

1. As a Counselor

Counselor is the duty of a leader in a work unit, by assisting or helping HR to overcome the problems they face in carrying out the tasks assigned to them. In this sense, the counselor is called counseling. There are several requirements that a counselor needs to have, namely:

- a. Have high self-awareness.
- b. Have an attitude that matches words and actions.
- c. Respect others.

The obstacles in counseling are:

- a. Status differences between counselor and problem employees.
- b. Leaders tend to give advice and direct, so that the solution is determined by the leader, not by the employee himself.
- c. Leaders lack enough time to do counseling.
- d. Cultural differences and life values.
- e. Likes negative prejudice before the problem is solved.

2. As an Instructor

A leader in whatever rank he is in, in fact his position is attached to the task as an instructor, or as a good instructor of the HR underneath. A good instructor will have a role as a wise teacher, which allows each subordinate to become increasingly smart and professional in carrying out their duties.

### 3. Chair the Meeting

A leader at any level, at one time needs to hold a meeting and lead it. A plan to be drawn up is usually preceded by a meeting, so that the implementation of the plan is easier to implement. A meeting needs to be held, for the following reasons:

- a. To solve problems that occur in the organization.
- b. To determine the targets to be achieved.
- c. To anticipate changes that are or will occur.
- d. To coordinate an implementation of the plan.
- e. To facilitate the implementation of tasks.
- f. To develop systems and work procedures.
- g. Trying to prevent misunderstanding and obscurity.
- h. Control the members who always dominate the conversation.
- i. Trying to activate participants who are shy or reluctant to express their opinions.
- j. Develop ideas that are still unclear towards the target to be achieved.
- k. Summing up the contents of the meeting in accordance with the desired goals and can be accepted by participants.

### 4. Make Decisions

Among the tasks carried by HR, then what might be the hardest is the task of making decisions. This decision making is the only thing that distinguishes a leader. Therefore, the success of a leader is largely determined by the skills to make decisions, at very critical times. A leader has the courage to make decisions, because concerned:

- a. Knowing the ins and outs of the work he handled,
- b. Having high insight and analytical techniques and has been trained to deal with problems.
- c. Understand correctly the things that the work unit targets.
- d. Understand more deeply the characters possessed by his subordinates.
- e. Understand the organizational relationships that they lead with the surrounding environment.
- f. Understand all applicable regulations relating to the material needed in decision making.

### 5. Delegating Authority

Delegation is also called delegation. A leader may not be able to do all the work themselves, because of limited time, and limited abilities. Therefore, a wise leader must delegate part of the duties and authority to his subordinates.

This delegation is needed so that the organization does not experience traffic jams. The purpose of delegating authority can be detailed as follows:

- a. So that leaders can focus more on the main tasks only.
- b. So that the right task is done by people who are more appropriate in accordance with their expertise.
- c. So that all work runs smoothly, without depending on the presence of leaders.
- d. To be able to develop the potential and abilities of subordinates.
- e. Each job can be completed at the right time, so that it can be handled faster.

In order to educate and train its employees to carry out greater duties and responsibilities

Leadership cannot be separated from the values held by leaders according to (Brantas, 2009), namely:

1. Theoretical, namely the values associated with the search for truth and look for rational justification.
2. Economical, i.e. those who are interested in aspects of life that are full of beauty, enjoy each event for their own sake.
3. Social, have compassion for others, sympathy, do not think about yourself.
4. Political, power-oriented and see competition as a very vital factor in their lives.

5. Religious, always connecting every activity with the power of the Creator.

### **Work motivation**

According to Barelson and Steiner in (Yusuf, 2015) said that "motivation is a conscious effort to influence one's behavior so that it leads to the achievement of organizational goals. The process of the emergence of one's motivation is a combination of the concepts of needs, encouragement, goals, and rewards ". Hasibuan (2017) said that "Motivation is the giving of a driving force that creates the excitement of one's work, so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction". According to (Siswanto, 2017) "Motivation as a mental and mental attitude of humans that gives energy, encourages activities (moves), and leads or channel behavior toward achieving needs that give satisfaction or reduce imbalances". From some of the definitions above it can be concluded that motivation is a factor or feeling and desire that affects the willingness or behavior of individuals to carry out activities or to specific goals. Motivation goals according to (Hasibuan, 2014) are as follows:

