

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEES'S WORK SPIRIT WITH ORGANIZATIONAL CLIMATE AS INTERVENING VARIABLE AT PT. ASKRINDO JEMBER

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Abstract: This article aims to analyze the effect of transformational leadership style and work motivation on employee morale with organizational climate as an intervening variable. This research is included in the explanatory research. This research is a quantitative research using path analysis with a population of all employees of PT. AskrindoJember as many as 49 people. The sampling technique used in this article is the census method which uses the entire population of 49 employees. The data analysis method used in this article is path analysis. The results showed that the variables of transformational leadership style and work motivation had a significant effect on organizational climate, transformational leadership style and work motivation had a significant effect on employee morale, and organizational climate had a significant effect on employee morale.

Keywords: *transformational leadership, motivation, organizational climate, work spirit.*

I. INTRODUCTION

The notion of human resource management is defined by Nawawi (2013:11) as the process of humane utilization as human labor so that their physical and psychological potentials function optimally for achieving organizational (company) goals. The focus studied by HRM is only issues related to human labor. Without reliable human resource management, the processing, use and utilization of other resources will be ineffective, efficient and productive. In the community or in an organizational institution there is always someone who is considered to have more ability than others. Someone who has more abilities is then appointed and appointed to manage or guide others and that is usually what is called a leader or manager. A leader is a person who has special skills, with or without official appointments, and can influence the group he leads to carry out joint efforts that lead to the achievement of certain goals (Nawawi, 2013).

Morale is used to describe the overall atmosphere felt by employees in the office. If the employee feels passionate, happy, optimistic, it illustrates that the employee has high morale and if the employee likes to argue, hurt, looks uneasy, then the employee has low morale. In other words, individuals or groups can work together as a whole, as Westra (2015) states that, work spirit is the attitude of an individual or group of people towards their voluntary cooperation in order to fully devote their abilities. Then according to Nitisemito (2016), passion for work is a deep pleasure in the work done. Although work enthusiasm is not necessarily caused by work enthusiasm, work enthusiasm has a considerable influence on work morale. Therefore, it is difficult to separate work enthusiasm and work enthusiasm.

Leadership in an organization or institution is the mover, director, and who can influence the task activities of the people in the group. Leadership is the effort of someone trying to influence a person's behavior or group behavior. Usually a leader is a person who is able to influence, move, and direct his subordinates in carrying out their activities in order to achieve the goals of the institution or organization effectively and efficiently. Leadership is the art of influencing and directing people by means of obedience, trust, respect, and passionate cooperation in achieving common goals (Rivai, 2012).

Therefore, in an organization it is very necessary for a leader figure whose has a leadership spirit to be able to guide his subordinates in carrying out organizational tasks so that organizational goals can be achieved

optimally. Besides that, in leading someone has different leadership styles, because basically the art of leading a person cannot be the same from one individual to another (Rivai, 2012).

Leadership style means a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved. Meanwhile, according to Rivai (2012) in his book *Leadership and Organizational Behavior*, leadership style is a comprehensive pattern of actions of a leader both visible and invisible by his subordinates.

Transformational leadership was developed by Bass (2015) starting from Maslow's opinion about the level of human needs. According to the hierarchy of needs theory, lower subordinate needs such as physical needs, security and expectations can be met well through the application of transformational leadership. However, self-actualization, according to him, is only possible through the application of transformational leadership. The transformational leadership model is a relatively new model in leadership studies. This model is considered the best model in explaining the characteristics of leaders. The concept of transformational leadership integrates ideas developed in a character, style and contingency approach. Burns (2018) is one of the initiators who explicitly define transformational leadership.

