



# OPTIMIZING THE ROLE OF LEADERSHIP AND STRENGTHENING WORK SPIRIT AS AN EFFORT TO INCREASE QUALITY WORK OUTCOMES

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## ABSTRAK

Kualitas kerja merupakan salah satu instrumen utama yang menunjukkan pencapaian kinerja. Bagi perusahaan, kinerja merupakan suatu keniscayaan, yang harus diwujudkan, sebagai bukti pencapaian tujuan. Oleh karena itu, dibutuhkan keterlibatan semua pihak, terutama pimpinan. Pemimpin memiliki peran penting dalam mempengaruhi dan mengajak seluruh karyawan untuk bekerja secara total dalam mewujudkan tujuan perusahaan. Selain itu, optimisme dan semangat yang melekat menjadi faktor pendukung peningkatan kinerja. Berkaitan dengan hal tersebut, penelitian ini bertujuan untuk menganalisis dan menjelaskan kemungkinan pengaruh kepemimpinan dan motivasi kerja terhadap peningkatan kinerja. Secara metodologis, penelitian ini berbasis kuantitatif dengan menggunakan statistik regresi linier berganda. Dalam pengumpulan data digunakan metode angket, sehingga diperoleh skala jawaban. Hasil penelitian menunjukkan bahwa hasil statistik secara parsial dan simultan berada pada kategori signifikan. Artinya, seorang pemimpin yang baik dapat mendorong terciptanya lingkungan kerja yang produktif, lingkungan yang menumbuhkan semangat kerja, dan memiliki keinginan yang kuat untuk memberikan hasil yang terbaik. Demikian juga motivasi kerja mempunyai pengaruh yang nyata terhadap keadaan psikologis karyawan yaitu adanya motivasi diri untuk dapat memberikan kontribusi bagi kepentingan perusahaan.

**Kata Kunci:** Kualitas Kerja, Semangat Kerja, Peran Kepemimpinan

## ABSTRACT

Quality of work is one of the main instruments that show the achievement of performance. For companies, performance is a necessity, which must be realized, as evidence of achieving goals. Therefore, it takes the involvement of all parties, especially the leadership. Leaders have an important role in influencing and inviting all employees to work totally in realizing company goals. In addition, the inherent optimism and enthusiasm is a supporting factor for improving performance. In this regard, this study aims to analyze and explain the possible influence of leadership and work motivation on improving performance. Methodologically, this research is quantitative based using multiple linear regression statistics. In collecting data, a questionnaire method was used, so that the answer scale was obtained. The results showed that the partial and simultaneous statistical results were in the significant category. That is, a good leader can encourage the creation of a productive work environment, an environment that breeds enthusiasm for work, and has a strong desire to give the best results. Likewise, work motivation has a real influence on the psychological state of employees, namely a self-motivation to be able to contribute to the interests of the company.

**Keywords:** Work Quality, Work Spirit, Leadership Role

## I. INTRODUCTION

The era of globalization is an era in which every company must be able to put itself in a position to go international, thus competition for companies in an industry is getting tougher [1]. Companies are required to provide the best service to consumers and business partners. Thus, it is necessary to have quality human resources, namely those who are able to carry out their duties and responsibilities well [2], so that the company's



goals can be achieved. Based on initial observations, the authors see that the company's quality of work has not been maximized, so there needs to be a driver to improve it. This can be seen in the following table:

**Table 1. Employee Performance of PT Futuready Insurance Broker**

Year	Assessment Component					Target attainment of	Criteria
	Work Quality	Quantity	Cooperation	Responsibility	Initiative		
2017	50	55	50	50	50	51%	Medium
2018	65	50	55	50	50	54%	Medium
2019	70	60	60	55	55	60%	Medium

Source: Observation data, 2021

From these data that employee performance in 2019, it is classified in the fairly good category, as well as in 2018 and 2019, in terms of expectations in a very good position. Thus, the authors conclude that the quality of work is not optimal. So the company needs to try to improve the quality of employee performance.

Of course there are factors that cause, one of the factors is the leadership factor. Leadership is very important to encourage the quality of employee work to increase by means of leaders having to carry out their functions well, both managerial functions, namely those related to the main tasks of POAC managers and functional functions, namely the main tasks of field engineering [3, 4]. However, related to the leadership of the author of the analysis based on observations, there are still some things that are considered unfavourable, especially related to justice and tolerance. This means that leaders must set an example. Justice, supervision, tolerance and firmness, so that the quality of the company's work.

One of the other factors besides leadership to improve the quality of work is morale [5, 6]. Work enthusiasm is a passion for work that can make strength to do a good job [7]. Observational data shows that the support provided by the leadership has a positive effect on the morale of the employees in carrying out their duties.

## II. THEORY BASIS

### Leadership

Organizations stand on goals, and one of the efforts to achieve them is through human resources (HR). However, of the many human resources in the organization, there is only one HR figure who is seen as having a very important role in achieving these goals, namely the leader. Theoretically, the leader is part of human resources, but his capacity and qualifications indicate the feasibility to run the organization from the management side [8].

