

THE INFLUENCE OF CHARISMATIC LEADERSHIP STYLE, CLARITY OF COMMUNICATION AND WORK ENVIRONMENT ON WORK MOTIVATION

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Abstrak

Motivasi kerja adalah suatu kekuatan yang mendorong karyawan untuk berperilaku, mengarahkan perilaku sesuai kemampuannya yang berorientasi pada tujuan dengan melibatkan diri pada pekerjaan. Kuat lemahnya motivasi kerja seorang tenaga kerja ikut menentukan besar kecilnya prestasi. Berdasarkan hasil observasi yang dilakukan terlihat bahwa masih terdapat kendala terkait komunikasi, peran kepala unit serta lingkungan kerja sehingga mempengaruhi motivasi kerja dari karyawan. Tujuan penelitian ini adalah untuk menganalisis pengaruh lingkungan kerja, kejelasan komunikasi dan Gaya kepemimpinan terhadap motivasi kerja baik secara simultan dan parsial. Penelitian ini menggunakan metode statistik deskriptif dengan pendekatan kuantitatif asosiatif korelasional dan metode survei menggunakan kuesioner. Teknik pengambilan sampel menggunakan sistematik random sampling dengan jumlah responden 157 karyawan tetap yang berasal dari unit keperawatan dan penunjang medis. Penelitian ini menggunakan uji regresi linier berganda. Berdasarkan hasil analisis regresi diperoleh nilai variabel kejelasan komunikasi paling berpengaruh terhadap motivasi kerja karyawan. Hasil analisis data serta pengujian hipotesis menyatakan secara simultan dan parsial terdapat pengaruh signifikan antara lingkungan kerja, kejelasan komunikasi dan gaya kepemimpinan terhadap motivasi kerja.

Kata Kunci: Gaya kepemimpinan, lingkungan kerja, kejelasan komunikasi, motivasi kerja

Abstract

Work motivation is a force that encourages employees to behave, directing behavior according to their abilities in a goal-oriented manner by involving themselves in work. The strength and weakness of a worker's work motivation also determines the size of his or her achievements. Based on the results of the observations made, it appears that there are still obstacles related to communication, the role of the unit head and the work environment, which influences employee work motivation. The aim of this research is to analyze the influence of the work environment, clarity of communication and leadership style on work motivation both simultaneously and partially. This research uses a descriptive statistical method with a correlational associative quantitative approach and a survey method using a questionnaire. The sampling technique used systematic random sampling with a total of 157 permanent employees from nursing and medical support units. This research uses multiple linear regression tests. Based on the results of the regression analysis, it was found that the variable value of communication clarity had the most influence on employee work motivation. The results of data analysis and hypothesis testing state that simultaneously and partially there is a significant influence between the work environment, clarity of communication and leadership style on work motivation .

Keywords: Leadership style, work environment, clarity of communication, work motivation

1. INTRODUCTION

Work motivation is very important in every area of organizational life. Once a person is motivated, he will be driven to do whatever it takes to achieve a series of goals (Umeozor, 2018). Even more strategic, according to Sekhar et al. explains that individual work motivation has a direct effect on the performance and alertness of individuals and groups and has an indirect effect on organizational performance. Individuals who have work motivation

will be more alert in their work and produce much better performance than individuals who do not have work motivation (Sekhar et al., 2013).

Work motivation is the basis for an organization to develop because of the desire to realize goals and efforts carried out jointly, systematically and planned. Work motivation can be said to be a driving force or encouragement that can trigger a feeling of enthusiasm and is also able to change individual behavior towards something better. Work motivation includes efforts to encourage or give enthusiasm to employees at work (Arep & Tanjung, 2003) .

Employee work motivation can originate from within a person, which is often known as internal motivation and external motivation which arises due to external influences to encourage someone to do something in accordance with the expected goals (Herzberg, 1993). Motivation has several characteristics, including being personal, which means that the reasons why someone is motivated are different. It is an internal process because motivation is a psychological process that occurs within a person, so often we cannot know how high or low a person's motivation is in doing work. Furthermore, motivation is situational and social, which means that motivation is also greatly influenced by the conditions of the surrounding environment, both the physical environment and the social environment (Arep & Tanjung, 2003).