1. Increase employee morale and job satisfaction.
2. Increase employee productivity.
3. Maintaining the stability of the company's employees.
4. Improve employee discipline.
5. Making employee procurement effective.
6. Creating a good atmosphere and working relationships.
7. Increase employee loyalty, creativity, and participation.
8. Increase the level of employee welfare.
9. Enhance employees' sense of responsibility towards their duties.
10. Increase the efficiency of using tools and raw materials.

The factors that influence motivation according to (Sutrisno, 2014) motivation in a person will be influenced by several factors, namely:

#### 1. Internal Factors

Internal factors include the desire to be able to live, to have, to get an award, to get recognition, to have power.

#### 2. External Factors

While external factors are related to working environment conditions, adequate compensation, good supervision, the existence of job guarantees, status and responsibilities as well as flexible rules.

Dimensions of work motivation according to Maslow in (Hasibuan, 2017) as follows:

#### 1. Physiological Needs

The most basic needs that must be met by an individual. These needs include clothing, food, and shelter. For example, the need to eat, drink, housing, sex, rest to maintain health, seek treatment if sick.

#### 2. Safety and Security Needs

Needs obtained after the first needs are met. In the second stage of this need an individual wants the fulfillment of a sense of security. The need for security can be fulfilled in various forms such as:

- a. Employees who work are able to set aside salary to save.
- b. For an employee having a job that has a pension guarantee, health or life insurance, and the like.
- c. Fun working conditions, including having aspirational leaders.
- d. Security in the residence.

#### 3. Social Needs

The third need after the second need is fulfilled. In this need includes one's feelings such as having love, affection, a family that is happy with a husband or wife and gets children from a legal marriage, joined in a social organization for example social gathering events, and others. Social needs here show someone who needs recognition or respect from others.

4. Esteem Needs

The fourth need is fulfilled after the third requirement is met. In this need a person includes the desire to obtain self-esteem.

Self-esteem or this aspect of self depends on the desire for strength, competence, freedom, and independence. It is also related to achievement motivation, drive for achievement. At this stage someone has a strong desire to show their achievements, and those achievements are then desired by others to know and appreciate the achievements that have been obtained.

5. Self-actualization Needs

At this stage a person wants to fulfill his desire for self-actualization, that is, he wants to use his potential and actualize it in the form of self-development. This condition is applied in the form of work undertaken already further than just routine but on the far more challenging and fuller of high-level creativity. And the works produced by him are considered extraordinary and very worthy of respect.

**3. Methods**

This research uses a quantitative research method using a saturated sample technique where all members of the population are sampled. The total sample of 35 respondents includes men and women and various different types of backgrounds. The study uses Statistical Package for the Social Sciences (SPSS) version 26 application using a Likert scale to test validity, reliability testing, correlation coefficient test, determination coefficient test, and simple linear regression equation.

The variable operational grid that the author uses to compile a list of questionnaire questions in this study is illustrated in the following dimension and indicator table:

**Table 1. Operational Grid of Leadership Variables**

Variable	Dimension	Indicator	Item
<b>Leadership (Variable X)</b>	Theoretical	Work based on truth values	1,2
		Make decisions based on the value of truth	
	Economical	Leaders work based on the value of beauty	3,4
		The leader enjoys everything that is good, beautiful and clean	
Social	Soft and good feeling Sympathy and attention to his subordinates	5,6	
Political	Competition is important	7,8	

	Power oriented	
Religious	Religious value in their daily lives Involves the presence of a powerful in his work	9,10

Source: (Hasibuan, 2017)

**Table 2. Operational Lattice Variables Work Motivation**

Variable	Dimension	Indicator	Item
<b>Work Motivation (Variable Y)</b>	Physiological Needs	The most basic needs have been fulfilled and fulfilled	1,2
	Safety and Security Needs	Can set aside money to save Work environment	3,4
	Social Needs	Family life Interact with social activities	5,6
	Esteem Needs	Be respected in the work environment Get attention	7,8
	Self-Actualization Needs	Developing desires in self-development	9,10