The management stage is a position, where an HR no longer speaks technically in a small or specific scope, but has more things to think about, do, and strive for so that the complexity of achieving organizational goals emerges [9]. Therefore, someone who



is chosen to be a leader is those with a mature personality, ability, and mindset. Because what he does is a matter of principle, and has a great impact on many fields and departments. Therefore, it is not surprising that leaders in an organization are given a higher position and authority

The pinnacle of the role of a leader is how to be a person of precision for all interests. That is, leaders put themselves above the interests of others, no longer on personal interests. The mindset is how to meet the goals of the organization, human resources, partners, consumers, government, and society. This gives strength to the principles of the organization that are widespread, so that the benefits received are not only short-term or material. However, organizations get many benefits from various aspects and in a very long time [10]. Of course this condition is very beneficial for the organization, therefore, it is important for the company or organization to be able to choose good leaders universally (for all circles).

George Terry in Nasrallah [11] explains that "leadership is the activity of influencing others voluntarily to strive to achieve group goals. The explanation illustrates that one of the duties of a leader is to influence others, so that other people can carry out the tasks and responsibilities that have been given by the leader". Herlina [12] argues that "leadership is the ability to influence other parties, through communication both directly and indirectly with the intention of moving people so that with full understanding, awareness and pleasure they are willing to follow the will of the leader. able to influence other people, through direct or indirect communication in order to control someone so that with his awareness that person wants to do what his boss tells him to do.

Many studies have shown positive results of the role of leadership on performance/ work productivity/ motivation/ discipline and other HR management functions. This is a signal of something very important/fundamental/principle in the organization. That the leader becomes a bridge to the fate of the organization and employees through their roles. In other words, good or bad, forward or backward, the profit or loss of the organization is strongly influenced by the leadership role in carrying out its responsibilities.

### **Work Spirit**

Morale is a psychological factor, where people feel happy, feel interested, feel enthusiastic about carrying out tasks. The impact of this attitude is that employees value their work more, care more about their goals, and are more confident in carrying them out, so they have great potential in achieving goals to the fullest. The interesting thing about the concept of work spirit is about how a worker feels positive towards the organization, work, co-workers, superiors, and the environment, thus transmitting positive feelings to others. This condition is very good for the work process, where everyone helps each other, respects each other, and supports each other in progress and success [13].

According to Leightemy in Kocman & Weber [14] "work spirit is something positive and something good, so that it can contribute to work in a better sense". Based on this explanation, it can be said that work enthusiasm is the ability of a person to control his work to carry out his duties and responsibilities with enthusiasm so that the work becomes better than before. While Nitisemito in [15] "the spirit of work is to do work more actively, so that the work will be expected to be faster and better. The explanation can



be said that work that has become a responsibility should be done with better and better abilities. again, resulting in high performance.

### **Work Quality**

Working properly and correctly is the basis for achieving performance and work performance. We can logically say that working with quality is closer to success. Of course, this expression is not an exaggeration, because working based on quality means working with procedures, working to pay attention to regulations, working considering benefits, working with an orientation towards goodness for all beneficiaries. Conceptually, quality work is the embodiment of work performance/performance/work productivity. The interesting thing about quality work is how a target is achieved, but the benefits are very large and are felt by many parties. In other words, there is good that has a far-reaching impact.

According to Werdhiastutie, et, al. [16] "performance is the output produced by the functions or indicators of a job or a profession within a certain time. This understanding has an explanation, that performance is the result of a work process that has been carried out. for a certain period with predetermined qualifications. According to McFadden, et, al. [17] "work quality is the level of satisfaction, motivation, involvement and experience of individual commitment regarding their life at work. and create a high commitment to the company".

### **III. RESEARCH METHOD**

In the research I did using quantitative research methods, which this research reveals a problem or fact that exists in the object of research. By using an associative and descriptive approach where the author wants to know the influence and relationship of each research variable.

The place of research that the author did at PT. Futuready Insurance Broker Research time in this research is in October 2020 until March 2021. The research is carried out systematically to obtain the expected information.

The population contained in the company that the author studied amounted to 300 people. Population According to Sugiyono [18], "states that the population is a generalization area consisting of objects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions" based on this explanation it can be said that the population is all the total contained in the object of research, which have different characters. The sample that the author uses is 75 respondents, in this case the author only takes 10% of the existing population.

In testing the research data in order to produce research findings, a series of data analysis was carried out using statistical calculations, namely the multiple regression method. This test can declaratively show the estimated value of a change in the independent variable to the dependent, either partially or simultaneously. In simultaneous testing, it is known that the contribution value of all independent variables to the dependent variable is obtained, so that a solid meaning is obtained that allows positive changes to the dependent variable.



#### IV. RESULTS AND DISCUSSION

##### Profile of Respondents

In this study the authors use respondents who have been determined as follows:

**Table 2. Profile of Respondents**

Gender	Working Period	Age	Educational	
Male	58.7%	0-5 years 46%	18-30 years 53.4%	High school 56%
Female	41.3%	6-10 years 31%	31-40 years 33.3%	Diploma 20%
		>10 years 23%	>40 years 13.3%	Undergraduate 24%

Source: Research data, 2021

Based on these data can be explained that the male gender is 58.7% and the rest are female, namely, 41.3%, working years 0-5 years 46%, 6-10 years 31% and >10 years 23%, respondents based on age 18- 30 53.4%, 31-40 years 33.3% and >40 years 13.3%, based on education 56% SMA, 20% Diploma and 24% S-1.

