

THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE WORK MOTIVATION 3 STAR HOTEL IN MEDAN

Abdi Setiawan^{1*}
Arlina Nurbaity Lubis²
Yeni Absah³
Beby Karina F. Sembiring⁴

^{*1}Student of management program, Universitas Sumatera Utara
^{2,3,4}Lecturer of management program, Universitas Sumatera Utara
¹email: abdisetiawan@dosen.pancabudi.ac.id
² email: arlinalubis10@gmail.com
³ email: yeni.absah@usu.ac.id
⁴ email: beby@usu.ac.id

Abstract: This study aims to determine whether the leadership style and organizational culture influence employee motivation at Sampali Asri PT Kurnia Medan. This research using descriptive data analysis, multiple regression analysis with t-test (test partial), F test (simultaneous test) and test the coefficient of determination (R²). This research test equipment using multiple linear regression model. The conclusion that can be drawn from the test results, the stimulatory and partial leadership style and organizational culture influence employee motivation. The implications of the results of this research are able to explain that leadership and organizational culture are closely related to motivation, because the success of a leader in moving other people to achieve the goals that have been set is very dependent on authority, and also the leader in creating motivation within each person. Subordinate.

Keywords: Leadership Styles, Organizational Culture and Motivation

Introduction

Leadership describes the relationship between the leader (leader) and the follower (follower) and how a leader directs the follower will determine the extent to which the follower achieves the leader's goals or expectations. Leaders develop and direct the potential and abilities of subordinates to achieve their work motivation and even exceed organizational goals. For this reason, the leadership style in the company is important in a modern organizational era in the implementation of work and company leadership. The result that may arise from a poor leadership style or leadership that is more task-oriented than employees is a decrease in work motivation among employees.

This leadership style can increase employee motivation and performance because they feel valued and have the opportunity to get rewards. Leaders who use transformational leadership styles tend to motivate subordinates by inspiring, providing direction and support. Leadership has a very close relationship with motivation, because the success of a leader in

mobilizing others in achieving predetermined goals is highly dependent on authority, and also the leader in creating motivation within each subordinate.

Another factor that affects work motivation is organizational culture. Organizational culture is a system of spreading beliefs and values that develop in an organization and direct the behavior of its members. Organizational culture can be a major competitive advantage instrument, namely when organizational culture supports organizational strategy, and when organizational culture can answer or overcome environmental challenges quickly and precisely. Organizational culture in addition to affecting organizational performance, affects employee motivation. Organizational culture in an organization is usually associated with the values, norms, attitudes and work ethics held together by each component of the organization. These elements become the basis for supervising employee behavior, the way they think, work together and interact with their environment. If the organizational culture is good, it will be able to improve employee performance and will be able to contribute success to the company.

The link between organizational culture and employee work motivation in its role and function binds all parties involved in the company to achieve goals. The next stage, the organizational culture that is composed of values and beliefs binds employees, becomes the reason for behavior and becomes the basis for work ethics in the company directed at achieving company goals. The stronger the corporate culture, the higher the employee achievement motivation. Vice versa, the weaker the corporate culture, the lower the employee achievement motivation. Organizational culture will increase employees' work motivation by giving them a feeling of belonging, loyalty, trust and values and encouraging them to think positively about them and the organization. Thus, the organization maximizes employee potential and wins the competition.

Literature Review

Leadership

Leadership is the personality of a director. Leadership is the ability to influence others to want to carry out work in accordance with their wishes. In other words, leadership is the ability to command and influence others to carry out a job so that the goals that have been set can be achieved. Dubrin (2002:114) states: "Leadership style is a typical pattern of behavior shown by the leader when dealing with group members. Styles are usually described by terms such as autocratic, participative, task-oriented and people-oriented". Meanwhile, Darsono and Siswandoko (2011: 293) state: "Leadership style is the way leaders make decisions". Thoha (2006:49) states: "Leadership style is a norm of behavior used by someone when that person tries to influence the behavior of others as he sees it". Usman (2006: 267) states: "leadership style is a norm of behavior by someone when that person influences the behavior of others".

