

# ANALYSIS OF THE EFFECT OF MOTIVATION, AND LEADERSHIP STYLE ON EMPLOYEES' WORK SPIRIT

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## ANALYSIS OF THE EFFECT OF MOTIVATION, AND LEADERSHIP STYLE ON EMPLOYEES' WORK SPIRIT AT CV. THE FIVE MAIN OF BANYUWANGI

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### Abstract

*This research aims to determine the effect of the variables to be studied, namely motivation and leadership style whether they have a positive influence on work morale. The sample in this study was determined by a census approach with all employees in the company being the research sample, namely 44 people at CV. Five Main Banyuwangi. This study uses a questionnaire method, and data processing using multiple linear regression analysis. Data processing in this study used SPSS 24. Furthermore, the data obtained from filling out questionnaires, study documentation, and interviews with respondents were tested using multiple linear regression analysis. The results showed that there was a significant combination and a partial effect, the independent variables namely Motivation, and Leadership Style on the production variable, namely Employee Morale at CV. Five Main Banyuwangi.*

**Keywords:** motivation, leadership style, work spirit

### 1. INTRODUCTION

In today's global conditions, all companies are required to innovate and improve in order to be able to compete in this increasingly fierce competition cycle. Without innovation, it will be difficult for a company to survive in this fierce competition. Technological advances that are increasingly rapidly and develop well require a company to keep up with the times. The most important thing in keeping up with today's developments is the improvement of human resources. Because basically human resources will run a company, no matter how good a technology, company strategy, etc., but if it is not supported by human resources who run the technology and strategy, then everything will be in vain

To form human resources capable of adapting to global competition, companies must be able to provide the needs of employees. Whether it is in the form of material or immaterial to support each employee in carrying out their duties. One of the factors that influence employee performance in an organization is motivation and leadership style. By providing good motivation to employees and a leadership style that is acceptable to all, it is hoped that the morale of employees in the organization or company will increase, and if employees' morale increases this will provide significant progress to a company.

employees who can support the company to achieve a goal. The existence of employees in the organization or company is very important because it will determine the progress of the organization or company. Employees who are in the organization or company are competent employees such as employees who provide their energy, have talent, creativity and a high sense of enthusiasm. Human resources in this case employees in organizations or companies should not be underestimated. Because there are many employees in organizations or companies who have different personalities, abilities, values, needs, expectations, and behaviors.

In an effort to improve the quality of human resources, companies must be able to see the skills that must be developed from each of their human resources. Because every human resource has advantages and disadvantages in each field and companies are required to further improve the superior skills of an employee so that they can increase morale so that the company can increase its competitive advantage.

Many factors will increase employee morale in carrying out the tasks that have been given in accordance with the authority that has been given previously. One of the factors that influence

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employee morale is motivation and leadership style. By providing good motivation to employees and how leaders manage their employees in carrying out their duties, it will have a major impact on improving the performance of an employee.

According to Hasibuan (2014: 143), motivation can be explained as providing encouragement that raises the willingness to do one's work in accordance with the authority that has been given by an organization to achieve a goal aspired by a company. Therefore, it is very important to give motivation to employees so that there is additional enthusiasm in carrying out their duties while working in a company. so that without the provision of motivation to employees will reduce employee morale in carrying out a task that has been given by the company.

In addition to motivation, another important factor in increasing employee morale is leadership style. According to Sutrisno (2016: 222) leadership style is defined as a behavior or method used by a leader in managing his subordinates to work according to the rules and goals of a company by influencing the minds of others. So that the company's goals or ideals expected by the company in the future can be achieved. With the appropriate leadership style or the appropriate method is expected to have a positive influence on employees in increasing employee morale. With the increase in morale, it will affect the performance of the company itself.

CV. Five Utama Banyuwangi having its address at Patoman Hamlet, Watukebo Village, Kec. Blimbingsari RT.01/ RW.01. Regency. Banyuwangi. Where is CV. Lima Utama Banyuwangi, a large company engaged in batik processing with the batik hand painting method, which produces batik cloth products for beach sarongs. To maintain sales that have been good so far, a good performance is needed, so it is necessary for a CV. Five Utama to always pay attention to human resources in order to carry out their duties properly. Therefore, it is necessary to have an appropriate motivation and leadership style in giving a positive influence in carrying out the work of employees owned by CV. The Five Main.

