

The Influence of Leadership Style, Work Environment and Communications to Morale the Member of Indonesian Electoral Commission Nias District

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Abstract: The implementation of General election is big party of the state in choosing and places government body either executive or also legislative performed within very periodical range of time in five years. Important claim of which must be majored is succeed general election with good result, accountable as according to law and regulation applied. To fulfill hope of stakeholders and the importance functionary that doesn't escape how the way and performance from the complete organizers of work fully independence, fair and square, observant rule of law, orderly for the benefit of public, open, professional and proportional and high integrity. This research analyses the influence leadership style, work environment and communications to spirit of job the member of Indonesian Electoral Commission Nias District. Population unit at this research is all member/staff, which amounts to 22 people, at the same time made as research sample. Data collecting method applies way of distribution of equate or with questionnaire. At this research, found the Coefficient of determination value (R^2) amount 0,939, this thing indicates that, good leadership style, pleasing work environment, existence of attention and good communications hence, will push the spirit job of member of Indonesian Electoral Commission Nias District, amount 94%. Something else gotten from this research is: that leadership style factor, work environment or communications, becomes factor that is most have the influence dominance to spirit of job the member of Indonesian Electoral Commission Nias District, amount 92.303%.

Keywords: Leadership Style, Work Environment, Communications, and Morale

INTRODUCTION

Cooperation in the organization has long been believed to be very important. Through collaboration, contributions are usually given to individuals and are believed to be the pillars of the organization's performance are no longer sufficient to resolve the increasingly complex job. Especially when a rapidly changing environment and uncertainty. Breakthroughs become indispensable to enable the organization to be more innovative in managing their business. Innovation can be obtained through cooperation is only possible through a form of cooperation that are synergistic. The spirit of cooperation synergistically defined as a condition in which the members are energized by the need to exchange knowledge and ideas, to generate new ideas and knowledge are valued higher than the value of ideas from each member involved individually.

In general, the definition of co-operation focuses on the process in which people are individuals, groups, or organizations working together, interact and form a psychological relationship to obtain mutual benefit [1]. Ring & Van de Ven [2] make these definitions with the effects of the collaboration itself, where cooperation is aimed not only for mutual benefit, but the effect on the willingness of the parties involved to maintain the continuity of the cooperation relations. The term co-operation in the organization is not

something new, but at present these phenomena become important back because the situation increasingly complex business world, handling complex problems that department can no longer be solved by its own efforts. Cooperation is more pronounced synergistic required, where the new ideas of quality, or a new way to be taken can be achieved through the exchange of opinions and ideas of many people, thus generating a new idea is more valuable than when working alone.

LITERATURE REVIEW

Togetherness vision is a condition capable of uniting direction that brings members of the group in the same direction and goals (alignment). Senge [3] stated that in conditions of inequality direction would be a lot of wasted energy. Conversely, if there is a similarity direction, then the energy that together will form a harmony and synergy. Synergies will thrive when conditioned by a common purpose and shared vision (shared vision). A shared vision is beginning to allow people who do not trust each other to begin to work together. This shared vision described by Senge as the most basic level of commonality [3]. The small group who have a shared vision among its members, usually have a mutual agreement to devote their activities for the benefit of the company. Thus, the vision becomes the basic reason togetherness that can evoke a spirit of cooperation.

The concept was developed for this study is not associated with the existence of a shared vision, but the unity of vision, where awareness of togetherness is felt by all group members because they feel they have that vision, and have the same intention to realize a shared vision, and determined together to realize this vision if they be included to make it happen. If the group members have a vision of togetherness in the exercise of their work in the organization, then they will feel a psychological bond and feel part of a group. This is one of the requirements necessary for creating synergies, as well as to be effective and creative [4].

In the concept of development of the group, ie since the establishment phase until it reaches maturity, the situation of the development of personal relationships within a group following a pattern [5]. At the highest stage of development, realized the situation of mutual benefit and interdependence among group members. Under these conditions, the group members will be able to properly complete the tasks and their jobs, and to be able to solve the various problems they face.

