EMPLOYEE SPIRIT: THE INFLUENCE OF LEADERSHIP STYLE AND WORK ENVIRONMENT
(Study on Education and Culture Service Serang District)

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ABSTRACT

The method used in this study is quantitative. This method uses to predict the influence between the independent variable and the dependent variable; in this study, the variable X1 (Leadership Style), X2 (Work Environment) is the independent variable and the variable Y (Work Spirit) is the dependent variable. The sample in this study was 70 people; the instrument used was primary data, and multiple linear regression analysis uses to analyze the data. Based on the results of the study, there is a significant influence between leadership style and work environment on employee morale at the Education and Culture Office of Serang Regency. With the test results obtained multiple linear regression equation Y= 28.019 + 0.215 X1 + 0.246 X2. and hypothesis testing, the value of tcount Leadership Style = 2.312, using the significant limit = 0.05, obtained ttable
= 1.66757. Moreover, tcount Work Environment = 4.034 obtained ttable = 1.66757. The test criteria from these results are tcount > ttable, meaning H0 reject, and H1 is accepted. Thus, the t-test hypothesis of the leadership style variable and work environment significantly influence work motivation. The leadership style variable has a coefficient of determination of 0.215, which means there is an influence of leadership style. It works environment on employee morale by 21.5%, and the remaining 78.5% influenced by variables others not included in this study.

Keywords: leadership style, work environment, work spirit.

INTRODUCTION

The Education and Culture Office of Serang Regency is a government agency that organizes work in early childhood education, primary education, secondary education, community education, and cultural processing. The Office of Education and Culture of Serang Regency is located at Jalan Penancang Baru No. 36, Designer. Village, Cipocok Jaya District, Serang, Banten.

Based on the results of an interview with Mr. Irwan Nuryana (Tuesday, August 24, 2021. 2:25 p.m.), the head of the personnel sub-section at the Serang Regency Education

and Culture Office, he said that the leadership style was still not adequate. The indications are the lack of communication between the leader and his subordinates, the lack of direction in carrying out the leader's duties, and the lack of responsibility for the leader.

Furthermore, the author interviewed Mrs. Ade Mulyani (Tuesday, August 24, 2021. At 14.30), a staff member at the Serang Regency Education and Culture Office. From the results of these interviews, the data show that work morale was still not optimal, indicating that many tasks were given to employees accumulated every day but ignored the condition of the employees. This condition causes some employees to have little enthusiasm at work, making their work ineffective. (Sidharta, 2019)

The researcher also interviewed one of the staff at the Serang Regency Education and Culture Office, Mr. Nasrullah (Wednesday, August 25, 2021, 13.30), who said the work environment was still uncomfortable. The indication was that many files were still piled up on the table and in the room, which caused employees to feel distracted and uncomfortable while working. Next, he suggested that there should be a cupboard or a particular room for storing files.

The District Education and Culture Office of Serang Regency has a problem with a lack of employee morale. As state employees, employees need high morale to complete tasks on time, and many employees delay the work given so that employees cannot complete it on time. Another problem is that there is much damage to work tools. Employees' negligence in carrying out their duties results in many damaged tools or not functioning. The large number of employees who only enter with explanation results in much-unfinished work and many complaints from employees. So the increase in work enthusiasm in the Education and Culture Office of Serang Regency must be improved.

This condition is caused by the character of the leader in an organization. One of the roles of a leader is to create employees who have high morale. If the people in it work well together and communicate with a leader with various abilities to direct its members, it can achieve the expected goals. (Sidharta, 2018) The most important thing about employee morale is the leadership style. An effective leadership style will majorly contribute to employee morale, while an ineffective style will hinder employee morale.

The problem in education and culture in Serang Regency is that the workspace needs to be more comfortable, such as too narrow. In addition, the problems that occur are that the existing parking space is inadequate, the insufficient area of available parking space and security is not guaranteed, which makes the employee's focus divided so that employees are not optimal at work. Moreover, the air temperature that is too hot results in a decrease in employee morale in carrying out their duties. Therefore, the work environment at the Department of Education and Culture of Serang Regency is less supportive of implementing staffing activities.

Based on research conducted by Riyunita Hasanah, Moekijat said morale is the ability of a group of people to work together diligently and consistently to achieve common goals (Hasanah, 2016, p. 6).

There are similarities and differences in terms of morale. Morality is the passion that arises in a person or group to do a good job. At the same time, the difference is from the point of view of employee morale. Based on the understanding of some of the experts

above, the authors conclude that morale is the enthusiasm that arises from a person or group who shows sincerity in carrying out their work so that the task can be completed correctly, on time, thoroughly, and responsibly.

