

## The Influence of Leadership Style on Employee Work Motivation at PT. Pos Indonesia (PERSERO) Banda Aceh City

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### ABSTRACT:

The success of a company is largely determined by the role of motivation given by the leadership to its employees. With the motivation of employees, employees are expected to be able to work productively, thus providing benefits to the company. The purpose of this study was to determine the magnitude of the influence of leadership style on employee motivation. The employees involved as respondents in this study were 30 respondents, who were employees of PT. POS INDONESIA (Persero) Banda Aceh. Primary data was obtained using a closed questionnaire based on a Likert scale with five ranges. To process the data that has been collected, multiple linear regression analysis (Multiple Regression) is used with the formula  $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$ . The results showed that leadership style has a significant influence on employee motivation. This is indicated by the f-count of 6.88847 and the f-table of 2.92. Judging from the magnitude of the correlation coefficient (R) is 0.66546 and the magnitude of the multiple determinant coefficient (R<sup>2</sup>) is 0.44284. This shows that with the correlation (R), it means that the leadership style variable (Autocratic, Participatory, and Liberal) has a direct relationship with employee work motivation while the R<sup>2</sup> value means that the influence of leadership style on employee work motivation can only be explained by 44.284% and the rest still influenced by other factors not examined in this study.

**Keywords:** Leadership Style; Work Motivation; Employee.

**JEL Classification:** A3; J81; Q52.

### INTRODUCTION

PT. Pos Indonesia (Persero) Banda Aceh, is one of the SOEs engaged in communication and information services to the wider community, in the form of news traffic, money traffic, delivery of goods and services to agents throughout Indonesia and also abroad [1, 2,3]. The success of a company is largely determined by the role of motivation given by the leadership to its employees [4,5]. With the motivation of employees, it is expected that employees will be able to work productively, thus providing benefits to the company, the motivation given by the leadership is often related to the model or leadership style [6,7]. Because in the organization leaders have different leadership styles in achieving organizational goals [8,9]. Leadership style plays a very important role in developing shared responsibility in achieving company goals [10], where this can be done by motivating employees by recognizing their social needs and by making them feel important and useful. Through this research, several leadership style issues developed by PT. POS INDONESIA (Persero) Banda Aceh will be observed to obtain an

overview of the leadership style that has been implemented in accordance with the overall pattern and management system of this company.

## LITERATURE REVIEW

Leadership is sometimes defined as the exercise of authority and decision making [11]. There are also those who mean that leadership is an initiative to act that produces a pattern in order to find a solution to a problem together [12]. According to de Sousa & Van Dierendonck (2010) leadership is broadly defined as: "influence processes, which influence the interpretation of events for followers, the choice of goals for groups or organizations, the organization of work activities to achieve goals, maintenance of cooperative relationships from people outside the campus or organization" [13]. Furthermore, Khan et al (2015) formulated that leadership is defined as the ability to influence a group towards achieving goals. Keller (2010) states that: motivation has been defined as all conditions that give encouragement from within a person which is described as desire, will, drive, and so on [15].

## RESEARCH METHODS

To find out how much influence leadership style has on employee work motivation, the authors use multiple regression analysis tools with the formula:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

The variables used in this study consisted of the dependent variable and the independent variable. The dependent variable is motivation and the independent variable is leadership style.

Where:

Y = Motivation

A = Constant

X<sub>1</sub> = Autocratic

X<sub>2</sub> = Participation

X<sub>3</sub> = Liberal

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Regression coefficient for variable x

e = Standard error (constant)

To test the results of the regression against the overall hypothesis, namely whether the leadership style (x<sub>1</sub>, x<sub>2</sub>, and x<sub>3</sub>) jointly have an influence on employee motivation used F-test. This statistical test was carried out at a 95% confidence level (d=5%), with the formulation of the hypothesis as follows:

HO : This means that the leadership style stated in the three variables has no effect on employee work motivation.

H1 : This means that the leadership style stated in the three variables has an effect on employee work motivation.