Based on the background that has been shown in the background. So this research can formulate as follows:

1. Does motivation have a significant effect on employee morale CV. Main Five?
2. Does leadership style have a significant effect on employee morale CV. Main Five?
3. Do motivation and leadership style have a significant effect on employee morale at CV. Main Five?

## 2. LITERATURE REVIEW

### 2.1 Motivation

According to Hasibuan (2014: 143), motivation can be explained as providing encouragement that raises the willingness to do one's work in accordance with the authority that has been given by an organization to achieve a goal aspired by a company. Meanwhile, according to Widodo (2015: 187) motivation is the ability that a person has in encouraging one's behavior to take the desired action in order to achieve an expected goal.

From the explanation above, it can be concluded that motivation is an urge to influence someone to carry out an activity or work that has been previously charged so that they can run it properly and correctly according to the expectations of an organization or company they occupy. So that motivation is the most important thing to move employees in carrying out their work, without the motivation given, it is not impossible that an employee in carrying out their duties will do it half-heartedly or lazily and this will affect the performance of the company itself.

### 2.2 Leadership Style

According to Sutrisno (2016: 222) leadership style is defined as a behavior or method used by a leader in managing his subordinates to work according to the rules and goals of a company by influencing the minds of others. Kartono (2002: 62), states that leadership style is a method used by leaders in guiding and directing each individual or group in carrying out something that is expected now and in the future.

The description above shows that the conclusion of leadership style is a method carried out by a leader in managing his subordinates to carry out work in accordance with the directions given previously, so that the leadership style must be in accordance with the conditions in a company itself. If a leadership style is not in accordance with the existing conditions, it is not impossible that an applied leadership style will cause an internal conflict which results in an employee's performance and morale will experience a significant decline and make the company's performance will also decrease.

### 2.3 Work Spirit

According to Hasibuan (2011: 94), morale is explained as a person's willingness to carry out a job correctly and appropriately and be disciplined to get an achievement in the company. A well-formed work spirit will foster a person's desire to work as well as possible to achieve the previously expected goals. According to Marpaung (2013), morale is defined as the ability of individuals and groups to carry out their work with perseverance in achieving an expected goal.

From the explanation above, it can be concluded that work spirit is the encouragement of individuals or groups in carrying out their work with a strong determination to achieve a goal that is expected in the future. With the spirit of work, an employee's performance in carrying out his duties will be better in completion. So it is necessary for a company to stimulate employee morale to work diligently and remain loyal to the company.

## 3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

### 3.1 The Influence of Motivation on Work Morale

Research that has been carried out by Iin Afrina (2020) <sup>1</sup> who conducted his research at CV. Lancar Jaya Desa Karsa Jaya Belitang Jaya OKU Timur found that there was a positive/significant influence between motivation and employee morale at the company. so the research concludes that there is a moderate correlation between motivation and morale, therefore if the company provides its employees with support in the form of motivation for employees this will bring up morale in these employees which will impact employee productivity will experience positive and good changes.

Another research that examines motivation and morale is research from Abdul Naser (2012) which was carried out and carried out research on employees of the finance department in Tulang Bawang Regency. It is known that the leadership has given good motivation to its employees. This is evidenced by an increase in performance in completing the work that is their responsibility, with a positive work spirit that will encourage employees' work ethic in completing their tasks.

### 3.2 The Influence of Leadership Style on Work Morale

Research conducted by Angka Priatna et al (2015) on the influence of leadership style on morale and has been carried out on civil servants at the Bogor Ministry of Religion and found that there is a significant influence between leadership style on employee morale so that leadership will affect the ups and downs of work morale. , the appropriate leadership style in the field will provide positive things that increase employee morale. And vice versa if the leadership style or leadership method if it is not appropriate it will result in a decrease in employee morale and will affect the productivity of the employee.