To build synergistic cooperative spirit needed leaders who could encourage the group to reach the stage of development where each other was felt to be part of that group, and there is a sense of interdependence among them, group members feel the lack of competence when reduced.

One of the properties that leaders can invite followers to their leader award is personal integrity [6]. When considering that personal integrity is a characteristic of leadership, then any leader who has personal integrity will be a role model for his followers who identify themselves with their leaders in various aspects of behavior. Is the leader's job to build teamwork with their personal integrity [15] Personal integrity as a source of respect, as well as foster a sense of confidence in the leadership [7]. Hosmer [8] quotes the definition of Butler & Cantrell stated that integrity is a person's reputation in terms of sincerity and honesty, so that someone who has a high personal integrity will easily cause confidence of his followers. According Yukl [9] leaders who have integrity means having an honest nature, always telling the truth, trustworthy, has a character and steadfast in his establishment. Firmness in the establishment of the person who has personal integrity is not a firmness that are static, but based on rationality is free from pressure, so that when he sets himself to keep his stance, then it is a mirror of a certain moral principle, and when he changed his mind, then it is based on the new knowledge that is sufficient and thorough consideration. It contains personal integrity moral content and

commitment to perform an action. Honesty is referred to as a dimension in personal integrity is the firmness of one's attitude toward a truth that is not opposed to the establishment and conscience [10].

In the concept of building a spirit of cooperation, personal integrity is an important aspect of leadership, because it is a source of confidence follower to leader. In light of the interests of the organization, leaders who have personal integrity will devote his ability and passion for the benefit of the organization in the long run, and does not give priority to personal interests and the group itself solely that often hurt the company. An organization that has integrity leaders and workers is expected to survive and be stronger when compared with a few organizations that have strong personal integrity of workers.

To build a spirit of cooperation that is ethical, in addition it is important to influence personal integrity, it is also necessary that cooperative behavior of a leader. If a leader wants the spirit of cooperation of his followers, a leader needs to set an example and be a model for cooperative behavior to his followers. Modeling can be given through the commitment of leaders to continue to cooperate on his followers. Genuine cooperative behavior would normally invite reciprocal behavior of his sincere anyway. The attitude of these leaders will be a role model for his followers. The followers will adopt behavior patterns that are run by the leader. By karen, the behavior of the leader in collaboration can affect how his behavior in interacting and lead with their peers. The results of the Bowers and Seashore in Yukl [9] illustrates that the theoretical and empirical leadership will affect the formation of the pattern of each lead among members of the group he leads. So, if leaders show a cooperative attitude toward his followers, he would indirectly mapped the patterns of behavior that lead members, especially at a time of mutual relationships lead among them, and to develop a cooperative attitude is also among them. It therefore requires leadership that is cooperative to build a spirit of cooperation [11, 12].

Brunard & Kleiner [13] developed the concept of steps to develop mutual trust and cooperation, one of which gives importance to a role model. If you want to build a partnership, leaders must be aware that trust and cooperation should start from himself with a cooperative attitude towards its members, at a time gives good information or information that is not fun though.

In addition to acting as a role model by cooperating in the lead, leaders need to build a cohesive group. Cooperation among members of the group will be more easily established if they have a big enough

opportunity to interact in an atmosphere of formal or informal, that foster an open and cohesive group. It is also necessary to grow the business leader to familiarize the group relations in working life.

In accordance with the concept of group process according to Homans in Hellriegel and Slocum [14], the leader has a role to generate a positive sentiment among the group members to build an open and cohesive group. It therefore requires the behavior of leaders who can build group cohesiveness to develop a positive sentiment in it. The positive sentiment will help smooth working relationships within the group.