Based on the explanation of what is called the leadership style, it can be put forward several indicators included in the leadership style. Moeljono (2003: 33) states: "leadership style is described through telling (directing/structuring), selling (problem solving/coaching), participating (developing/encouraging) and delegating.

1. Telling (directing/structuring)

This leadership style is more directed towards a leader who likes to make his own decisions with clear instructions and monitor them closely and provide "judgments" to those who do not carry them out according to your expectations.

2. Selling (problem solving/coaching)

This leadership style refers to a leader who is willing to involve subordinates in decision making. Leaders are willing to share problems with their subordinates, and vice versa,

subordinates' problems are always listened to and given direction regarding what should be done.

3. Participating (developing/encouraging)

This leadership style is characterized by the leader's willingness to provide opportunities for subordinates to develop and be responsible as well as providing full support regarding what they need.

4. Delegating.

This leadership style refers to the leader giving a lot of responsibility to subordinates and giving them the opportunity to decide problems

Organizational Culture

Organizational culture is concerned with how employees perceive the characteristics of an organization's culture, rather than with whether they like the culture or not. This means that culture is a descriptive term. For a clearer understanding of organizational culture, the following opinions will be expressed by several Organizational Behavior experts, including: Darsono and Siswandoko (2011:293) say: "Organizational culture is a place or forum for humans to interact; In this interaction humans can achieve their goals." Kreitner and Kinicki (2003:79) state: "Organizational culture is a form of assumption that is held, accepted implicitly by a group and determines how the group feels, thinks and reacts to its diverse environment." Wilson (2008:40) says "Culture shows the image or characteristics of a certain group in the midst of society in carrying out activities and solving the problems they face. In certain groups there are rules or regulations that must be followed in carrying out and solving problems. The rules or regulations set must be upheld together to be implemented so that they constitute a belief and have values that can shape and show the behavior of its members." Robbins (2001:247) states: "Organizational culture refers to a system of shared meaning held by members which differentiates the organization from other organizations."

Kreitner and Kinicki (2003:86) state that in general there are three (3) indicators of organizational culture, namely:

1) Constructive Culture

A constructive culture is a culture where employees are encouraged to interact with other people and work on their tasks and projects in a way that will help them satisfy their needs for growth and development. This type of culture supports normative beliefs related to achieving the goals of self-actualization, humane respect and unity.

2) Passive - Defensive Culture

A passive - defensive culture is characterized by the belief that employees interact with other employees in a way that does not threaten their own job security. This culture encourages normative beliefs related to consent, conventionality, dependency, and subsistence.

3. Aggressive - Defensive Culture

An aggressive-defensive culture encourages employees to work hard to protect their job security and status. This type of culture is more characterized by normative beliefs that reflect opposition, power, competitiveness and perfectionism.

Motivation

Motivation is one of the things that influences human behavior. Motivation is also called a driver, desire, supporter or need - a need that can make someone enthusiastic and motivated to reduce and fulfill their own impulses, so that they can act and act in certain ways that will lead to the optimal direction. Motivation functions as a driving force or encouragement for

employees to want to work diligently in order to achieve company goals well. For more details, the following is Rivali's opinion (2008: 445) "Motivation is a series of attitudes and values that influence individuals to achieve specific things according to with individual goals. According to Greenberg and Baron in Wibowo (2011: 379), "Motivation is a series of processes that arouse, direct and maintain human behavior towards achieving goals. According to Hasibuan (2005: 143) states that: "Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively and be integrated with all efforts to achieve satisfaction." According to Nawawi (2008:351) states: "motivation is a condition that encourages or is the cause of someone carrying out an action/activity, which occurs consciously".