According to Keeling and Kallaus (Keeling & Kallaus, 1996) the most important thing in increasing employee productivity is choosing and using the right furniture and equipment. In research conducted by Andamdewi, it was concluded that there is a significant relationship between the work environment and work motivation (Andamdewi, 2013) . Apart from that, based on research conducted by (Artaya, 2019), it was also concluded that the work environment has a significant influence on employee performance.

In Severin (Severin, 1979) it is said that an effective message must be clear without any ambiguity. For communication to be effective, the message conveyed must have clarity. Because one of the main problems in communicating is not how to understand the language but how not to be misunderstood. According to research conducted by Aryanti (Ariyanti, 2019), the results showed that effective communication had a positive and significant effect on employee work motivation. The same results were also obtained from the results of research conducted by Choir (Choir et al., 2021) , namely that work communication has a partially significant effect on employee performance.

To be able to increase work motivation, the role of a leader with a very effective leadership style is needed. A leader, in implementing his leadership style, must first understand the strengths and weaknesses of his subordinates and understand how to utilize strengths to compensate for the weaknesses of his subordinates (Zahra, 2015) .

According to (Nivalinda et al., 2013) leadership is a facilitator in creating effective relationships between human, managerial and time resources in achieving a conducive work environment. All of these roles are realized through a leader's leadership style. Most assumptions about leadership style can reflect that a leader has a process of influencing his subordinates by facilitating activities, guiding and building relationships with a group or personally. This is in accordance with the results of research conducted by Lalu (Lalu et al., 2019) that leadership has a positive and significant effect on work motivation. The same results were also obtained from the results of research conducted by (Khasanah, 2021) that

leadership style has a significant influence on work motivation.

Based on the results of observations made on employees at XYZ Hospital, it appears that employee work motivation is still lacking, this can be seen from some employees not carrying out their duties as well as possible and frequent delays in completing work. Employees also do not comply with working hours regulations, in this case it can be seen that there are employees who come to work not on time, arrive late at meetings, including training, socialization, and routine meetings held by the Hospital.

From the results of deeper interviews with employees regarding the obstacles they face at work, they include a lack of socialization regarding existing procedures in operational services, both verbally and in writing. Within the work unit, a collection of standard operating procedures (SOP) in written form is available but is not complete, so that employees on duty often feel confused and unclear, resulting in errors in their work. The role of the head of the room is also felt to be lacking and they tend to blame employees if they do not work according to existing standard operating procedures (SOP) without looking at the root of the problem. The work environment area is also felt to be less than optimal in terms of both quantity and quality to support the smooth running of work. So these things also cause employee work motivation to eventually decrease.

2. METHOD

in this research is cross sectional, namely collecting data on the independent variable and the dependent variable at the same time. This research aims to determine the influence of the work environment (X1), clarity of communication (X2) and leadership style (X3) on work motivation (Y) at XYZ Hospital.

The population in this study was 257 health workers at XYZ Hospital. The selection of respondents from work units was selected to obtain a representative sample according to the following criteria:

- a) Already have status as a permanent employee of XYZ Hospital.
- b) The staff is willing to be a respondent in this research.

Sampling was carried out using the Systematic Random Sampling technique where the number of samples in this study was determined based on the Slovin formula (Sugiyono, 2013). So you get it The number of samples used in this research was 157 people.

A validity test was carried out using Pearson 's Product Moment correlation and a reliability test using the Cronbach's Alpha technique for the questionnaire that will be used in this research. In this research, data analysis was carried out using the Three box method and multiple liner regression tests. An F test was carried out to see the influence of the independent variables simultaneously on the dependent variable.

3. RESULT AND DISCUSSION

Respondent Characteristics

This research data uses a questionnaire distributed to 157 hospital employees. After the questionnaire filling period, 157 questionnaires were completed, resulting in a participation rate of 100%. All questionnaires were processed to obtain profile data from respondents, namely the majority were female (77%), aged 26-32 years (41%), with a

working period of 1-2 years (23%) and a bachelor's degree (49%).

Classic assumption test

Based on the results of the Kolmogorov-Smirnov normality test, a significance value (2-tailed) was obtained of 0.052, which means the significance value (2-tailed) was greater than 0.05, so it could be concluded that the data was normally distributed. From the results of the multicollinearity test, it can be concluded that there is no multicollinearity between the independent variables in this study. For the Heteroscedasticity test, the results showed that from the three variables there were no symptoms of heteroscedasticity in the regression model. The results of the Linearity test showed that the work environment variables (X1), clarity of communication (X2) and leadership style (X3) each had a linear relationship with the work motivation variable (Y).