In addition to the research conducted by Angka, the research that examines leadership styles is the research of Masmarulan (2021) who conducted research on the Cooperative PT. Tonasa Lines cruise. The study found that leadership style has a strong influence on employee morale. So if the leadership style applied in an organization or company can be accepted by employees and in accordance with employees, it will provide an influence on work morale. So that employees will do a good job because of the work spirit that arises from the leadership style that has been applied in the company.

### 3.3 Hypothesis

H1: Motivation has a significant effect on employee morale.

H2: Leadership style has a significant effect on employee morale.

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H3: Motivation & leadership style have a significant effect on employee morale.

#### 4. RESEARCH METHOD

##### 4.1 Types of Research

This research activity was conducted on employees of CV. Five Main Banyuwangi. This research is a type of quantitative research that will explain the influence between the independent and dependent variables through hypothesis testing and at the same time explain how many variables exist, so it can be concluded that this study uses an explanatory research method that explains the causal relationship between the independent variables, namely motivation and leadership style on the dependent variable, namely employee morale.

##### 4.2 Population and Sample

According to Silaen (2018: 87) the population is a unit of the whole object or individual that has been determined according to the needs of the research by the researcher and has certain quantities and characteristics (traits) that the researcher will conduct research on the individual. Population can also be called the universe (universe) or the whole of objects that can be either living or inanimate objects, while for the sample, according to Sugiyono (2018: 118) the sample is part of the number of the existing population and the characteristics possessed by the large population that will be the object of research by researchers.

In this study, researchers used samples taken from the population using the saturated sample method, this was adjusted to the research to be carried out, the saturated sample method is a method of determining the sample if all members of the population will be used as samples in a study. In this study, the sample that will be used is 44 employees at CV. Five Main Banyuwangi.

##### 4.3 Data Collection Techniques

According to Riduwan (2010: 51), an explanation of data collection techniques is a technique or methods that can be used by researchers to collect the data needed as data from the research itself. So the data collection in this research can be done by distributing a list of questions (Questionnaires), namely making a question related to the research that will be carried out according to the variables that have been selected by providing 5 options for answers to these questions, study of documentation is studying the documents that related to the research being carried out such as company history, organizational structure, company vision and mission and so on, next is data collection by interview,

##### 4.4 Data Analysis Techniques

In this study, the data analysis technique used is Multiple Linear Regression analysis. According to Ghozali (2016:8) multiple linear regression analysis is an analysis used to examine the effects of the independent variables on the dependent variable.

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

- Y = work spirit
- A = Constant
- B = Regression coefficient
- X1 = motivation
- X2 = leadership style
- e = error of term

#### RESEARCH RESULTS

##### 5.1 Multiple Regression Analysis

Multiple linear regression is an equation model that explains whether there is a relationship between the dependent variable and the independent variables. To explain the relationship between these variables, whether it has a positive relationship or a negative relationship between the variables to be studied.

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**Table 1** Multiple Linear Regression Results  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.053	.998		.053	.958
motivation	.612	.136	.446	4,516	.000
leadership	.716	.133	.534	5.401	.000

a. Dependent Variable: spirit

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The following are the results of multiple linear regression testing with the help of the SPSS (Statistical Program for Social Schedule) version 24.0 program, the results are as follows:

a = 0.053  
b1 = 0.612  
b2 = 0.716

So, the multiple linear regression equation for the two predictors (motivation and leadership style) is:

$$Y = 0.053 + 0.612 X_1 + 0.716 X_2$$

The equation above explains that all the independent variables studied show that the coefficient B has a positive value so it can be concluded that motivation and leadership style if increased will have an impact on employee morale. So that with good motivation and leadership style will increase employee morale in carrying out their duties in a company itself.

