

# The Influence of Leadership Style on Employee Morale in the Production Department of Pt. Indian Ocean

Nurhaedah<sup>a,\*</sup>, Andi Arwinda<sup>b</sup>

<sup>a</sup> *Manajemen, Sekolah Tinggi Ilmu Manajemen Indonesia (STIMI YAPMI) Makassar*

<sup>b</sup> *Manajemen, Sekolah Tinggi Ilmu Manajemen Indonesia (STIMI YAPMI) Makassar*

\* [nurhaedah@stimi-yapmi.ac.id](mailto:nurhaedah@stimi-yapmi.ac.id)

## ARTICLE INFO

## A B S T R A C T

### **Article history:**

This article was created by conducting research in the Production Department at PT Samudra Indonesia.

### **Keywords**

Leadership Style, Work Enthusiasm

The Influence of Leadership Style on Employee Work Enthusiasm in the Production Department of PT. Samudera Indonesia. This study aims to analyze the influence of leadership style on employee work enthusiasm in the Production Department of PT. Samudera Indonesia. Employee work enthusiasm is an important factor in achieving organizational goals, especially in increasing productivity. The leadership style applied by a leader can be one of the factors influencing employee work motivation. This research uses a quantitative method with a survey approach. The population in this study consists of all employees in the Production Department of PT. Samudera Indonesia, while the sample was taken randomly. Data were collected through questionnaires and then analyzed using simple linear regression analysis. The research results show that there is a significant influence between leadership style and employee work spirit in the Production Department of PT. Samudra Indonesia. This means that the better the leadership style applied, the higher the employees' work enthusiasm will be. The implication of this research is the importance for leaders at PT. Samudera Indonesia to implement effective leadership styles in enhancing employee work motivation

## 1. Introduction

### 1.1 Background

Every company has various goals to achieve in order to reach the company's objectives. Those goals can be achieved through activities that involve the resource aspects within the company; for example, capital, machinery, buildings, and human resources. Among these aspects, the most important is the human resource aspect. Human resources consist of the people within the company who have the ability, talent, and enthusiasm to work. The importance of human resources is such that the company needs to provide work motivation to employees, so that it can encourage them to work diligently and complete their tasks on time. This will affect the level of employee productivity in order to achieve the company's goals.

The quality of human resources can be achieved if one of the factors, work enthusiasm, which influences performance, can be well and perfectly developed within the company, especially for companies that prioritize service, of course, requiring high-quality and professional human resources. The success of building high-quality and professional human resources, as well as enhancing employee work enthusiasm, is closely related to the role of the company leadership. The role of a leader will influence the morale of their human resources and can also build the professionalism and quality of their subordinates. The role of a leader is often considered the most important factor in the success or failure of a company. The success or failure of a well-oriented business or public company is usually seen as the success or failure of its leader. The role of a leader is so important that discussions about leadership

have become a focus that attracts the attention of researchers in the field of human resource management.

Based on the background of the problem that has been presented, the author is interested in conducting research with the title; "The Influence of Leadership Style on the Work Spirit of Employees in the Production Department."

The reason for choosing this title is that a quality leadership style will create more harmonious and solid relationships among members, including in building, nurturing, and enhancing the work spirit of employees for the development of the company. Additionally, a common issue is that not all companies have a productive atmosphere due to the lack of work enthusiasm generated by employees. Therefore, efforts are needed to improve performance through the enhancement/development of leadership styles within the company.

### *1.2 Problem Formulation*

Based on the background presented, the problem formulation in this research is: does leadership style have a significant effect on the work spirit of employees in the production department of PT. Samudera Indonesia Tbk Makassar?

### *1.3 Research Objectives*

The objective of this research is to determine the influence of leadership style on the work enthusiasm of employees in the production department of PT. Samudera Indonesia Tbk Makassar.

## **2. Literature Review**

### *2.1 Research Benefits*

This research is expected to be useful for all interested parties. The usefulness of this research is as follows:

#### **Theoretical Benefits**

For the author, it is expected to gain a deeper understanding of the concept of leadership style and its relationship with employee work motivation.

For science, this research is expected to serve as further study material for research and development in the field of human resource management, particularly regarding leadership style and employee work motivation.