In an organization it will be able to run well if the people who gather in a container can carry out their respective duties and functions well, so that these tasks and functions can run well, of course, cannot be separated from the existing situations and conditions within the organization. Work climate will increase enthusiasm for work. According to Sastrohadiwiryo (2013) an unfavorable work climate has a negative effect on employees and conversely a positive work climate will also have a good influence so that it can facilitate the implementation of all programs in the institution. According to Wahjosumijo (2019) a conducive work climate is characterized by an atmosphere of togetherness, mutual cooperation and mutual cooperation among members of the organization, so that organizations are free to say that the work climate is a set of characteristics of the work environment that is felt directly or indirectly by workers, and is thought to have a major influence on their behavior in the work they do.

According to Purba (2014), motivation is a motive that encourages and gives morale to subordinates, gives strength to activities and directs the behavior of subordinates to lead to the goals to be achieved. With the motivation given by superiors to subordinates in the company, it will be able to have a significant effect on employee performance and can be useful for the company in achieving company goals that are the company's targets. Continuous motivation has a positive impact on supporting employee performance. According to Purba (2004) an employee is said to have high work motivation if, within him/herself has: need for achievement (need for achievement), namely the ability of employees to achieve relationships with standards set by the company, need for affiliation (needs for affiliation), namely needs that make employees behave reasonably in carrying out their duties, and need for power, namely the desire of employees to be friendly with each other and to know more about co-workers in a company.

Research on the influence of transformational leadership style and work motivation on organizational climate has been conducted by Herumta (2019), Utami (2020), and Khotimah (2020) which state that transformational leadership style and work motivation have a positive and significant effect on organizational climate. Then research that examines the influence of transformational leadership style and work motivation on employee morale is carried out by Fikri (2019), Sutjahjo (2017), and Putri (2017) who state that transformational leadership style and work motivation have a positive and significant effect on employee morale. Research examining the influence of organizational climate on employee morale was conducted by Chandra (2018), Aris (2019), and Samosir (2019) which stated that organizational climate had a positive and significant effect on employee morale. From the several studies above have results with different significance level values.

Research gap is a condition that shows that there is an inconsistency between the results of the research that is formulated and all the supporting data. Research gaps usually occur because there are parts that are missed when doing research and then give different answers. Research conducted by Wirawan (2019) which examines the influence of transformational leadership style on organizational climate which states that transformational leadership style and work motivation have a negative and insignificant effect on organizational climate. Then research that examines the influence of transformational leadership style and work motivation on employee morale is carried out by Hendarto (2019), Samolo (2019) which states that transformational leadership style and work motivation have a negative and insignificant effect on employee morale. Research that examines the influence of organizational climate on employee morale was conducted by Hasan (2018), which states that organizational climate has a negative and insignificant effect on employee morale.

In addition to leadership, things that are very much needed in an organization are calm and comfort and security in carrying out tasks within the organization. An organization will be able to run well if the people who gather in the container can carry out their duties and functions properly. The implementation of these tasks and functions can be carried out properly if it is supported by the situation and conditions that occur in the organization or what is often referred to as the work climate. Conducive work climate will increase enthusiasm at

work, Sastrohadiwiryo (2013) explains that a poor work climate has a negative effect on employees and vice versa a positive work climate will also have a good influence so that it can launch the implementation of all programs in the institution.

In addition, the work climate is an atmosphere created in an organization by members of the organization by means of relationships between fellow members with a sense of mutual motivation, trust, and respect to increase the enthusiasm and creativity of employees so that organizational goals can be achieved optimally. Wahjosumijo (1999), said that a conducive work climate is characterized by an atmosphere of togetherness, mutual cooperation and mutual cooperation among members of the organization, so that the organization is free from an atmosphere of mutual suspicion and mutual hostility. The work climate of an organization is different from other organizations because each organization has special characteristics that differ from one organization to another.