1. The value ( $\alpha$ ) of the data above shows the number 0.053, which means that if motivation and leadership style do not exist or are equal to 0 then the value of the work spirit variable is 0.075.
2. As for the value of the coefficient b1, namely motivation, it has a value obtained of 0.612 which means that if the motivation variable has increased by one unit, this will also have an impact on the influence of employee morale in the company where they work. assuming a one unit increase in motivation will increase morale by 0.612. Thus, there is a positive relationship between motivation and employee morale, so that if motivation is given well to employees and is further enhanced within a company, employee morale will also increase as well, this is due to the influence of motivation on morale itself.
3. As for the value of the coefficient b2, namely leadership style, the value obtained is 0.716, which means that if the leadership style variable has increased by one unit, this will also have an impact on the influence of employee morale in the company where they work. assuming a one unit increase in leadership style will increase morale by 0.716. Thus, there is a positive relationship between leadership style and employee morale, so that if the leadership style applied is appropriate and can be accepted by employees and is increasingly being improved within a company, employee morale will also increase as well, this is due to the influence of leadership style on work spirit itself.

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5.2 Partial Test

Partial testing here is intended to test the effect that occurs from each independent variable or independent variable separately (partial) on the dependent variable which is the variable to be studied. In this study, a partial hypothesis test was conducted to see the effect of the independent variables (independent) motivation and leadership style individually or partially on the dependent variable (dependent) employee morale.

If  $T_{count} < T_{table}$ :  $H_0$  is accepted, and  $H_a$  is rejected  
 If  $T_{count} > T_{table}$ :  $H_0$  is rejected, and  $H_a$  is accepted

Table 20 test results  
 Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.053	.998		.053	.958
	motivation	.612	.136	.446	4,516	.000
	leadership	.716	.133	.534	5.401	.000

a. Dependent Variable: spirit

Based on the table presented above, it can be concluded as follows:

- The first hypothesis is explained in table 2 that the motivation variable has a significant effect on employee morale based on the t-test listed above, the t-count result is 4.516 which is greater than the value of the t-table whose value is 2.015, so from the table above it can be stated that partially or partially individually, the independent variable, namely motivation, has a significant effect on the dependent variable, namely employee morale, thus the first hypothesis can be accepted.
- The second hypothesis, explained in table 2, that the leadership style variable has a significant effect on employee morale based on the t-test listed above, the t-count result is 5.401 which is greater than the value of the t table whose value is 2.015, so from the table above it can be stated that partially or individually the independent variable, namely leadership style, has a significant effect on the dependent variable, namely employee morale, thus the second hypothesis can be accepted.

5.3 Simultaneous Testing

Simultaneous test or ANOVA test, which is a tester used to see how the influence of all the independent variables studied together affects the dependent variable.

Table 3 Simultaneous Test Results  
 ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	142.212	2	71.106	164.734	.000
Residual	17,697	4	.432		.958
Total	159,909	4			
		3			

a. Dependent Variable: spirit

b. Predictors: (Constant), leadership, motivation

Based on the results of the SPSS 24 output presented above, it can be explained that the independent variables studied jointly affect the dependent variable. This can be seen from the calculated F value which is greater than the F table value ( $164.734 > 3.526$ ) with a significant level below 0.05, which is 0.000. then it can be stated in the simultaneous test in multiple linear regression analysis that has been studied that the motivational and leadership style variables are tested simultaneously or simultaneously, this is explained by the fact that the independent variable simultaneously has a significant effect on the dependent variable, which here is employee morale. So, it shows  $H_0$  is rejected and  $H_a$  is accepted.

#### 5.4 Discussion

The results of multiple linear regression testing obtained from research that have been carried out previously and presented above show that the underlying independent variables studied, namely motivation and leadership style, all have a significant effect on employee morale. More clearly the results of the analysis and testing have been described as follows:

##### a. The influence of motivation on employee morale

There is a significant influence between motivation and employee morale on CV. Five Main Banyuwangi. This is in accordance with the value of the multiple linear regression test which shows that the sig value of the calculation of the relationship between motivation and employee morale is 0.000, which is smaller than  $= 0.05$ . In addition, the t count shows a number of 4,516, this is greater than the t table value, which is 2,015, so partially motivation has a significant influence on employee morale.