1. Simultaneous Test (F Test)

Based on the results of the simultaneous test (F Test) carried out, it is known that the calculated F value is 41.627 with a significance of 0.000. Then, if the calculated F is compared with the F table of 2.66, the result is $41.627 > 2.66$ and the significance is $0.000 < 0.05$. Based on these results, the work environment (X1), clarity of communication (X2) and leadership style (X3) together have a significant influence on work motivation (Y).

In the t test results, the t count was 1.980, so the t count for the work environment variable (X1) was $1.980 > 1.960$ with a significance level below 0.05, namely $0.049 < 0.05$. Based on these results, the work environment (X1) has a significant effect on work motivation (Y). In the t test results, the t count was 3.191, so the t count for the communication clarity variable (X2) was $3.191 > 1.960$ with a significance level below 0.05, namely $0.002 < 0.05$. Based on these results, clarity of communication (X2) has a significant effect on work motivation (Y).

c. Leadership Style Variable (X3)

In the t test results, the t count was 2.086, so the t count for the leadership style variable (X3) was $2.086 > 1.960$ with a significance level below 0.05, namely $0.039 < 0.05$. Based on these results, leadership style (X3) has a significant effect on work motivation (Y).

So the R square value obtained is 0.449, which means that the contribution of the work environment variables (X1), clarity of communication (X2) and leadership style (X3) together have a significant influence on work motivation (Y) of 44.9%. Where the remaining 55.1% of work motivation is influenced by other variables not included in this research.

Simultaneous influence of work environment, clarity of communication and leadership style on work motivation

The results of this research show that work environment variables, clarity of communication and leadership style simultaneously have a significant influence on work motivation. The work environment consists of employee safety, job security, good relationships with co-workers, recognition of good performance, motivation to perform well and participation in the company's decision-making process. If employees feel that the work environment is good, motivation and achievement will increase. Every company must always try to create and maintain a good work environment so that employees can work comfortably so that it can motivate employees to work well and improve work performance (Spector, 1997).

A good working relationship between superiors and subordinates is considered to trigger the growth of employee motivation among employees. In this case it cannot be denied that communication plays the most important role. With good and clear communication, employee work motivation can grow and increase so that the company's goals can be achieved. Effective communication is the process of exchanging information, ideas, beliefs, feelings and attitudes between two people (communicator and communicant) or group where the desired results are in line with expectations and are able to produce attitude change through the delivery of this information (Severin, 1979).

A leader's leadership style can influence the work motivation of his subordinates, therefore leadership style is very necessary in an organization. A leader can influence other people or groups to do a job as optimally as possible in accordance with the stated organizational goals. An organization will run well if the leader has skills in his field, and each leader has different skills, such as technical, human and conceptual skills. Whether a leader is successful or not depends on his followers, so a leader is required to be able to choose his subordinates as carefully as possible. (Hersey et al., 2011).

The influence of the work environment on work motivation

The results of this research show that work environment variables have a significant effect on work motivation. According to Spector, the work environment consists of employee safety, job security, good relationships with co-workers, recognition of good performance, motivation to perform well and participation in the company's decision-making process. If employees feel that the work environment is good, motivation and achievement will increase.

If the work environment is good, it will reduce the level of errors made by employees in carrying out their duties. Employees want a good work environment, including a familiar, comfortable and mutually supportive environment where harmonious relationships are created between superiors and subordinates, between co-workers and also with subordinates. If employees feel that the work environment is good, employees will feel that their need to work at work is met, which will increase their motivation to work (Spector, 1997).

When linked to the results of the three-box method, it shows that the respondents' response to the work environment at XYZ Hospital is that employees feel that the work environment, both physical and non-physical, plays an important role in making the work atmosphere comfortable and increasing employee work motivation.

This is in line with research conducted by Andamdewi (Andamdewi, 2013), which showed that there was a significant relationship between the work environment and work motivation of employees in the Secretariat Section of the West Sumatra Province Manpower and Transmigration Service. A conducive work environment allows employees to work with high motivation. However, if the work environment is not conducive, it will make employees feel uncomfortable at work so that motivation will decrease and result in less than optimal work results.

The research results show that the variable clarity of communication has a significant effect on work motivation. Effective communication is the process of exchanging information, ideas, beliefs, feelings and attitudes between two people (communicator and communicant) or group where the desired results are in line with expectations and are able to produce attitude change through the delivery of this information (Severin, 1979). So that communication can

accurately reach the targets to be achieved, communication must be carried out in a planned manner. Effective communication cannot be done haphazardly but requires careful preparation and planning (Laswell, 1960).