Source: (Hasibuan, 2017)

Test the research instruments that I use in this research, as follows:

1. Validity

According to (Priyatno, 2017) "the item validity test is used to find out how carefully an item is measuring its object". Items are said to be valid if there is a correlation with the total score. Testing the validity of items in SPSS uses two analytical methods, namely Pearson correlation or corrected item total correlation. Item validity testing techniques with Pearson correlation is done by correlating item scores with total item scores, then significance testing is performed with the r table criteria at the 0.05 significance level with a 2-tailed test. If the value is positive and  $r_{arithmic} \geq r_{table}$ , then the item can be declared valid (and vice versa).

## 2. Reliability

Reliability test according to (Priyatno, 2017) which is "reliability test is used to determine the constancy or consistency of measuring instruments that usually use a questionnaire". The method that is often used in research to measure the scale of stretches is Cronbach Alpha. Reliability test is a continuation of the validity test where the items that enter the test are valid items only.

**Table 3. Alpha Cronbach's scale**

Cronbach's Alpha Value	Information
0,00 – 0,20	Not reliable
0,21 – 0,40	Somewhat reliable
0,41 – 0,60	Reliable
0,61 – 0,80	Reliable
0,81 – 1,00	Very reliable

Source: Sujianto 2009

The basic concepts of calculation used by the authors as research are as follows:

### 1. Population and Samples

According to (Sugiyono, 2018) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions.

While the sample according to (Sugiyono, 2018) is part of the number and characteristics possessed by the population.

### 2. Simple Random Sampling

According to (Sugiyono, 2018) it is said to be simple because the sampling of members of the population is done randomly without regard to strata that exist in that population. This way if members of the population are considered homogeneous.

### 3. Likert Scale

According to (Sugiyono, 2018) the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated into indicator variables. Then the indicator is used as a starting point for compiling instrument items which can be statements or questions.

**Table 4. Likert Scale**

No	Answer	Score
1.	Strongly agree	5
2.	Agree	4
3.	Doubtful	3
4.	Disagree	2
5.	Strongly Disagree	1

Source: (Sugiyono, 2018)

### 4. Correlation Coefficient Test

According to (Siregar, 2014) "Correlation coefficient is a number that states the strength of the relationship between two or more variables or can also determine the direction of both variables".

**Table 5. Guidelines for Providing Interpretation of Correlation Coefficients**

Correlation Value	Relationship Level
0,00 – 0,199	Very weak
0,20 – 0,399	Weak
0,40 – 0,599	Enough
0,60 – 0,799	Strong
0,80 – 1,000	Very strong

Source: (Siregar, 2014)

**5. Determination Coefficient Test**

According to (Siregar, 2014) is a number that states or is used to determine the contribution or contribution given by a variable or more X (free) to the variable Y (bound)

**6. Simple Linear Regression**

According to (Siregar, 2014) is one tool that can be used in predicting future demand based on the past or to determine the effect of an independent variable on a dependent variable.

Formula:

$$Y = a + bX$$

Where:

Y: Bound Variable

X: Free Variable

a: Constants

**4. Results and Discussion**

**Test Research Instrument**

**1. Instrument Validity**

**Table 6. Validity of Variables X and Y (Leadership and Motivation)**

Variable	Indicator	r count	r table	Information
<b>Leadership (X)</b>	X1	0,519	0,338	Valid
	X2	0,710		Valid
	X3	0,584		Valid
	X4	0,635		Valid
	X5	0,651		Valid
	X6	0,590		Valid
	X7	0,605		Valid
	X8	0,626		Valid
	X9	0,782		Valid
	X10	0,542		Valid
	Y1	0,785	0,338	Valid



<b>Work Motivation (Y)</b>	Y2	0,773	Valid
	Y3	0,638	Valid
	Y4	0,820	Valid
	Y5	0,773	Valid
	Y6	0,607	Valid
	Y7	0,415	Valid
	Y8	0,641	Valid
	Y9	0,733	Valid
	Y10	0,570	Valid

Source: SPSS Data Processing 25

Based on the table r test table 2 (two) direction with an error level of 5%, with the formula  $(df = (N-2))$  which means  $(df = (35-2 = 33))$  where the value of r table is 0.338 Because r count is more the size of the r table for the error level of 5%, it can be concluded that the indicators of leadership and motivation are valid and can be used for research.