Table 1. Autocratic Leadership Style

| No | Description  | % Number of Respondents |             |         |       |                |         |
|----|--|-------------------------|-------------|---------|-------|----------------|---------|
|    |  | Strongly Disagree       | Don't Agree | Neutral | Agree | Strongly Agree | Average |
| 1. | The decisions that are taken always get a decision for himself         | 76,67                   | 10          | 6,67    | 3,33  | 3,33           | 1,477   |
| 2. | Must obey all orders given   | -                       | 26,67       | 3,33    | 26,67 | 43,33          | 3,6     |
| 3. | Never given the opportunity to give advice, considerations or opinions | 13,33                   | 26,67       | 20      | 3,33  | 36,67          | 3,23    |

|    |  |   |      |      |       |       |      |
|----|--|---|------|------|-------|-------|------|
| 4. | Punctuality in completing work                 | - | 3,33 | 3,33 | 76,67 | 23,33 | 3,9  |
| 5. | Get an immediate warning if you make a mistake | - | 10   | 3,33 | 36,67 | 50    | 4,26 |

Average score : 3,292

Source: Questionnaire data Processed 2022.

Table 2. Participatory Leadership Style

| No | Description                                  | % Number of Respondents |             |         |       |                |         |
|----|--|-------------------------|-------------|---------|-------|----------------|---------|
|    |  | Strongly Disagree       | Don't Agree | Neutral | Agree | Strongly Agree | Average |
| 1. | Always willing to make changes               | -                       | 10          | 6,67    | 36,67 | 46,67          | 4,26    |
| 2. | Participate in decision making               | -                       | 10          | 3,33    | 80    | 6,67           | 4,3     |
| 3. | Good cooperation and communication           | -                       | -           | 10      | 20    | 70             | 4,6     |
| 4. | Willingness to work direction                | -                       | -           | 3,33    | 73,33 | 23,33          | 4,2     |
| 5. | Always pay attention to feelings in behavior | -                       | 40          | 23,33   | 26,67 | 10             | 3       |

Average score : 4.072

Source: Processed Questionnaire Data, 2022.

Table 3. Liberal Leadership Style

| No | Description   | % Number of Respondents |             |         |       |                |         |
|----|---|-------------------------|-------------|---------|-------|----------------|---------|
|    |   | Strongly Disagree       | Don't Agree | Neutral | Agree | Strongly Agree | Average |
| 1. | Full delegation of authority in carrying out duties | 13,3                    | 63,33       | 13,33   | 10    | -              | 2,2     |
| 2. | Only communicate when required                      | 3,33                    | 30          | 30      | 36,67 | -              | 3       |
| 3. | In making decisions, you are more involved          | -                       | 76,67       | 20      | -     | 3,33           | 2,2     |
| 4. | Required to try alone in setting goals              | 6,67                    | 56,67       | 10      | 23,33 | 3,33           | 2,6     |
| 5. | Gives more freedom in doing activities              | 3,33                    | 13,33       | 10      | 36,07 | 36,67          | 3,9     |

Average score : 2.78

Source: Processed Questionnaire Data, 2022.

Table 4. Respondents' Level of Approval of Several Elements of Respondents' Work Motivation at PT. Indonesian Post.

| No | Description                            | % Number of Respondents |             |         |       |                |         |
|----|--|-------------------------|-------------|---------|-------|----------------|---------|
|    |  | Strongly Disagree       | Don't Agree | Neutral | Agree | Strongly Agree | Average |
| 1. | Salary that matches the sacrifice      | -                       | 13,33       | 36,67   | 46,67 | 3,33           | 3,4     |
| 2. | The incentives given are always useful | -                       | 6,67        | 16,67   | 33,33 | 43,33          | 4,13    |
| 3. | Good working conditions                | -                       | 3,33        | 43,33   | 46,67 | 6,67           | 3,56    |
| 4. | Satisfaction with position             | 3,33                    | -           | 63,33   | 26,67 | 6,67           | 3,33    |

|     |   |      |       |       |       |       |      |
|-----|---|------|-------|-------|-------|-------|------|
| 5.  | Get encouragement and guidance from the leadership              | -    | 3,33  | -     | 36,67 | 56,67 | 4,46 |
| 6.  | Freedom in doing work   | 3,33 | 10    | 3,33  | 23,33 | 6,67  | 3,2  |
| 7.  | Adequate facilities   | 6,67 | 10    | 56,67 | 20    | 46,67 | 3,9  |
| 8.  | Adequate job guarantee  | -    | 10    | 16,67 | 30    | 50    | 4,2  |
| 9.  | The working relationship between fellow employees is quite good | -    | -     | 10    | 63,33 | 33,33 | 4,29 |
| 10. | Appreciated ideas and opinions                                  | -    | -     | 3,33  | 46,63 | 46,67 | 4,36 |
| 11. | Work participation  | -    | 3,33  | 10    | 26,67 | 53,33 | 4,3  |
| 12. | Promotion opportunity   | 3,33 | 13,33 | 16,67 | 30    | 40    | 3,89 |
| 13. | Opportunity to develop talent                                   | 3,33 | -     | 13,33 | 53,33 | 43,33 | 4,33 |
| 14. | Appreciation for work performance                               | -    | -     | 16,67 | 30    | 53,33 | 4,36 |
| 15. | Efforts to improve performance                                  | -    | -     | -     | 33,33 | 66,67 | 4,67 |