##### Leadership Questionnaire Analysis

**Table 3. Description of Respondents' Responses About Leadership**

No	Indicator	Score	Description
1	Exemplary	3.71	Good
2	Fairness	4.42	Very Good
3	Supervision	3.73	Good
4	Tolerance	3.91	Good
5	Firmness	3.57	Good
	Average	3.86	Good

Source: Research data, 2021

Based on the distribution of respondents' answers to the questionnaire, the average value of leadership is 3.86. As for the most dominant value on the justice indicator, while the lowest on the exemplary indicator, it means that the main focus in leadership is exemplary.

##### Questionnaire Analysis of Work Morale

**Table 4. Description of Respondents' Responses About Work Morale**

No	Indicator	Score	Description
1	Generating	4.21	Very Good
2	Directing	3.81	Good
3	Maintaining	3.26	Good
4	indicating	3.33	Good
5	Goal	3.16	Poor
	Average	3.55	Good

Source: Research data, 2021



Based on the results of the distribution of respondents' answers to the questionnaire that the morale of the work obtained an average value of 3.55. As for the most dominant value on the generating indicator, while the lowest on the objective indicator of

### Work Quality Questionnaire Analysis

**Table 5. Description of Respondents' Responses About Work Quality**

No	Indicator	Score	Information
1	Quantity	3.69	Good
2	Quality	4.31	Very Good
3	Cooperation	3, 75	Good
4	Responsibility	3.75	Good
5	Initiative	3.70	Good
	Average	3.73	Good

Source: Research data, 2021

Based on the results of the distribution of respondents' answers to the questionnaire that the quality of work obtained an average value of 3.73. while the most dominant value is on the quality indicator, while the lowest is on the initiative indicator. This means that the main factor that must be improved in terms of work quality is a matter of initiative.

**Table 6. Research Findings**

Variable	Estimatio n	Value t/F	Value Sig	Conclusion
Constants	12,781		0,002	Significant
Leadership		3,215		Ha accepted
Morale		3,130		Ha accepted
Leadership and Work Spirit > Quality of Work		1,200		Ha accepted

Source: Research data, 2021

The table above shows that the constant value of 12,781 with a significant conclusion. This means that the working conditions at the PT show a good work structure, so that even though there are no supporting factors, the employees still have good work quality. This confirms that the quality of human resources in the PT has good quality human resources.

Then the results of the X1 regression indicate that the leadership of the PT has a significant influence on the quality of work, with a value of 3.215, namely Ha is accepted, H0 is rejected, in other words that when expecting good quality performance, a good leader role is needed. Therefore, the role of a leader needs to be fought for in order to control the quality of good work. The author believes that when a leader in a company wants to run well, it is necessary to choose a good leader.

The results of the X2 regression show that work morale has a positive and significant influence on work quality with a value of 3.130, this shows that good work quality needs to be supported by high morale. In other words, high morale will affect the quality of good work.

Then the results of the F test of leadership and morale can affect the quality of the company's work. This means that when leadership and morale are embedded in a person, the quality of employee work will certainly increase and vice versa. When leadership and morale are low, the quality of work will certainly decrease. This





emphasizes the importance of a leader being able to play a role properly and correctly. Likewise with the personal employee himself, must be a pleasant employee for the company. With the fulfillment of these two factors, it directly strengthens the process of implementing quality work that is oriented towards maximum work results, providing benefits to related parties (Nasrullah, 2021).

## V. CONCLUSIONS

Leadership has a positive and significant influence on the quality of work of employees. This is evidenced by partial testing showing  $t_{\text{arithmetic}} > t_{\text{table}}$  ( $1.993 > 3.130$ ) where the first hypothesis ( $H_1$ ) is accepted). The regression equation  $Y = 17.406 + 0.533X_1$ . This equation can be interpreted that leadership has a positive effect on work quality. The correlation coefficient value of 0.945 means that the two variables have a close level of influence with a coefficient of determination of 24.5%, the rest is influenced by other factors not examined.

Morale has a positive and significant influence on the quality of work. This is based on the partial test results showing  $t_{\text{count}} > t_{\text{table}}$  ( $4.671 > 1.993$ ) where hypothesis two ( $H_2$ ) is accepted). The regression equation  $Y = 22.437 + 0.451X_2$ . This equation can be interpreted that morale has a positive effect on the quality of employee work.

Leadership and work spirit together improve the quality of work. This is based on the results of simultaneous testing with the F-test showing  $F_{\text{count}} > F_{\text{table}}$  or  $26.118 > 3.12$  or p-value  $0.000 < 0.05$  significant level where the third hypothesis ( $H_3$ ) is accepted). Regression equation  $Y = 12.781 + 0.331X_1 + 0.354X_2$ . This equation can be interpreted that leadership and morale have a simultaneous positive effect on work quality.

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