Motivation indicators according to Claude S. George in Hasibuan (2005:163) are:

- 1) Fair and decent wages
- 2) Opportunities for advancement/promotion
- 3) Recognition as an individual
- 4) Job security
- 5) Good workplace
- 6) Acceptance by the group
- 7) Fair treatment
- 8) Recognition of achievements

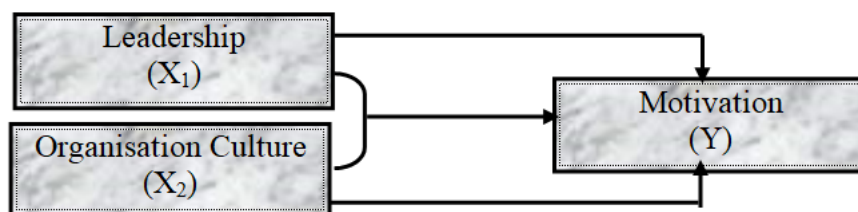


Fig.1. Framework

The conceptual framework image above can be explained that the role of leadership style in increasing employee work motivation is a very important effort and is closely related to efforts to achieve goals. Because in essence it is not enough for employees to just be directed, but must be accompanied by supervision so that what they do can be useful for the progress of the company. An effective leadership style will have an impact on high employee work motivation. By taking leadership approaches, employees feel more appreciated and motivated to work harder.

H1: Leadership style influence employee work motivation at 3-star hotels in Medan.

Organizational culture refers to a system of shared meaning held by members that differentiates the organization from other organizations. Organizational culture in an organization is usually associated with the values, norms, attitudes and work ethics shared by each component of the organization. If the organizational culture is good, it will increase high work motivation and will contribute to success for the company. In fact, there is a strong relationship between corporate culture and employee work motivation, where culture is said to guide an employee in how he perceives the cultural characteristics of an organization, the values that employees need in working, interacting with their group, with systems and administration, as well as interacting with his superior.

H2: Organizational culture influence employee work motivation at 3-star hotels in Medan.

H3: Leadership style and Organizational culture at simultaneous influence employee work motivation at 3-star hotels in Medan

Method

This research was carried out at a 3 star hotel in Medan, when the research was conducted in November 2023. The population of this research was 118 3 star hotel employees using the Slovin formula, 54 respondents were taken as respondents. The data analysis technique used was multiple regression analysis after fulfills classical assumptions regarding normality, heteroscedasticity, autocorrelation and multicollinearity. Conclusions on the hypothesis are drawn using the t test and F test at a significance level of 5%. All tabulation and data management uses SPSS version 22 software.

Result and Discussion

Result

Before testing the hypothesis, classical assumption testing is first carried out which is intended to ensure that the multiple linear regression model can be used or not.

Normality Test

To test the normality of the data in this study, it was detected through graphical and statistical analysis generated through regression calculations with SPSS. The results of the normality test can be seen in Figure 2 below:

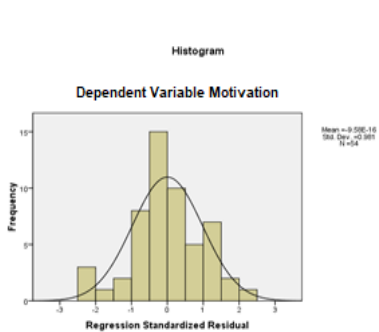


Figure 2. Histogram Graph

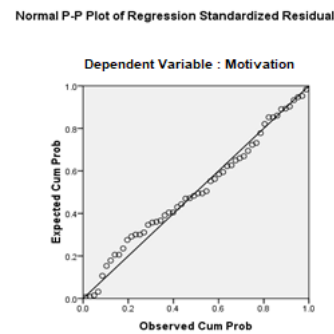


Figure 3. PP-Plots curve

Based on Figures 2 and 3, it can be concluded that the data used shows normal. If the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, the regression model fulfills the assumption of normality and vice versa if the data spreads far from the diagonal line and or does not follow the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, the regression model does not fulfill the assumption of normality. Analysis of the graph shows that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line so it can be concluded that the data is normal.