According to Kartono, leadership style is the nature, habits, temperament, character, and personality that distinguishes a leader and their interactions with others. (Nate and Sabarudin, 2018: 65). According to Meoheriono in the journal Muhamad Kurniawan, Leadership Style basically implies an understanding as a manifestation of a leader's behavior, which involves the ability to lead. (Kurniawan, 2016: 145)

The explanation contained in this theory is that leadership style is a characteristic possessed by a leader to influence his subordinates in order to achieve organizational goals. At the same time, the difference lies in the point of view of the leadership style. Therefore, based on the understanding of several experts, the authors conclude that leadership style is a method a leader uses to influence his subordinates to follow the leader's instructions and directions to achieve organizational goals. (Hersona & Sidharta, 2017)

Reksohadiprojo & Gitosudarmo said that the work environment is a situation in the workplace that needs to be regulated so as not to interfere with employees' work so that there is an increase in productivity and a reduction in production costs every year. (Enny, 2019: 56). Based on research conducted by Panca Dharma Pasaribu, Irsyadi said the work environment is something that exists in the worker's environment that can affect him in carrying out his duties, such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and whether or not work equipment is adequate (Pasaribuan & Jonanis, 2017, p. 4).

Some of the agreements and differences are outlined in the work environment. (Machmud & Sidharta, 2021) The equation in this theory is that a work environment is a place or condition where an employee works. At the same time, the difference lies in the elements of the work environment and different points of view. Based on the understanding of several experts, the authors conclude that a work environment is a place of situations and conditions where a person works to support performance to achieve maximum results.

METHOD

The method used in this study uses a survey method with a quantitative approach. The quantitative method is a research method based on the philosophy of positivism, used to examine specific populations or samples, data collection using research instruments, and data analysis is quantitative/statistical to test predetermined hypotheses.

The subjects in this study were employees of the Serang District Education and Culture Office, and the objects in this study were leadership style, work environment, and employee morale. The population is less than 100 people, so the sampling method used is a saturated sample. The sample used is all members of the population, namely as many as

70 people. In this study, the analysis technique that researchers used was a calculation with multiple correlation analysis techniques. Because the data used is secondary, it is necessary to test several classical assumptions to determine the model's accuracy. The traditional assumptions must be fulfilled in the normality, multicollinearity, autocorrelation, and heteroscedasticity tests.

RESULTS AND DISCUSSION

To find out the respondents' description, using respondent identity analysis. The sample in this study were employees of the Serang Regency Education and Culture Office, totaling 70 people. Based on the information obtained from the questionnaire, respondents were searched based on gender and recent education. The data shows employees in the Education and Culture Office of Serang Regency. More dominant males, with 48 respondents or about 69%, while the rest are females, with 22 respondents by 31%. Therefore, the research data shows employees in the Education and Culture Office of Serang Regency. More dominant undergraduate education (S1) with 38 respondents, or around 54%. The rest are high school 20%, diplomas 3%, master's degrees 19%, and doctoral degrees 4%.

Table 1. The Result of R

X1	R Count	X2	R Count	Y	R Count
Pert 1	0.449	Pert 1	0.694	Pert 1	0.520
Pert 2	0.435	Pert 2	0.608	Pert 2	0.485
Pert 3	0.375	Pert 3	0.456	Pert 3	0.538
Pert 4	0.479	Pert 4	0.423	Pert 4	0.427
Pert 5	0.466	Pert 5	0.635	Pert 5	0.649
Pert 6	0.685	Pert 6	0.683	Pert 6	0.520
Pert 7	0.769	Pert 7	0.699	Pert 7	0.565
Pert 8	0.618	Pert 8	0.701	Pert 8	0.459
Pert 9	0.663	Pert 9	0.587	Pert 9	0.530
		Pert 10	0.702	Pert 10	0.376
		Pert 11	0.674	Pert 11	0.418
		Pert 12	0.496	Pert 12	0.532
		Pert 13	0.548		
		Pert 14	0.584		
		Pert 15	0.476		
Reliability	X1	X2	Y		
Cronbach	0.725	0.869	0.727		
VIF	1.096	1.096			

Table 1 shows that then the rcount values are consulted with the rtable. This research uses a total of 70 respondents. The rtable value is obtained with an error rate of 5% or 0.05 and n = 70, df = n − 2 = 70 − 2 = 68, then rtable = 0.235 (see table r Product Moment

attached). Based on the results of data processing, it shows that all items of the Work Environment variable (X2) produce a total of each item statement greater than 0.235 (rcount> rtable). These results indicate that all statement items in the Work Environment variable have valid variable values to be used as additional testing material.

The result of this calculation is more than 0.6. So, the variable (X1) Leadership Style is reliable.

The typical probability plot graph shows that the dots spread around the diagonal line, and their distribution approaches and follows the direction of the diagonal line. Meets the assumption of normality With this, the probability plot graph above shows that the data meet the normality assumption.

The independent variable, namely the Leadership Style variable (X1), has a tolerance value of 0.912 and VIF of 1.096. The Work Environment variable (X2) has a tolerance value of 0.912 and a VIF of 1.096. Of all VIF values for each independent variable, it has a value below ten and a tolerance value above 0.10, so it can be concluded that there was no multicollinearity in this study.

