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Strategies to Apply Leadership Styles and Workloads to Hotel Employee's Morale

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ABSTRACT

Purpose: This research aims to determine the effect of leadership style and workload partially or simultaneously on employee's morale at 4 star hotel in Kuta tourist area, southern part of Bali, Indonesia.

Research methods: The samples used were 34 respondents using proportionate stratified random sampling techniques. The data collection methods are questionnaires that have been tested for validity and reliability in advance and the analysis technique used is the Classic Assumption Test, T test, F test, Multiple Linear Regression Analysis and Coefficient of Determination Analysis.

Findings: The leadership style and workload variables have a significant positive partial effect on employee morale and the leadership style and workload variables **have a significant positive effect simultaneously on employee morale.**

Implication: The influence of the leadership style is quite large in increasing hotel employee morale.

Keywords: hotel, leadership style, workload, and employees' morale.

INTRODUCTION

¹ Leadership style is a set of traits used by leaders to influence subordinates so that organizational goals are achieved or it can also be said leadership style is a pattern of behavior and strategies that are liked and often applied by a leader (Rivai, 2014). Leadership style is also called the norm of behavior ⁷ used by someone when

the person is trying to influence the behavior of others or subordinates (Thoha, 2010). It can be concluded that leadership style is the ability of a leader in directing, influencing, encouraging and controlling subordinates to be able to do work on his awareness and volunteering in achieving certain goals with the abilities and traits of a leader.

Leadership style has eight types of leadership such as charismatic, paternalistic, militaristic, autocratic, laissez faire, populist, administrative, democrat leaders (Edison, 2016). The indicators of leadership style are as follows (Edison, 2016): Supportive leadership, Directive leadership, Participative leadership, Achievement-oriented leadership. Workload is a group or a number of activities that must be completed by an organizational unit or position holder within a certain period. Workload measurement is one of the management techniques to obtain position information, through a research and assessment process that is carried out in an analytical manner. The position information is intended to be used as a basis for perfecting the apparatus in the fields of institutional, management, and human resources (Purwaningsih, 2012).

Factors that affect workload states that workload is influenced by the following factors (Prihatini, 2011): External factors, namely the burden originating from outside the worker's body, Internal Factors are factors originating from within the body due to external workload reactions. The body's reaction is called a strain, the severity of the strain can be assessed both objectively and subjectively. Internal factors include somatic factors (sex, age, body size, nutritional status, health conditions), psychological factors (motivation, desire and satisfaction).

In this research, the workload indicator used adopted workload indicators used in research conducted by (Sujarwanto, 2016) which includes: Targets to be achieved, Conditions of work, Standards of work. Workload can be defined as a difference between the capacity or ability of workers with the work demands that must be faced. Since human work is both mental and physical, each has a different level of loading. The level of loading that is too high allows excessive energy usage and overstress occurs, whereas the intensity of loading that is too low allows boredom and boredom or understress (Tarwaka, 2010)

Spirit of work is to show the extent to which employees are passionate about doing their duties and responsibilities within the company where they work. Employee morale can also be seen from the presence, discipline, timeliness of

completing work, passion for work and responsibility (Siagian, 2009). Work spirit is the desire and sincerity of someone to do their work well and be disciplined to achieve maximum work performance (Halimah, 2014). So it can be concluded that morale is a condition of how an employee performs daily work. The higher morale will increase employee productivity. Factors to measure morale are absenteeism, cooperation, job satisfaction, discipline (Nitisemito, 2010).

The hotel researched is a 4-star hotel located in Kuta. This hotel requires quality human resources to get good service quality and satisfy customers. A company needs strong leadership and management so that its effectiveness is optimal, a leader must have good relations with anyone he leads and has responsibility for all matters relating to the company and its employees. Besides the workload also affects employee morale. So the leader must pay attention to employee work conditions, work standards and targets to be achieved.

There are three objectives of this research: (1) To know whether there is a positive and significant influence of leadership style and workload partially on employee morale at the hotel. (2) To know whether there is a positive and significant influence of leadership style and workload simultaneously on employee morale at the hotel. (3) To know the strategy of applying leadership style and workload to improve employee morale at at the hotel.

RESEARCH METHODS

The hotel researched is a 4star hotel. The hotel was chosen as a research location because this hotel is one of the hotels that has implemented quality human resource management. This research is a quantitative descriptive data collection method used is a questionnaire that has been tested for validity and reliability first, while the analysis technique used is the Classic Assumption Test, T Test, F Test, Multiple Linear Regression Analysis and Determination Coefficient Analysis.

FINDINGS

Based on the statistical test results, there is a positive significant effect partially from the independent variables on the dependent, which means that if the leadership style increases positively, the resulting employee morale will increase and as well as workload, the employee morale produced will also be increasingly good.

Likewise, the independent variable significantly positive effect simultaneously on the dependent variable which means that the leadership style and workload of employees simultaneously can increase employee morale towards a better direction.