Multicollinearity Test

The results of testing the multicollinearity of the data in this study using SPSS tools, the results can be seen in Table 1 below :

Table 1. Multicollinearity Test Results

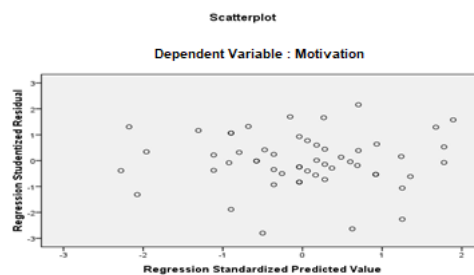
Model	Collinearity Statistics
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		Tolerance	VIF
1	(Constant)		
	Leadership	.430	2.326
	Organizational Culture	.430	2.326

Source: Research Results, 2023

Based on Table 1 above, it can be seen that all independent variables, namely leadership style and organizational culture, have a Variance Inflation Factor (VIF) number of less than 10, while the Tolerance value is close to 1, thus it can be concluded that the regression model does not have a multicollinearity problem.

Heteroscedasticity Test



From the figure above, it can be seen that the dots spread randomly (random) and spread above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model, so the regression model is feasible to use..

Multiple Regression Results and t Test

Partial testing is carried out to see whether there is an influence of each independent variable on the dependent variable. Testing the effect of independent variables (X) on the dependent variable (Y) can be seen in the following table:

Table 2. The t-test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.023	2.254		3.115	.003
	Leadership	.563	.104	.632	5.413	.000
	Organizational Culture	.265	.124	.250	2.141	.037

Source: Research Results, 2023

Based on Table 2, the t test can be seen the values of:

$$a = 7.023$$

$$\beta_1 = 0.563$$

$$\beta_2 = 0.265$$

So the multiple linear regression equation for two predictors (leadership style and organizational culture) is:

$$Y = 7.023 + 0.563X_1 + 0.265X_2$$

From the regression equation above, it can be seen that the constant value is 7,023, which means that if there are no leadership style and organizational culture

variables, employee work motivation is 7,023. The leadership style variable produces $\beta_1 = 0.563$, which means that every increase in the leadership style variable by 1, employee work motivation will increase by 0.563, assuming other variables remain. The organizational culture variable produces $\beta_2 = 0.265$, which means that every increase in the organizational culture variable by 1, employee work motivation will increase by 0.265, assuming other variables remain. The following is a discussion of the results of statistical hypothesis testing using the t test :

1) The influence of leadership style on employee work motivation

From table 2, it is obtained that the t value of 5.413 is greater than the t table of 1.674 with a probability of t, namely sig 0.000 smaller than the significance limit of 0.05. This means that the leadership style variable (X1) partially has a significant effect on employee work motivation (Y). Thus the leadership style factor has a contribution to employee work motivation.

2) The influence of organizational culture on employee motivation

From table 2, the calculated t value of 2.141 is greater than the t table of 1.674 with a probability t, namely sig 0.037, which is smaller than the significance limit of 0.05. This means that the organizational culture variable (X2) partially has a significant influence on employee work motivation (Y). Thus the organizational culture factor has a contribution to employee work motivation.

Simultaneous Testing

From the testing carried out simultaneously, it can be obtained that the proof of the hypothesis in this study is: leadership style variables (X1) and organizational culture variables (X3) together affect variable Y (employee work motivation). The provisions, if the Sig value in the Anova table < 0.05., then Ho is rejected, but if the Sig value > 0.05., then Ho is accepted. The data needed to test the hypothesis above are as follows:

Table 3. ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	355.707	2	177.854	59.763	.000 ^a
	Residual	151.774	51	2.976		
	Total	507.481	53			

a. Predictors: (Constant), Organizational Culture, Leadership

b. Dependent Variable: Motivation

Source: Research Results, 2023

The Fcount value above is 59,763 greater than Ftable of 3.17 with a sig of 0.000 < 0.05, indicating Ho is rejected and Ha is accepted, meaning that the leadership style variable (X1) and the organizational culture variable (X2) simultaneously have a significant effect on Y (employee work motivation).