#### **1. Definition of Leadership Style**

Leadership Style is the way leaders use to influence subordinates, so that what is expected can be achieved.

Every leader has different tendencies in their leadership style; some tend to focus on task completion, while others prioritize building social relationships. Leaders in business organizations generally focus more on functions related to work, whereas leaders in student organizations or non-profit organizations typically focus on functions related to social relationships.

According to Prasetyo (2008:171), leadership style is a form of behavior that can be created to integrate individual goals and objectives, thus leadership style is a person's behavioral norm used to influence others according to their desires. According to Thoha (2013:49), leadership style is a behavioral norm used by someone when trying to influence the behavior of others as they see it.

According to Hasibuan (2011:174), there is no leadership style that is absolutely good or bad as long as the goals are achieved well. This is because leadership is influenced by several factors, including:

1. The level of trust the followers have in their leader.
2. The leader's own abilities.
3. The situation and conditions of the work environment, both internally and externally.
4. The position, title, power, and authority held by the leader.
5. The level of discipline and characteristics of the subordinates.

#### **2. The Function of Leadership**

According to Kartono (2014:93), the function of leadership is to guide, direct, mentor, build, provide or awaken work motivations, run the organization, establish good communication networks, provide efficient supervision, and lead followers to their desired goals, in accordance with time and planning.

According to Rivai (2010:34), the function of leadership is always directly related to the social situation in the life of a group or organization, with interactions between individuals in their respective activities by a leader.

### 3. Factors Influencing Leadership Style

According to Schmidt and Asnawi (2010:43), there are three types of factors that influence leadership style, namely:

- 1) Factors originating from the leader, including background knowledge and experience.
- 2) Factors originating from subordinates, including maturity, freedom of action, independence, and the desire to obtain authority and responsibility.
- 3) Factors originating from the environmental situation, including the preferred style of the workgroup, the nature of the task, and time pressure.

### 4. Indicators of Leadership Style

Every organization or company has its own character and leadership style, but the leadership style it implements does not automatically succeed in facing and managing human resources within the company. An effective leadership style for a leader can be seen from the leadership indicators they implement; therefore, a leader must learn and understand the knowledge about that leadership style. Indicators of leadership styles according to Mifta Thoha (2009: 42) are as follows:

- a. Supportive leadership
- b. Directive leadership
- c. Participative leadership
- d. Oriented leadership

## B. Work Enthusiasm

### 1) Definition of Work Enthusiasm

One factor that influences employee productivity is work enthusiasm. Employees who have a high work spirit always strive to improve their work results and achieve the targets set by the company. On the other hand, employees who have a low work spirit do not have the desire to improve their work results, let alone meet the targets set by the company. To clarify the meaning of the explanation that has been presented, the definition of work enthusiasm according to experts will be provided as follows: Melayu SP. Hasibuan (2010:76) states that work enthusiasm is the desire and earnestness of a person to perform their job well and with discipline to achieve maximum productivity. Work enthusiasm is an individual's attitude to perform tasks diligently, cooperate, be disciplined, and be responsible, so that the work can be carried out more quickly and better. It can be said that work enthusiasm is closely related to the atmosphere or condition where the attitudes and feelings of an individual or group of people feel bound to perform their tasks.

Purwanto (2012:82) states that work enthusiasm is an emotional and mental reaction of an individual towards their job. Work enthusiasm affects the quality and quantity of a person's work.

### 2. Indicators of Work Enthusiasm

From that definition, essentially high work enthusiasm is a positive reaction, in other words, it can complete tasks with better results. Therefore, work enthusiasm has an impact on the company's activities, so the company or organization desires employees who have high work enthusiasm. To clarify the variables and work enthusiasm, there are several indicators to measure it as mentioned by Nitisemito in Ajeng Pratiwi (2017:16-17), which are:

- a. Increased company production

- b. Low absenteeism rate
- c. Decreased employee turnover rate
- d. No occurrence or reduction of restlessness