In today's business world, insurance or coverage is indispensable in the business world. Insurance is generally regulated in the Civil Code Article 246 which reads as follows: "Insurance is a reciprocal agreement between the insurer and the insurance cover, where the insurer binds itself to compensate for the loss and or pay a certain amount of money (compensation) determined at the time of closing the agreement, to the insurance cover. or another person appointed, at the time of the event, while the insurance cover binds itself to pay the premium." One form of insurance or insurance in the world of trade is trade credit insurance, where trade credit insurance is a product of a guarantee institution that provides protection to the manufacturer or distributor or seller as the insured against the risk of non-payment of trade credit receivables from the distributor or buyer. Trade credit insurance is a product owned by PT. Askrindo, which in running its business is different from a loss insurance company as regulated in Law no. 2 of 1992 concerning Insurance Business that Askrindo is a loss insurance company.

This is because Askrindo's line of business is dealing with business risks related to financial and commercial risks, not pure risk of loss due to loss of property as a result of fire or accident. In this case, Askrindo is a credit guarantee institution as one of the important tools in the financial sector in addition to other financial institutions that play a role in driving the national economy. Historically, the business activities (credit guarantee/insurance) that have been carried out by the company so far have been categorized as a guarantee business, but considering that at this time there are no regulations and/or provisions (legal basis) that specifically regulate guarantee business activities, so that the regulator classifies Askrindo into loss insurance company.

One of the products of PT. Askrindo currently running is Trade Credit Insurance (Askredag). Trade Credit Insurance is one of the products to guarantee the risk of payment failure of credit trade transactions carried out by Sellers to Buyers as a result of Buyers insolvency or protracted default (protracted arrears). The concept of engagement that underlies Trade Credit Insurance coverage is the concept of an insurance engagement between the Insured and the Insurer which contains the offer of 3 (three) main services to the Insured, namely assisting the Seller in determining the amount of the credit limit to the Buyer, assisting the seller in resolving payment problems from the Buyer (problem solving) and provide risk protection against seller losses if the buyer becomes insolvent or experiences a protracted default.

The next period, with the development of the insurance world, there are also many loss insurance products that appear in their application which are products with a guarantee scheme or a combination of the two. In 1996, PT. Askrindo started to run a business for diversified products, namely Surety Bonds, Customs Bonds, and Trade Credit Insurance (Askredag). All of these diversified products are products in the form of guarantees. In 2007, the company again received the task of guaranteeing the Government's program credit in the form of the People's Business Credit (KUR) guarantee through Presidential Instruction No. 6 of 2007. This assignment is the Government's acknowledgment of the existence of the Company in the business of guaranteeing.

Transformational leadership style at PT. Askrindo currently has a leader who is considered less attentive to subordinates. The figure of a leader who is currently in office can be a factor in the enthusiasm of PT. Askrindo at work. Organizational climate at PT. Askrindo currently tends to be good because the organizational climate of PT. Askrindo which includes employees who are well organized and have a clear definition of their roles and responsibilities which include the position of employees in the company, employees' feelings that they are "self-leaders" and never ask for opinions about their decisions from others which includes independence in completing tasks. They are properly rewarded after completing their work well, and employees' feelings of trust and mutual support that prevail in the work group including relationships with other coworkers.

II. RESEARCH METHOD

A. Research Design

The research carried out in this scientific work is causal research. Causal is research with the main aim of proving a causal relationship or relationship affecting and being influenced by the variables studied (Margono, 2010:114). The explanation carried out in this scientific work is to explain the influence of

leadership style, organizational climate, and employee morale.

B. Data Types and Sources

This study uses data obtained through respondents, where respondents will provide verbal responses and or written responses in response to the statements given. The data used in this study consists of primary data and secondary data.

C. Sample and Population

According to Ferdinand (2006:74) population is a combination of all elements in the form of events, things or people who have similar characteristics that become the center of attention of researchers, because they are seen as the universe of research. The population in this study was all permanent employees who worked at PT. AskrindoJember. According to Arikunto (2006:131) what is meant by the sample is part/representative of the population being studied. The sampling method in this study used the census method, namely taking samples directly from the research object without certain criteria. The use of this method is due to the number of permanent employees working at PT.AskrindoJember as many as 49 people, so the population in this study also acts as a sample / it can be said that this study uses all permanent employees who work at PT.AskrindoJember, totaling 49 respondents. This study uses a path analysis tool to analyze the effect of leadership style and work motivation on organizational climate and employee morale. The hypothesis test used is a hypothesis test.