2. Instrument reliability

**Table 7. Variable Reliability X**

Cronbach's Alpha	N of Items
,885	10

Source: SPSS Data Processing 25

Based on Sujianto, the Alpha Cronbachs value of reliability above 0.81 - 1.00 is very reliable. From the results obtained in variable X is 0.885, the results are good for use and research can be continued.

**Table 8. Y Variable Reliability**

Cronbach's Alpha	N of Items
,908	10

Source: SPSS Data Processing 25

Based on Sujianto, the Alpha Cronbachs value of reliability above 0.81 - 1.00 is very reliable. From the results obtained in variable X is 0.908, the results are good for use and research can be continued.

**Analysis of Leadership Variables on Work Motivation**

In this study to look for correlations that show the closeness of the relationship between the two variables, namely the relationship of leadership to work motivation at PT. Asuransi Jasa Raharja Putera Jakarta. The following are calculations from the SPSS 26 software.

**Table 9. Correlations Table**  
**Correlations**

		X	Y
X	Pearson	1	,837**
	Correlation		
	Sig. (2-tailed)		,000
	N	35	35
Y	Pearson	,837**	1
	Correlation		
	Sig. (2-tailed)	,000	
	N	35	35

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Processing 25

Based on the results of the Correlations table in the above table, it can be seen that the value of R (Correlation Coefficient) is equal to 0.837. It can be interpreted that there is a very strong relationship between leadership and work motivation at PT. Asuransi Jasa Raharja Putera Jakarta.

To find out the magnitude of the influence of leadership on work motivation at PT. Asuransi Jasa Raharja Putera Jakarta, the coefficient of determination test was used. Based on the calculation of the coefficient of determination using SPSS 25 software are:

**Tabel 10. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,837 <sup>a</sup>	,700	,691	2,442

a. Predictors: (Constant), Leadership

Source: SPSS Data Processing 25

Based on SPSS 25 software calculations, the Summary Model Test table can be r<sup>2</sup> (R Square) of 0.700 or 70.0%. This means that work motivation is influenced by leadership variable by 70.0% while the remaining 30.0% is influenced by factors outside the study.

To predict how far the change in the value of work motivation if leadership is changed, the regression equation test is used. Based on the calculation of the regression equation using SPSS software, as follows:

**Table 11. Results of Calculation of Regression Equation Test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6,117	4,152		1,473	,150
	Kepemimpinan	,841	,096		,837	,000

a. Dependent Variable: Motivasi Kerja  
Source: Processed SPSS 25

Based on the SPSS software calculation in the above table, the results of a simple linear regression equation are:

$$Y = a + bX$$

$$Y = 6,117 + 0.841X$$

This shows that a = 6,117 means that if X = 0 or without leadership the work motivation of 6.117. If b = 0.841 means that if X increases by 1 number or every increase in leadership by 1 then it will increase work motivation by 0.841. And this shows that there is a positive or direct influence between leadership on work motivation at PT. Asuransi Jasa Raharja Putera Jakarta.

## 5. Conclusions

The results of the study that the authors get from the calculation of the Correlation Coefficient Test obtained by 0.837 which shows a very strong and unidirectional relationship because it is positive and close to number 1. To find out how much influence between leadership on work motivation, the Coefficient of Determination coefficient calculation technique is used. Based on the calculation of the coefficient of determination the work motivation variable is influenced by the leadership variable by 70.0 %% and the remaining 30.0% is influenced by other factors outside research such as work discipline and employee performance. Based on the simple Linear Regression Analysis calculation results obtained equation  $Y = 6.117 + 0.841 X$  which shows without being influenced by leadership, then the value of employee motivation at PT. Asuransi Jasa Raharja Putera is 6.117 and if X rises by 1 number then the leadership increase is 1% then increase employee motivation by 0.841.

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