Average score : 4.02

Source: Processed Questionnaire Data, 2022.

## RESULTS

Based on the description above, it can be seen that the leadership style applied to PT. Pos Indonesia is good, it is necessary to know how the leadership style can affect the work motivation of employees at PT. Pos Indonesia so far. from initial observations, the leadership style variable at PT. Pos Indonesia is autocratic, participatory, and liberal. These factors are then scored with a number on a certain standard scale. And the results of calculations based on the data collected, obtained a multiple regression equation, namely:

$$Y = 0,211576 + 0,049079 X_1 + 0,378724 X_2 \pm 0,765556 X_3 + e$$

From the three variables above, the dominant factor of the leadership style applied is the variable X3 (liberal leadership style) which is 76.5556%, then X2 (participatory leadership style) is 37.8724% and X1 (autocratic leadership style) is 4.9079 %. Based on the results of the processed data, the liberal leadership style (X3) has a regression coefficient of 0.765556, meaning that for each addition of X3 of 1%, the addition of y is 76.5556%, provided that other variables remain.

- The participatory leadership style (X2) has a regression coefficient of 0.378724, which means that each addition of X2 is 1%, then the addition of y is 37.8724%, provided that other variables remain.
- The autocratic leadership style (X3) has a regression coefficient of 0.049079, which means that for each addition of X3 1%, the addition of y is 4.9079%, provided that other variables remain.

To determine the strength of the relationship and the magnitude of the influence of leadership styles (autocratic, participatory and liberal), analyzed with coefficient R. The greater the value of R (closer to 1) indicates the stronger the relationship between the variables and the positive or negative sign indicates whether or not the relationship is in the direction of the relationship. Based on data processing, the correlation coefficient value is 0.66546. The positive sign indicates that the leadership style (autocratic, participatory and liberal) has a direct relationship with employee motivation. By using the results of the calculation of the correlation coefficient above, it can be obtained the coefficient of determination ( $r^2$ ) of 0.44284 or 4.284% which means autocratic leadership style ( $X_1$ ), participative leadership style ( $X_2$ ) and liberal leadership style ( $X_3$ ) can affect variations in employee motivation changes (y). And the remaining 55.716% is influenced by other factors not examined in this study. From the results of the above calculations, it can be seen that there is a positive and unidirectional relationship between leadership style variables and employee work motivation.

### Hypothesis Proving

Based on the results of multiple regression analysis, the hypothesis proposed in this study which states that the three leadership style variables that affect employee motivation together can be accepted. This is indicated by the

calculated f value of 6.88847 and in f table = 2.92. This means that overall leadership variables consisting of autocratic, participatory, and liberal highly significantly affect employee motivation at  $\alpha = 5\%$ .

## CONCLUSION

Based on the results of research and discussion, the following conclusions can be drawn:

- 1) PT. Pos Indonesia (Persero) Banda Aceh is one of the state-owned enterprises engaged in communication and information services.
- 2) Based on the calculation results of multiple regression (multiple regression) obtained by 0.66546 means that the correlation between leadership style variables that affect employee motivation is high. Seen and R. Square that the variation and the dependent variable can be explained by the independent variable of 0.44284 or 44.284% and the remaining 55.716% is influenced by other factors studied in this research.
- 3) Based on the results of data processing, it is known that the overall leadership style variable has an effect on employee work motivation, which is indicated by f count of 6.88847 and f table of 2.92.
- 4) Individually significant tests were carried out by comparing t count with t table. From the comparison between autocratic, participatory, and liberal variables, the liberal leadership variable has a significant effect on employee motivation at PT. Pos Indonesia (Persero) Banda Aceh is marked with a t count of 2.761 and a t table of 2.045.

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