In the five disciplines of organizational learning, a system thinking is the discipline to look at as a whole [3] underlying mindset is required in order to create a relationship of cooperation between members of the group, between groups or between organizations. In essence, a group or a business unit within the organization rather than a stand-alone entity. A group is a part of the system of production and service in the organization. Therefore, a group will be successful when the group was able to build a network of cooperation with other groups, in its function as a user of a process or in a function that serves other groups or parties who need them. Leaders who build a network of cooperation with the working group to connect with other related parties [9], is expected to become effective leaders build systemic thinking patterns of his followers. Thus it would evoke a thought system that puts cooperation as an important thing, not only cooperation within the group, but also work with other subsystems. When the cooperation network built by leaders, where leaders are trying to be a liaison co-operation between the group led by the working group, both in terms of mobilizing the support of other parties for the benefit of achieving the objectives of the group, or to attempt to disseminate information to interested parties, then will have an impact on the strengthening sense of group identity in front of others in the organization. The strong identity of this group, would

affect the increasing intensity of the cooperation among the group members.

RESEARCH METHODOLOGY

This research was conducted at the office of the District Election Commission secretariat Nias. The population to be studied is the chairman and members as well as the entire secretariat of the General Election Commission Nias District. In this study used a sample of 22 people who were taken with total sampling where the entire populations were subjected to experiments in the General Election Commission of Nias District. The data used are primary data collected through questionnaires as a guide containing questions concerning the object of research, while recording documents collects secondary data the civil service. The questionnaire was designed have been tested for validity and reliability. Average data analysis techniques used in this research is multiple regression analysis; t test and F test as well as the calculation of the coefficient of determination.

FINDING AND DISCUSSION

One of the conditions to be able to use multiple regression equation is fulfilled classical assumption. To get the value of the examiner who is not biased and efficiently by minimizing the squared error bully or the residual value of research (Best Linear unbiased Estimator / BLUE) on a multiple regression equation by the least squares method (Least Square) need to be tested to determine the regression model produced meets the requirements classical assumptions. Terms of classical assumptions that must be met are:

1. Test Multicollinearity

Multicollinearity is a linear correlation between the independent variables in the regression model. Co linearity occurs if the correlation between the independent variables occur or correlated to one another but not higher than R^2 , it is said does not happen multicollinearity.

Table 1: Multicollinearity Test Result for Leadership Style, Work Environment and Communications Variables

Variable	VIF	Result
Leadership Style (X1)	3.072	Not Multicollinearity
Work Environment (X2)	5.124	Not Multicollinearity
Communications (X3)	7.558	Not Multicollinearity

R^2 value generated in high estimation model, but individually significant independent variable. So there is a high correlation between independent variables or Multicollinearity. No one independent variable which has VIF value of more than 10, so it can be concluded that there is no multicollinearity between independent variables in the regression model.

2. Test heterokedasticity

This test is used to see whether the regression model occurred inequality residual variance from one observation to another observation. By looking at the graph plot between the predicted values of the dependent variable (ZPRED) with residual obtained a pattern that spreads, ie the points spread above and below zero on the Y axis, it can be concluded not

happen heterocedasticity. The results can be seen in the following figure:

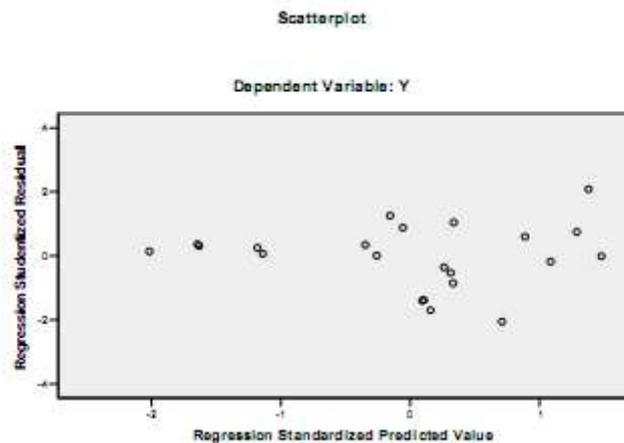


Fig-1: Heteroskedasticity Test Result of Leadership Style, Work Environment and Communications Variables