This study supports the theory put forward by Iin Afrina (2020) who conducted his research at CV. Lancar Jaya Desa Karsa Jaya Belitang Jaya OKU Timur found that there was a positive/significant influence between motivation and employee morale at the company. so the research concludes that there is a moderate correlation between motivation and morale, therefore if the company provides its employees with support in the form of motivation for employees this will bring up morale in these employees which will impact employee productivity will experience positive and good changes. Likewise, according to Abdul Naser's research (2012) which was carried out and conducted research on employees of the finance department in Tulang Bawang Regency, it was found that there was a significant influence between motivation and morale of the employees of the finance department in Tulang Bawang Regency. It is known that the leadership has given good motivation to its employees. This is evidenced by an increase in performance in completing the work that is their responsibility, with a positive work spirit that will encourage employees' work ethic in completing their tasks.

##### b. The Influence of Organizational Culture on Employee Performance

There is a significant influence between leadership style and employee morale on CV. Five Main Banyuwangi. This is in accordance with the value in the multiple linear regression test which shows that the sig value of the calculation of the relationship between leadership style and employee morale is 0.000, which is smaller than  $= 0.05$ . In addition, the t count shows a number of 4,516, this is greater than the t table value which is 2,015, so partially motivation has a significant influence on employee morale.

This study supports the theory put forward by Angka Priatna et al (2015) about the influence of leadership style on work morale and has been carried out on civil servants at the Bogor Ministry of Religion and found that there is a significant influence between leadership style on employee morale so that leadership will affect the ups and downs of morale. work, the appropriate leadership style in the field will provide positive things that increase employee morale. And vice versa if the leadership style or leadership method if it is not appropriate it will result in a decrease in employee morale and will affect the productivity of the employee. Likewise, research conducted by Masmarulan (2021) who conducted research on the Cooperative PT. Tonasa Lines cruise. The



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study found that leadership style has a strong influence on employee morale. So if the leadership style applied in an organization or company can be accepted by employees and in accordance with employee, it will provide an influence on work morale.

c. **The Influence of Organizational Culture and Organizational Commitment on Employee Performance**

There is a simultaneous significant effect between motivation and leadership style on employee morale at CV. Five Main Banyuwangi. This can be seen from the calculated F value which is greater than the F table value ( $164.734 > 3.526$ ) with a significant level below 0.05, which is 0.000. then it can be stated in the simultaneous test in multiple linear regression analysis that has been studied that the motivational and leadership style variables are tested simultaneously or simultaneously, this is explained by the fact that the independent variable simultaneously has a significant effect on the dependent variable, which here is employee morale.

This research supports the research conducted by Kurniawan (2016). In his research, it is stated that there is a positive influence between motivation and leadership style on employee morale together or simultaneously. Researchers conducted on employees of PT. HTI Bumi Persada Banyuasin states that if the motivation and leadership style are carried out in accordance with what should be done then this will increase employee morale in completing their obligations in an organization. so that a company needs to motivate its employees in carrying out their duties so that they are active and good in carrying out the work that has become their responsibility while in the company. and besides this, good leadership will also make a positive contribution in increasing employee morale. Therefore, it is important to apply an appropriate method in managing an employee in a company so that employees can carry out their duties according to the directions that have been given previously.

6. **CONCLUSION**

Based on the results of the study, it is known that motivation has a significant effect on employee morale. This is indicated by employees who work in CV. Lima Utama Banyuwangi always does the work given in earnest and full of high responsibility. This is also because the motivation for each employee is very intensive so that employees feel cared for in carrying out their work. In addition, for employees who are able to exceed the targets expected by the company, they will get additional incentives from these satisfactory results, this also encourages higher employee morale. Based on the results of the study, it is known that leadership style has a significant effect on employee morale. So this indicates that if the leadership style is applied properly then employee morale will so increase. On CV. The Five Main Banyuwangi leadership styles that are applied are good. This is shown in the results of the questionnaire which shows satisfaction with the leadership style that has been applied so far by the leadership. With the appropriate leadership style applied to employees, it will also lead to high morale on the performance of employees at CV. Five Main Banyuwangi. Based on the results of the study, it is known that motivation and leadership style have a significant effect simultaneously or jointly affect employee morale. So if motivation is given to employees and the appropriate leadership style will increase employee morale.

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