III. RESULT

Validity test is done by doing a bivariate correlation between each indicator score and the total score of the construct or variable. If the correlation of each question score with the total score shows significant results or less than 0.05 then the questionnaire is said to be valid.

Table 1. Validity Test

Var	Sig (2-tailed)		α	Exp
(X1)				
x.1.1	0,000	<	0,05	Valid
x.1.2	0,000	<	0,05	Valid
x.1.3	0,000	<	0,05	Valid
x.1.4	0,000	<	0,05	Valid
(X2)				
x.2.1	0,000	<	0,05	Valid
x.2.2	0,000	<	0,05	Valid
x.2.3	0,000	<	0,05	Valid
x.2.4	0,000	<	0,05	Valid
(Z)				
z.1	0,000	<	0,05	Valid
z.2	0,000	<	0,05	Valid
z.3	0,000	<	0,05	Valid
z.4	0,000	<	0,05	Valid
(Y)				
y.1	0,000	<	0,05	Valid
y.2	0,000	<	0,05	Valid
y.3	0,000	<	0,05	Valid
y.4	0,000	<	0,05	Valid

Source: Data Processed 2021

Test the reliability of each variable using the Cronbach's alpha test. The questionnaire is declared reliable if it has a Cronbach's alpha value greater than 0.7. The results of the study can be seen in the following table:

Table 2. Reliability Test

No	Var	Cronbach's Alpha		Cutt Point	Exp
1	X1	0.716	>	0.7	Reliable
2	X2	0.709	>	0.7	Reliable
4	Z	0.742	>	0.7	Reliable
5	Y	0.831	>	0.7	Reliable

Source: Data Processed 2021

Table 2 shows that all variables have Cronbach's alpha values greater than 0.7, so that the statement items in each variable are eligible to be used as measuring tools and the questionnaire is declared reliable or reliable.

Ghozali (2013: 249) states that to test the effect of the intervening variable, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables (causal models) that have been previously determined.

Table 3. Path Coefficient Model 1

No	Variable	Coefficient
1	Constant	3.550
2	X1	0.382
3	X2	0.412

Source: Data Processed 2021

The equation of model 1 which is formed based on the coefficient value is as follows.

$$Z = 3,550 + 0.382 X1 + 0.412 X2$$

(Model 1)

The following is the explanations of the above equation:

1. The transformational leadership style coefficient of 0.382 indicates that if the value of the transformational leadership style variable increases by 1 unit, the value of the organizational climate variable will increase by 0.382 units, and vice versa, assuming the value of the work motivation variable is constant. The coefficient value also shows that the transformational leadership style has a positive or direct influence on the organizational climate, which means that the better the transformational leadership style, the organizational climate will also increase.
2. Work motivation has a coefficient value of 0.412, indicating that if the value of the work motivation variable increases by 1 unit, the value of the organizational climate variable will increase by 0.412 units, and vice versa, assuming the value of the transformational leadership style variable is constant. The value of the coefficient is positive, indicating that the work motivation variable has a positive or direct influence on the organizational climate, which means that the more affordable the work motivation of the product is, the more the organizational climate will improve.
3. The variable of work motivation is the variable that has the highest influence on the organizational climate, because the variable of work motivation has the highest coefficient value.