3. Normality Test

To test whether the data were normally distributed or not, is done with the analysis of the graph, namely by looking at normal probability plots comparing the cumulative distribution of real data with the cumulative normal distribution. From the graph

shows that data is spread around the diagonal line and follow the direction of the diagonal line it indicates a normal distribution pattern and regression model to meet the assumption of normality. The results can be seen in the following figure.

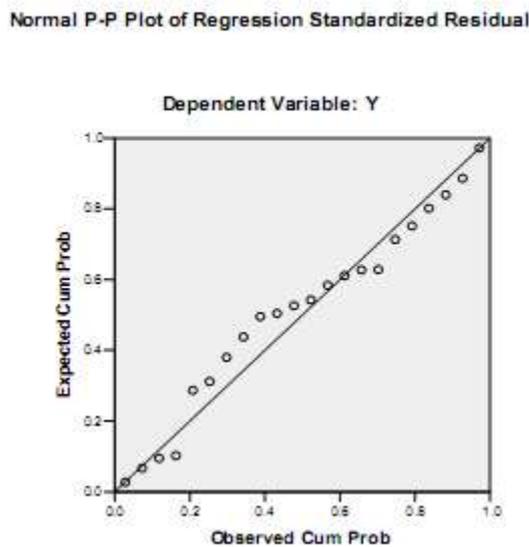


Fig-2: Normality Test Results of Leadership Style, Work Environment and Communications Variables

4. Multiple Regression Analysis.

Based on the recapitulation of the results of multiple regression analysis of each variable is Leadership Style, Work Environment and Communications effect on Morale (Y), proved to have multiple R (correlation) of 0.969 and have influence

with the coefficient of determination 0.939, meaning that contributions Leadership, Environment Employment and Communications effect on Morale by 94% while the remaining 6% influenced by other variables not examined in this study.

Table 2: Regression Calculation Results for Leadership, Work Environment and Communications Against Morale

Variables	Coefficient	SD	t value	Sig
Leadership Style (X1)	.201	.078	2.573	.019
Work Environment (X2)	.229	.079	2.898	.010
Communications (X3)	.238	.099	2.411	.027
Constant	-2.756			
R² : 0.939				
R : 0.969				
F Value : 92.303				

To see whether the independent variables jointly affect the dependent variable is real or not, by using the F test that is by comparing the value of F with F table. By testing the F test obtained by value F Value 92.303, while the F table at the 5% significance level showed a value of 3.15, because F Value > F table, the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is received. This suggests that the three independent variables jointly significant effect on Morale.

For leadership variables using a two-way test, 18 degrees of freedom and a significance level of 5%, the value t table 2032. While the statistical test obtained t by 2573, because t value > t table, then Ho rejected and Ha accepted. Thus it can be concluded that the independent variables X1 is significant at the significance level $\alpha = 5\%$ with a confidence level of 95%. Work Environment Variables obtained t table value of 2.032, while the statistical test obtained t by 2898, because t value > t table, then Ho rejected and Ha accepted. Thus it can be concluded that the independent variable X2 is significant at the significance level $\alpha = 5\%$ with a confidence level of 95%. Communication variables obtained t table value of 2.032, while the statistical test obtained t by 2411, because t value > t table, then Ho rejected and Ha accepted. Thus it can be concluded that the independent variable X3 is significant at the significance level $\alpha = 5\%$ with a confidence level of 95%. To determine the dominant variable effect on Morale, it can be used Value Regression Coefficients, which showed the highest value Regression Coefficients dominant independent variables affect the dependent variable. Communication variable has a value of the regression coefficient is 0.238 most this means the variable Communications declared the most influential variables on Morale.