### C. Previous Research

NO	Nama Peneliti	Judul	Metode Analisi	Hasil
1.	Andi Tarlis 2017	Pengaruh Gaya Kepemimpinan Terhadap Semangat Kerja Karyawan Pada Bank Mandiri Cabang Langsa	- Analisis Regresi Linear Berganda	Hasil penelitian yang diperoleh menunjukkan bahwa gaya kepemimpinan berpengaruh terhadap semangat kerja karyawan pada Bank Mandiri Cabang Langsa
2.	Lidwina Hersia Tikayanti Setyaningtyas 2014	Pengaruh Gaya Kepemimpinan Terhadap Semangat Kerja Karyawan Bagian Produksi PT. Sari Husada Tbk.,	Regresi Linieritas sederhana	Hasil penelitian yang diperoleh menunjukkan bahwa gaya kepemimpinan yang paling berpengaruh

### D. Framework of Thought

This research consists of two variables, namely variable X (Leadership Style) as the independent variable and variable Y (Work Enthusiasm) as the dependent variable.

Leadership style is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups. The indicators are supportive leadership, directive leadership, participative leadership, and oriented leadership.

The variable of work enthusiasm is a positive reaction, in other words, it can complete tasks with better results, thus work enthusiasm has an impact on the company's activities, so the company or organization desires employees who have high work enthusiasm. The indicators of work enthusiasm include increased company production, low absenteeism rates, decreased employee turnover rates, and reduced restlessness.

Through this research, a framework of thought is used that leadership style will influence employee work enthusiasm, because the concept of leadership is a process that involves influencing individuals and groups to achieve goals through attitudes, cooperation, and decisions that leaders must possess for their leadership to be effective and efficient.

## 3. Methodology

#### A. Location and Time of Research

This research was conducted at the Production Department of PT. Samudera Indonesia Tbk Makassar. Meanwhile, the research period was conducted for 6 (six) months, from February to July 2023.

#### B. Data Collection Method

The data collection method is the method or approach used to obtain data in a research study. The data collection method in this research uses the Questionnaire Method. A questionnaire is a set of written questions that will be answered by research respondents, so that the researcher can obtain field/empirical data to solve the research problem and test the established hypothesis. The questionnaire used is a closed questionnaire, meaning that the questions already have provided answers, allowing respondents to only choose from the available answer alternatives that correspond to their opinions or choices. These closed questions explain the respondents' responses regarding whether leadership style significantly affects employee work motivation.

#### C. Types and Sources of Data

1. The types of data used in this research are:

- Qualitative data, which is data obtained from literature studies and information or descriptions, either oral or written, related to tasks and authorities concerning leadership.
- Quantitative data, which is data obtained in the form of numbers that can be calculated and serve as a reference in this writing.

#### 2. Sources of Data

- Primary data, which is data obtained directly from the field. The primary data for this research was obtained by distributing questionnaires to employees.
- Secondary data, which is data or sources obtained from various sources, including documentation/writings (books, reports, scientific works, and research results) and information from parties related to the study being researched. (uraian tugas, tata kerja dan referensi lainnya).

#### Population and Sample

##### 1. Population

According to Arikunto (2010: 30), the population is the entirety of the research subjects. So, the population refers to individuals who share similar characteristics, even if the percentage of similarity is small, or in other words, all individuals who will be used as research subjects. So in this study, the population used is the entire staff of the Production Department at PT. Samudera Indonesia Tbk Makassar, totaling 186 people.

##### 2. Sample

The population in this study consists of 186 employees from the production department, so the error margin used is 10% and the calculation results can be rounded to achieve consistency. Therefore, to determine the sample for the research, the calculation is as follows:

$$n = \frac{186}{1 + 1,86}$$
$$n = \frac{186}{2,86}$$
$$n = 65$$

## E. Data Analysis Method

The data analysis method to measure the variables in this study uses the Statistical Product and Service Solution (SPSS) software, by inputting the results of the operationalization of the variables to be tested.

### 1. Classical Assumption Test

The classical assumption test is used to examine whether the regression model truly shows a significant and representative effect. In this study, the author used two (2) tests in the classical assumption.