Table 4. Path Coefficient Model 2

No	Variable	Coefficient
1	Constant	2.265
2	Tranformational Leadership	0.266
3	Work Motivation	0.243
4.	Organizational Climate	0.375

Source: Data Processed 2021

The equation of model 2 which is formed based on is as follows:

$$Y = 2.265 + 0.266 X1 + 0.243 X2 + 0.375 Z \quad (\text{Model 2})$$

The following is the explanations of the above equation:

1. The transformational leadership style coefficient of 0.266 indicates that if the value of the transformational leadership style variable increases by 1 unit, the value of the organizational climate variable will increase by 0.266 units, and vice versa, assuming the value of the work motivation variable is constant. The

coefficient value also shows that Transformational leadership style has a positive or direct influence on employee morale, which means that the better the transformational leadership style, the employee's morale will also increase.

- The work motivation variable has a coefficient value of 0.243, indicating that if the value of the work motivation variable increases by 1 unit, the value of the organizational climate variable will increase by 0.243 units, and vice versa, assuming the value of the transformational leadership style variable is constant. The positive result is indicating that work motivation has a positive or direct influence on employee morale, which means that if work motivation is more affordable, employee morale will also increase.
- Organizational climate has a coefficient value of 0.375, indicating that if the value of the organizational climate variable increases by 1 unit, the value of the employee morale variable will increase by 0.375 units, and vice versa, assuming the value of the transformational leadership style variable and work motivation is constant. The coefficient value also shows that the organizational climate has a positive or direct influence on employee morale, which means that if the organizational climate increases, employee morale will also increase.
- Organizational climate variable is the variable that has the highest influence on employee morale, because the organizational climate variable has the highest coefficient value.

The hypothesis in this study uses a t-test or partial, which is tested by looking at the significance value (p-value), if the significance value generated from the calculation is below 0.05 then the hypothesis is accepted, otherwise if the significance value is greater than 0.05 then the hypothesis is rejected.

Table 5. Hypothesis Test

Variable		Sig.		α	Exp
H1	X1 → Z	0.000	<	0.05	H1 Accepted
H2	X2 → Z	0.000	<	0.05	H2 Accepted
H3	X1 → Y	0.001	<	0.05	H3 Accepted
H4	X2 → Y	0.005	<	0.05	H4 Accepted
H5	Z → Y	0.000	<	0.05	H5 Accepted

Source: Data Processed 2021

Based on Table 5, it is known that the comparison between the significance value and the alpha value can be explained as follows:

- Transformational leadership style variable in the first hypothesis has a significance value of 0.000 less than 0.05, so the first hypothesis is accepted, meaning that transformational leadership style has a significant effect on organizational climate.
- Work motivation variable in the second hypothesis has a significance value of 0.000 which is smaller than 0.05, so the second hypothesis is accepted, meaning that work motivation is proven to have a significant effect on organizational climate.
- Transformational leadership style variable in the third hypothesis has a significance value of 0.001 which is smaller than 0.05, so the third hypothesis is accepted, meaning that transformational leadership style has a significant effect on employee morale.
- Work motivation variable in the fourth hypothesis has a significance value of 0.005 which is smaller than 0.05, so the fourth hypothesis is accepted, meaning that work motivation is proven to have a significant effect on employee morale.

Organizational climate variable in the fifth hypothesis has a significance value of 0.000 which is smaller than 0.05, so the fifth hypothesis is accepted, meaning that organizational climate has a significant effect on employee morale.

IV. CONCLUSION

Based on the research results, it can be concluded as follows: Destination image influences the decision to visit Kota Lama Semarang as evidenced by the results of hypothesis testing which shows a significance value of 0.000 which is smaller than the specified level of significance, namely 0.05. The relationship shown by the regression coefficient is positive, indicating that the better the image of the Kota Lama Semarang, the decision to visit tourists will increase. Word of mouth influences the decision to visit Kota Lama Semarang as evidenced by the results of the hypothetical test which shows a significance value of 0.000 which is smaller than the specified significance level of 0.05. The relationship shown by the regression coefficient is positive, indicating that the better the word of mouth obtained by tourists about Kota Lama Semarang, the decision to visit tourists will increase.

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