Regression calculation results obtained by the regression coefficient is positive between leadership style and Morale of employees. T test showed that t value > t table, it states that the environment has a significant influence. While the number of regression coefficients in the calculation shows the influence of

independent variables on the dependent variable. This suggests that each occurrence of the increase will improve Morale Leadership Officer in Nias Regency. A leader can only do its leadership if it has a certain power. When translated to the power will not correct because the power is always associated with the position in certain positions, whereas in the general sense of leadership is not always associated with a position in a particular occupation. A person can take the lead without occupying a particular position. Leadership style that is applied each - each section will directly affect the provision of duty to the employee as well as the relationship between management and employees. Each - each leader has a form of leadership style in making assignments on a task - a task that will be given by the employee, as well as in relations with employees outside the task will be given. In conducting operational activities directly institution leaders have a different leadership style - different, these differences also occur in each - each section contained in the institution.

Regression calculation results obtained positive regression coefficient between the Environmental Working with Morale of employees. T test showed that t value > t table, it is stated that the work environment has a significant influence. While the number of regression coefficients in the calculation shows the influence of independent variables on the dependent variable. This suggests that each occurrence of an increase in the Workplace Morale boost employee. The working environment is the physical and non-physical factors that could affect the company's employees in carrying out the tasks given to employees. Broadly speaking, the working environment is influenced by factors such as the following; First, communication. The work environment is less support implementation of the work contributed to the poor performance, such as lack of working tools, work space airless, lacking ventilation, as well as procedures that are not clear.

Regression calculation results obtained positive regression coefficient between Morale

Communication with employees. T test showed that t value $>$ t table, it is stated that the communication has a significant influence. While the number of regression coefficients in the calculation shows the influence of independent variables on the dependent variable. This shows that with every occurrence of an increase in communication will improve the Morale of employees. Communication is the process of transfer of information, ideas, understanding of one person to another in the hope that others can interpret according to their intended purpose. With the process of exchange, delivery, transfer of information or activities undertaken one person to another in the hope that people can interpret in accordance with the intended purposes. With good communication will materialize harmonious cooperation so that the objectives of the institution would be realized. Communication is an important part of working life. It is easy to understand because the communication is not good to have a broad impact on the life of the organization, such as employee performance, and vice versa good communication can enhance mutual understanding, cooperation and job satisfaction. Given that work together in an organization in order to achieve the goal of a group of human resources with various characters, the open communication should be developed. Thus each employee in the organization knows the responsibility and authority of each. Communication in an organization is very important role. He can bring in common understanding and consensus in matters of opinion, so as to reduce conflict. In addition, the communication process can explain the division of tasks and report implementation. It can also be used as a distribution feedback about the presence or absence of barriers, complaints, ideas, and others for the betterment of the organization itself. The flow of communication in all directions can stream all of the information to each organizational unit. In the process of communication, much to be understood by every member of the organization. It is due to that the sender and the recipient are the different cultural origin. When you do not understand, then it can damage the interpersonal relationships of each member of the organization.

CONCLUSSION AND RECOMMENDATION

Leadership Style, Work Environment and Communications are a determining factor Morale of employees. Communication is a variable the dominant influence on employment. Employee Morale already achieved high during this time, to be maintained as well as the institutions of Nias District Election Commission to strive to continue improving these achievements with a permanent cooperation among employees and members of the Election Commission Nias. Leadership in the organization, is expected to be open so that the passion and employee morale to maximum. In order to finish all the work that is to achieve maximum results

should always pay attention to working conditions and stay in good communication for employees that will encourage employee morale. Institutions Nias District Election Commission recommended that always thinking about how to improve the quality of the work environment such as comfort, quietness and cleanliness to encourage morale. Election Commission member Nias and all employees must always strive to maintain equipment and office facilities, maintaining harmony and create a climate conducive and transparent communication that has been achieved.

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