#### Classical Assumption Test

The classical assumption test is used to examine whether the regression model truly shows a significant and representative effect. In this study, the author uses two (2) tests in the classical assumption test:

##### a. Normality Test

The normality test aims to examine whether the method with a simple regression model, the residual variable (obstacle/multicollinearity) has a normal distribution. (Ghozali, 2010: 54). There are two ways to determine whether the residuals are normally distributed or not, namely through graphical analysis and statistical tests. Because graphical analysis can yield inconsistent (dominant) interpretations, the Kolmogorov-Smirnov statistical test is chosen by examining its significance level. This test is conducted before the data is processed, so in an effort to detect normality, it can determine whether it is normally distributed or not using the Kolmogorov-Smirnov test. Residuals are considered normally distributed if the Kolmogorov-Smirnov significance value  $> 0.05$ .

### B. Linearity Test

One of the assumptions that must be met before conducting regression analysis is the linearity test. According to Ridwan (2011:184), "The linearity test aims to examine whether the connected data forms a linear line or not." The linearity test aims to ensure that the relationship between variable X and variable Y is linear, quadratic, or of a higher degree. This means whether the lines of X and Y form a straight line or not; if it is not linear, then the regression analysis cannot be continued.

### 2. Measurement Scale

The tool used to collect primary data in this research is a questionnaire. The scale used in this research is the Likert scale. According to Sugiyono (2016:132), "The Likert scale is a scale used to measure attitudes, opinions, and perceptions of an individual or a group of individuals about social phenomena." With the Likert scale, the variable to be measured is broken down into variable indicators. These indicators are then used as a starting point to formulate instrument items that can be in the form of statements or questions.

According to Sugiyono (2016:133), "The answers to each instrument using the Likert scale use a gradient from very positive to very negative, which can be in the form of words and then scored." For example:

- (1) Strongly Disagree (SD) or Very Poor
- (2) Disagree (D) or Poor
- (3) Neutral (N) or Fair
- (4) Agree (A) or Good
- (5) Strongly Agree (SA) or Very Good

## F. Operational Definition

In accordance with the chosen thesis title, "The Influence of Leadership Style on Employee Work Enthusiasm in the Production Department of PT. Samudera Indonesia Tbk Makassar," there are two research variables, namely:

### 1. Leadership Style (X)

The independent variable here is the leadership style, which is the method used by leaders or managers to influence subordinates in order to achieve the desired outcomes. With indicators of supportive leadership, directive leadership, participative leadership, and oriented leadership.

### 2. Work Spirit (Y)



Work spirit in this study is the dependent variable, where work spirit is the behavior of employees working under more optimal conditions, reflecting a state where the company can achieve its expected goals. The indicators used are:

- a. Increased company production
- b. Low absenteeism rate
- c. Decreased employee turnover rate
- d. No occurrence or reduction of restlessness

## 4. Results and Discussion

### A. Description of Respondent Characteristics

The description of respondents is a real depiction within an organization that serves as the basis for data collection to be used as primary data in the research. This research was conducted on employees at PT. Samudera Indonesia, from which 65 respondents were selected out of 186 employees. Data collection was carried out through the distribution of research questionnaires directly to respondents working at PT. Samudera Indonesia. The distribution of the questionnaire was conducted on July 8 to July 9, 2022, to obtain an overview of leadership styles and employee work spirit. Based on the responses from 65 respondents, the eligibility of the respondents in providing information for the proposed questionnaire was assessed according to the level of substance of the employees' understanding. In this study, information was obtained about the respondents' identities regarding leadership styles and employee work enthusiasm. The following is a description of the respondents based on age, gender, length of service, and highest education level.

#### 1. Validity Test

The validity test is intended to determine the validity level of the research instrument, which is the questionnaire used based on the overall responses of the respondents. To determine whether it is valid or not, it is done using the SPSS 23 data processing program. (Statistical Product and Service Solution).

#### 2. Classical Assumption Test

These classical assumptions must be tested to meet the requirements for using the linear regression model. After conducting linear regression calculations using the SPSS for Windows ver.23 tool, a classical regression assumption test was carried out.

### B. Description of Research Variables

The research on leadership style and employee work spirit in the Production Department of PT. Samudera Indonesia was conducted on 65 respondents, all of whom are employees of the Production Department of PT. Samudera Indonesia. The research focused on the influence of leadership style on employee work spirit. The main object of the research is focused on leadership style, which is the independent variable, while the dependent variable is employee work spirit. Respondents were given a questionnaire containing statements regarding these variables, and their relation to work spirit is to determine the classification of respondents based on the research variables measured through their answers to the statements presented, followed by weighting according to the classification of the answers.