The results of multiple linear regression tests produce the equation $Y = 8,611 + 0.410 X_1 + 0.440 X_2 + e$ with a large coefficient of determination of 0.453 (45.3%) and the remaining 54.7% is influenced by other variables not examined in this opportunity, such as salary, incentives, work motivation, communication, training and occupational health and safety.

Leadership Style and Workload Partially on Employee Morale

Leadership style or leadership behavior can be said as a way for leaders to influence their subordinates expressed in the form of behavior or personality patterns to achieve certain goals where in this research is measured by 4 indicators of leadership style that are supportive leadership style, leadership style is directive, leadership style is participatory and achievement oriented leadership style. Furthermore, workload is a group or a number of activities that must be completed by an organizational unit or position holder within a certain period. The workload in this research was measured by 3 indicators namely targets to be achieved, working conditions and work standards.

Through the results of statistical calculations that have been carried out on respondents, the leadership style variable obtained tcount value of 2.672 and the workload variable obtained tcount value of 2.505 is greater than the ttable with a significance level of 0.05 so that it can be stated that the leadership style and workload have a significant positive effect partially on employee morale at the hotel. Can be seen the results of the t-test that has been processed using SPSS in Table 1.

Table 1. Research Results
(Source: Data Processed, 2020)

No	Variabel	tcount	Significance	ttable
1	Leadership Style	2,672	0,012	2,039
2	Workload	2,505	0,142	2,039

Simultaneous Leadership Style and Workload on Employee Morale

Work spirit is a condition of how an employee does his daily work. The higher morale will increase employee productivity. Through the results of statistical calculations that have been obtained Fcount test of 12.833 is greater than the F table, so this test statistically proves that the leadership style and workload simultaneously have a significant positive effect on employee morale at the hotel. The higher morale will increase employee productivity. Through the results of statistical calculations that have been obtained Fcount test of 12.833 is greater than Ftable, so this test statistically proves that the leadership style and workload simultaneously have a significant positive effect on employee morale at the hotel can be seen the results of the F-test that has been processed using SPSS in Table 2.

Table 2. Research Results
(Source: Data Processed, 2020)

ANOVA ^a						
8 Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	337.097	2	168.548	12.833	.000 ^b
	Residual	407.139	31	13.134		
	Total	744.235	33			

The magnitude of the influence of leadership style and employee workload on employee morale is very useful as an input for the company especially for leaders to be able to apply a better leadership style in accordance with the existing situation or can change the work situation of employees while the workload of employees is very important where to maintain the comfort of each employee itself, it should be noted how to maintain good relations with colleagues and with superiors, pay attention to employees who are sick, provide a varied schedule, and complete the facilities and infrastructure that supports the smooth working. With those, the company will achieve the desired goals and can maintain the survival of the company (sustainability).

The Strategy of Applying Leadership Style and Workload to Improve Employee Morale

The implementation strategy used by the leadership style and workload to be able to increase employee morale can be seen from the results of the questionnaire

that was filled in by several samples at the hotel. The activities and expectations going forward to improve employee morale by conducting activities related to leadership style such as leaders provide examples of behavior so that employees want to work effectively and efficiently in achieving a company goal, leaders conduct training to employees so that employees get additional knowledge. In addition, the activities that must be carried out related to workloads to improve employee morale, such as conducting outings every 6 months so that employees are not stressed at work and are not easily sick, provide incentives to diligent employees, conduct seminars, and conduct sports activities every weekend so that employees remain enthusiastic at work.

CONCLUSIONS

Leadership style and workload have a significant positive effect partially on employee morale. Can be seen from the leadership style variable tcount of 2.672 is greater than ttable of 2.039 as well as the workload variable with tcount of 2.505 greater than ttable of 2.039 then H0 is rejected. This means that the leadership style and workload variables have a positive and partially significant effect on employee morale variables.

Leadership style and workload have a significant positive effect simultaneously on employee morale. Can be seen from the Fcount value of 12.833 greater than Ftable of 3.29 then H0 is rejected. The leadership style and workload on an ongoing basis will create employee morale that will help together in realizing the company's goals so that the company will be sustainable and can build branches that are useful for maintaining the sustainability of the company.

The strategy of applying the leadership style and workload to improve employee morale can be done by means of the leader providing training to employees, doing sports activities every weekend and holding outings every 6 months.

It is necessary to pay attention to the form of applying the appropriate leadership style to its human resources, because it is very important that the influence of the leadership style is quite large in increasing employee morale in the company. The hotel is advised to pay attention to the workload of employees, because it will make work conditions conducive so that work can be completed on

time, and according to company targets. Then the hotel is advised to pay attention to indicators of employee morale, the management needs to improve leadership style behavior and know the workload of employees, so as to further enhance employee morale that has been formed when it gets better, so that company goals can be achieved to the maximum, so that an increase in the loyalty of every employee will be realized.

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