Calculation results

Table 2. Multiple Linear Regression, t-test, F-test, and Rsquare

	Coefficients	**T**	**F**	**R Square**
X1	0.153	1.352	9.152	0.215
X2	0.394	3.476		

T-test (partial) Leadership Style (X1) Work Morale (Y). T count > t table, 2.312 > 1.66792, then H0 is rejected, and H1 is accepted, which means that there is an influence of Leadership Style (X1) on Employee Morale (Y) at the Department of Education and Culture of Serang Regency. Thus, every 1 unit increase in the value of Leadership Style (X1) will increase the value of Work Morale (Y) by 0.215 and vice versa.

Meanwhile, based on the results of interviews with informants, the researchers found that the leadership style in the Education and Culture Office of Serang Regency still needs to be more effective due to ineffective communication between leaders and their subordinates. Another reason for the ineffectiveness of leadership in the Education and Culture Office of Serang Regency is the lack of direction from the leadership in carrying out work, so employees feel confused in carrying out work and feel foreign to the leadership. That is, leadership style affects morale.

This study's results align with Sugiharto's (2020), The Effect of Leadership Style on Employee Morale at Pt Abetama Perfect Medan, that Leadership Style has an effect on Employee Morale. Furthermore, research conducted by Nasib and Sabarudin (2018), Effects of Incentives and Leadership Style on Employee Morale at PDAM Tirtandi Medan. Explains that Leadership Style influences Employee Work Morale.

Work Environment t (partial) test (X2) on Work Enthusiasm (Y). Obtained tcount> ttable, 4.034> 1.66792, then H0 is rejected, and H2 is accepted, meaning that there is an influence of the Work Environment variable (X2) on the Employee Morale variable (Y) at the Education and Culture Office of Serang Regency. Thus, every 1 unit increase in the Work Environment (X2) will increase the value of Work Morale (Y) by 0.246 and vice versa.

Meanwhile, based on the results of interviews with informants, the researchers found that the work environment at the Education and Culture Office of Serang Regency was still uncomfortable. This discomfort indicates a large amount of paper piled up on the desks in the room, which causes employees to feel distracted while working. That means the work environment affects work morale.

This study's results align with Hasanah's research (2016), The Influence of the Work Environment on Employee Morale in the Service Department at PT. United Tracktor Tbk Pekanbaru. That the work environment influences work morale. Furthermore, research conducted by Safitri & Lestari (2019), The Influence of the Work Environment on Teacher Work Morale at SMK Negeri 1 Ukui. Explains that the results of the study Work Environment Influence on Work Morale. Subsequent research was conducted by Pasaribuan & Joyanis (2017), entitled The Influence of the Work Environment on Employee Morale at CV. Jaya Karya Pekanbaru. Explains that the work environment influences work morale.

F Test (Simultaneous) Leadership Style (X1) and Work Environment (X2) on Work Morale (Y). It can be Fcount> Ftable, 9.152> 3.13, then H0 is rejected, and H3 is accepted, which means that both Leadership Style (X1) and Work Environment (X2) affect Employee Morale (Y) at the Department of Education and Culture of Serang Regency. The multiple correlation value is 0.215, and the coefficient of determination is 21.5%, which means Leadership Style (X1) and Work Environment (X2) have an effect of 21.5% on Work Morale (Y), while the remaining 78.5% is influenced by other variables not examined.

Meanwhile, employee morale at the Serang district education and culture office declined due to unfavorable leadership style and work environment. So based on that, the leadership style and work environment affect employee morale.

This study's results align with the research of Rismawati and Diana Nazwita Syafira (2020), The Influence of Leadership Style and Work Environment on Employee Morale. The two variables X1 and X2 affect variable Y together. Furthermore, Rismawati & Syafira's (2020) research, The Effect of Leadership Style and Work Environment on Employee Work Morale, explains that Leadership Style and Work Environment Influence Employee Enthusiasm. Subsequent research conducted by Baihaqi & Hepiyanto (2020), The Influence of Leadership and Work Environment on the Work Enthusiasm of the Pasuruan District Animal Husbandry Service. The research explains that there is an influence between leadership and work environment on work morale.

CONCLUSION

Based on the analysis and discussion results, there is influence of leadership style and work environment on work spirit.

To impreove employees work spirit it is necessary to apply the right leadership style to employees at the Office of Education and Culture of Serang Regency. By applying a leadership style, leaders can understand their employees' character and interests and find out their employees' potential. In addition, with the right leadership style, employees will be more comfortable at work and more readily accept instructions given by the leadership.

Provide a comfortable work environment. An unconducive work environment can make employees lazy at work, allow them to share their ideas, and approach employees emotionally so they can know what they expect to improve their performance.

Employee morale at the Education and Culture Office of Serang District needs to be improved again so that all work morale indicators are reasonably good. To increase employee morale by providing incentives to employees or other awards to increase employee satisfaction at work. In addition, when conveying a warning to employees, they must be polite so that employee morale does not decrease.

Future researchers can develop this research by using a broader research subject and a larger sample to see whether there is an influence between Leadership Style and Work Environment on Work Morale.

The authors found several limitations in this research, which are still imperfect. Some of these limitations are: The object of this research is only limited to employees at the Education and Culture Office of Serang City so that the results can work only for employees at the Education and Culture Office of Serang City. In addition, this research does not consider other factors influencing employee morale, such as compensation, supervision, job satisfaction, etc.

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