The results of this study explain the respondents' responses to the leadership style and the work spirit of the employees in the department of PT. Samudera Indonesia, as detailed in the appendix of this thesis. Therefore, the employees' responses are expected to reflect their suitability as respondents in providing information about the questionnaire statements, in accordance with their level of understanding.

### C. The Influence of Leadership Style on Work Enthusiasm

#### 1. Simple Regression Analysis

This analysis aims to determine the extent of the influence of leadership style (X) on employee work enthusiasm (Y) in the Production Department of PT. Samudera Indonesia. To obtain the value of

the simple linear regression equation, data processing was carried out using the SPSS version 23 program.

## 5. Conclusion

### A. Conclusion

The conclusion of this research is that leadership style has a significant impact on the work spirit of employees in the production department of PT. Samudera Indonesia because the t-value of 7.594 > t-table of 1.669 with a significance level of  $0.000 < 0.10$ . The correlation coefficient value is 0.691 and the resulting coefficient of determination is 0.478, which means the influence of leadership style on the work spirit of employees in the production department of PT. Samudera Indonesia is 47.8%, and the remaining percentage is influenced by other factors.

## 6. Recommendation

### Suggestions

After conducting this research and reviewing the discussion results, the author offers suggestions or inputs that may be useful for PT. Samudera Indonesia, namely:

#### 1. For PT. Samudera Indonesia

Based on the conclusion above from the research conducted by the author, employees of the Production Department at PT. Samudera Indonesia prefer a directive leadership style as indicated by the respondents' answers regarding leadership style. This can be a consideration for superiors in applying the appropriate leadership style so that the work spirit of the employees in the Production Department of PT. Samudera Indonesia can improve.

#### 2. For future researchers

The results of the research conducted by the author can serve as a reference for future researchers. The result of 0.478 indicates that leadership style has an influence on employee work motivation by 47.8%, and the remaining percentage is influenced by other variables outside this study. Therefore, it is recommended for future researchers to add or find other variables that can influence employee work motivation besides the leadership style variable.

## REFERENCES

- [1.] **Baihaqi, M.F. (2010).** Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja dan Kinerja Dengan Komitmen Organisasi Sebagai Variabel Intervening. Skripsi. Universitas Diponegoro, Semarang.
- [2.] **Barker, C., Pistrang, N., & Elliot, R. (2002).** Research Methods in Clinical Psychology.(2th ed.). Jhon Wiley & Sons, LTD. Chichester England.
- [3.] **Catarina, D. (2010).** Pengaruh Kepemimpinan Transformasional dan Kecerdasan Emosional Terhadap Kinerja Karyawan (Studi Pada Proyek Konversi Energi Batubara PT. Petrokimia Gresik. Tesis. Universitas Brawijaya, Malang. Cooper, D. R, & Schindler, P. S. (2006). Business Research Methods.(9th ed.). International edition. Mc Graw Hill.
- [4.] **Fahmi, L. (2009).** Pengaruh Karakteristik Individu dan Pekerjaan Terhadap Kinerja Karyawan Pada KUD "Sumber Makmur" Ngantang. Skripsi. Universitas Islam Negri, Malang.
- [5.] **Khoirusmadi, A.S. (2011).** Analisis Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Pegawai Dengan Budaya Organisasi Sebagai Variabel Intervening. Skripsi. Universitas Diponegoro, Semarang. **Komariah, A. ,& Triatna, C. (2006).** Visionary Leadership; Menuju Sekolah Eektif. Jakarta: Bumi Aksara.
- [6.] **Lucia, L. (2010).** Analaisis Perbedaan Kepuasan Kerja Karyawan Ditinjau Dari gaya Kepemimpinan Transformasional dan Transaksional Pada Kantor Divisi Regional I PT. TELKOM Medan. Draft Skripsi. Universitas Sumatra Utara, Medan.
- [7.] **Mangkunegara, P. (2007).** Evaluasi kinerja SDM. Bandung : PT. Refika Aditama
- [8.] **Mangkuprawira, S. (2007).** Kinerja. Diakses 15 Maret 2012, dari World Wide Web:



<http://ronawajah.wordpress.com>.