According to Severin (Severin, 1979) there are four goals in communication, namely changing the attitude of an individual or group towards something based on the information they receive, changing the opinion of an individual or group towards something based on the information they receive, changing the behavior of an individual or group towards something based on the information received. , changing the social level of individuals or groups towards something based on the information they receive.

The responses obtained from respondents were based on the results of the three box method that the clarity of communication that runs at XYZ Hospital is felt to be important in relation to the work carried out. The response and way of communicating from superiors plays an important role. Apart from that, the communication process between employees also plays a role in creating a comfortable and enjoyable work atmosphere so that in the end it will increase the employee's motivation to work.

This is in line with research conducted by Ariyanti (Ariyanti, 2019) which shows that effective communication has a positive and significant effect on the work motivation of PT Garuda Indonesia (Persero) Tbk employees. This is also in line with research conducted by Choir (Choir et al., 2021) that work communication has a partially significant effect on employee performance.

The research results show that the leadership style variable has a significant effect on work motivation. According to Hersey & Blanchard, leadership style is a pattern of behavior (words and actions) of a leader that is perceived by others as carried out through consistent behavioral patterns. Someone who can influence other people or groups to do a job as closely as possible in accordance with the stated organizational goals.

Responses from respondents were based on the three box method that for leadership style respondents preferred the charismatic style. For respondents, the transactional leadership style is less preferred, this is reflected in the fact that employees do not like the statement that the leader always promises rewards if they carry out the work they are ordered to do.

From the results of more in-depth data processing for the leadership styles preferred by each unit, it was found that respondents from the DFS unit preferred charismatic and visionary leadership styles. Respondents from the Pharmacy unit prefer a charismatic leadership style. Respondents from the FO unit prefer a charismatic and visionary leadership style. Respondents from the ER unit prefer a visionary leadership style. Respondents from the Laboratory unit prefer a charismatic and visionary leadership style. Respondents from the Poly unit prefer a charismatic and visionary leadership style. For respondents from the Radiology unit, the preferred leadership styles are charismatic, transformational and visionary. For respondents from the inpatient unit, the preferred leadership style is charismatic and visionary. For respondents from the medical rehabilitation unit, the preferred leadership style is a visionary style. For respondents from the medical records unit, the preferred leadership styles are charismatic, transformational and visionary leadership styles. So it can be concluded that the leadership styles that the majority prefer are charismatic and visionary.

In research conducted by Kiswanto (H. Kiswanto, 2018), the results showed that leadership style has a positive effect on employee work motivation, which means that the

leader's style in leading his subordinates is able to encourage employees to work better. This can be seen from the large influence of leadership style on employee work motivation. the Surakarta Communications and Information Service office was 65.8%. Research from Syaiyid (Syaiyid, 2013) entitled The Influence of Leadership Style on Work Motivation (Study on Employees of Radar Malang PT. Malang Intermedia Pers) also shows the significant influence of leadership style on employee work motivation. This is also the same as the results of research conducted by Lalu (Lalu et al., 2019) that leadership style has a significant effect on employee work motivation.

The research results show that the influence of the work environment, clarity of communication and leadership style simultaneously have an influence on work motivation. Partially, the work environment, clarity of communication and direct leadership style also have an influence on work motivation. Where the highest influence value on work motivation among the three variables is clarity of communication.

4. CONCLUSION

In accordance with the research that has been carried out, the following conclusions can be obtained:

1. Work environment, clarity of communication and leadership style simultaneously have a significant influence on work motivation. This shows that if the work environment is in accordance with employee needs and clear communication between leaders and employees runs well and is supported by the right leadership style, it will have a good influence on work motivation where employee work motivation will also increase.

2. The work environment has a significant effect on work motivation. This means that if the work environment is in accordance with employee needs, both in terms of physical aspects such as lighting, air circulation, noise and non-physical aspects, namely relationships with superiors and relationships between employees, this will have an impact on increasing employee work motivation.

3. Clarity of communication has a significant effect on work motivation. This shows that clear, good communication between leaders, fellow employees and subordinates will have a good influence on employee work motivation.

4. Leadership style has a significant effect on work motivation. This shows that the more suitable the leadership style applied will have an effect on increasing employee work motivation.

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