Table 4. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.701	.689	1.72510

a. Predictors: (Constant), Organizational Culture, Leadership
 b. Dependent Variable: Motivation

Sumber : Data Diolah 2023

Based on the results of the SPSS calculation, it is obtained $r_{xy} = 0.837$, meaning that the magnitude of the influence of leadership style and organizational culture on employee work motivation is very strong around the interval 0.80 - 1.000. The R-Square value obtained is 0.689, indicating that approximately 68.9% of variable Y (employee work motivation) can be explained by the leadership style variable (X1) and the organizational culture variable (X2). Or practically it can be said that the contribution of leadership style (X1) and organizational culture variables (X2) to variable Y (employee work motivation) is 68.9%. The rest (100% - 68.9% = 31.1%) is influenced by other variables not examined in this study.

Discussion

The right leadership style greatly influences the success of an organization. The following are several important descriptions that show the role of leadership style in achieving organizational goals (Roßnagel, 2017). Effective leadership style is very important in organizational management. A good leader can motivate employees to work more productively and achieve set targets. The right leader also improves communication and collaboration between team members, thereby strengthening the overall success of the organization. Leadership style influences work culture in an organization (Paais & Pattiruhu, 2020). A leader who applies the right leadership style will strengthen the values and norms held firmly by an organization. As a result, they can increase the sense of togetherness and involvement of employees in achieving organizational goals. Having the right leadership style can provide many benefits to an organization. Good leaders can increase employee motivation, trust and performance, thereby creating a healthier and more productive work environment. Apart from that, the right leader can also minimize conflict and increase team effectiveness in achieving organizational goals. Selecting and implementing the right leadership style is an important factor in organizational success (Fiaz et al, 2017). However, not everyone can be an effective leader with the same leadership style. Each person has different characteristics so they require a different leadership approach. The demands of the situation and conditions can also influence the leadership style that needs to be applied. A leader must be flexible and able to adapt his leadership style to the demands of the situation. In conclusion, a leader must have the right leadership style and suit the conditions and situations he faces (Fernet et al, 2015). You need to know yourself first before determining a leadership style that suits your personality. Not only leadership style, you also need to have the character of a leader to be more effective in directing team members.

An organization’s culture is a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think and feel in relation to these problems (Kontoghiorghes, 2016). A person's personality will also be shaped by their environment and

in order for this personality to lead to positive attitudes and behavior, it must of course be supported by norms that are recognized as true and adhered to as a guide to action. Basically, humans or someone who is in organizational life tries to determine and form something that can accommodate the interests of all parties, so that in carrying out their activities it does not clash with the various attitudes and behavior of each individual (Al-Sada et al, 2017). The thing in question is none other than the culture in which the individual lives, such as values, beliefs, assumptions, hopes and so on. Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated but shape the way in which people behave and things get done (Warrick, 2017). Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behaviour.

Conclusion

Based on the results of the t test for the leadership style variable, it can be concluded that the leadership style variable (X1) partially has a significant effect on employee work motivation (Y). Thus, leadership style factors contribute to employee work motivation. Based on the results of the t test for the organizational culture variable, it can be concluded that the organizational culture variable (X2) partially has a significant influence on employee work motivation (Y). Thus, organizational culture factors contribute to employee work motivation. Based on the results of the f test for the leadership style and organizational culture variables, it can be concluded that the leadership style variable (X1) and the organizational culture variable (X2) simultaneously have a significant effect on Y (employee work motivation). The R-Square value obtained was 0.689, indicating that around 68.9% of employee work motivation variables can be explained by leadership style variables (X1) and organizational culture variables (X2). The remaining 31.1% is influenced by other variables not examined in this research.

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