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**Analysis of Leadership Style, Communication,
and Compensation on Work Morale of Government Employees**

Ni Ketut Raka Utariani¹, Ni Nyoman Raka Astrini²

¹Universitas Pendidikan Ganesha, Indonesia

²Sekolah Tinggi Agama Hindu Negeri Mpu Kuturan Singaraja, Indonesia

Email: rakautariani@gmail.com¹; rakaastrini@stahnmpukuturan.ac.id²

Abstract

Core Values Ber-AKHLAK is an effective breakthrough of basic values for state civil apparatus in fulfilling their duties. This is because employees must have basic principles that serve as guidelines in devoting themselves in totality to the state. This study aims to analyse three variables including leadership style, communication, and compensation on the work enthusiasm of government employees. Data samples were taken by census, using an interval scale questionnaire with a value range of 1-10 and documentation. In analysing the data from the tabulation of questionnaire filling, the analysis technique used is multiple linear regression analysis technique. In analysing the strength of the relationship, the coefficient of determination analysis is used, while testing the relationship simultaneously using the F test, and in testing the relationship partially using the t-test. From data processing, the results of multiple linear regression analysis are obtained as follows, the constant is negative at -14.117. The coefficient of the leadership style variable obtained a positive value of 0.637. The coefficient of the communication variable obtained a positive value of 0.507. The coefficient of the compensation variable obtained a positive value of 0.192. So, it is concluded that overall, the independent variables of leadership style, communication and compensation have a positive and significant effect on the morale of government employees of BKB-PP Buleleng Regency. The implication of this research is to show the significance of efforts to improve the performance of government employees through work compensation received by each employee.

Keywords: Leadership Style, Compensation, Communication, Government Employees, Morale.

PRELIMINARY

Bureaucracy is an important instrument in society that is inevitable (Lee, *et.al.*, 2021; Endah & Vestikowati, 2021; Podunge & Aneta, 2020; Mitson, *et.al.*, 2024). The bureaucracy is the cornerstone of the government's efforts to sustain national development programmes aimed at the welfare of the people (Thaiduong, 2024; Abbas & Sadat, 2020; Ningtyas, 2017; Haavisto & Linge, 2022). So that the bureaucracy is expected to be able and able to carry out its duties and functions effectively and efficiently in serving the interests of the people, in order to realise the welfare of the population both in the economic, spiritual and socio-cultural fields, in accordance with the ideals of the State (Koeswayo, *et.al.*, 2024; Hayat, 2017; Fahri, 2021; Risnawan, 2017; Riyadh, *et.al.*, 2023).

The Family Planning and Women's Empowerment Board (BKB-PP) of Buleleng Regency is one of the public bureaucracies aimed at realising people's welfare through family planning programmes. With the issuance of Law No. 52 of 2009 on Population Development and Family Development which revoked Law No. 10 of 1992 on Population Development and Family Welfare Development, in population control and family planning implementation, all government employees of BKB-PP Buleleng Regency have a vision to make 'The Population of Buleleng Regency Grows Balanced in 2015' (www.bulelengkab.go.id) (Salmiah & Subanda, 2020; Yasa & Redana, 2018; Juru & Gorda, 2021).

In order to realise this vision, all government employees of BKB-PP Buleleng Regency are required to have a high work spirit in carrying out their duties, so as to be able to realise the vision of the organisation in a timely manner (Artini & Sukraaliawan, 2019; Redana, 2020; Botha & Steyn, 2023;

Ponomariov, *et.al.*, 2021). Based on the observation on the employee attendance list, as for the information on the attendance of BKB-PP Buleleng government employees in 2013, it was obtained that the variation of absenteeism of BKB-PP Buleleng government employees in 2013 was quite high. Where the highest absenteeism occurred in June at 10.68%, while the lowest absenteeism occurred in September at 2.91%, while when averaged the absenteeism of BKB-PP Buleleng government employees in 2013, namely from January to December 2013 was 6.97%.

The average absence rate of 6.97% indicates that the morale of BKB-PP employees in Buleleng Regency is still low. In general, the high level of employee absenteeism is strongly influenced by a leader. According to Putra & Putra (2013), a good leader is a leader who is able to create a harmonious organisational atmosphere and is able to encourage his subordinates to always be productive. Sihombing (2009) states that, effective leadership will contribute greatly to employee morale, otherwise ineffective leadership can hinder employee morale.

Communication also has a big influence on employee morale (Metera, 2020; Assingkily, *et.al.*, 2024; Hundie & Habtewold, 2024; Kim, 2018; Johansson & Bäck, 2017). This is because, in the communication process, there are inhibiting factors between the sender of the message and the recipient of the message, such as in the field of vertical communication, there are problems of direction from the leadership regarding work mechanisms that are still ineffective so that employees tend to carry out work according to their own perceptions, and the division of tasks and delegation of authority still cannot be communicated properly by leaders to subordinates (Kusuma & Widiari, 2023; Ningsih, 2017; Elaigwu, *et.al.*, 2024; Metaferia, *et.al.*, 2023). In addition, it is known that there is a lack of familiarity or friendliness between employees and other employees at work (Permaningratna, 2013; Asencio, 2016; Wonda, *et.al.*, 2024; Goswami, *et.al.*, 2018).

Previous research proves that compensation is also a factor that can affect employee morale (Apomfires & Attamimi, 2021; Duwika, 2017; Sachs, *et.al.*, 2024; Altbeker & Borraine, 2024). As is known, compensation is all the services received by employees from an organisation in return for their work in direct and indirect forms (Pramita, *et.al.*, 2020; Kusumawardani, *et.al.*, 2020; Hui & Fang, 2023; Seo, *et.al.*, 2019; Ampong, 2024; Fang & Shi, 2016; Kim, 2023; Onah, *et.al.*, 2020; Maqsood, *et.al.*, 2024). According to Samudra (2011), compensation is important for employees because the size of compensation is a measure of employee performance, if the compensation provided is fair for employees, it will encourage employees to do their job better and be more responsible for their respective tasks given by the company.

The variety of facts in the previous literature review shows that the topic in this research is different from another research. This is because this study has novelty from the review of methodological analysis that displays the significance of employee compensation variables in improving the performance and morale of government employees, while the variables of leadership style and communication become supporting factors for social and psychological well-being for employees. In addition, this study also has limitations from the aspect of cases taken at the district level, of course it cannot be generalised to other loci even though the focus of the theme is similar.

Based on the description above, namely the phenomenon of low morale of BKB-PP Buleleng Regency employees indicated by a fairly high level of absenteeism, namely the average absenteeism of 6.97% in 2013, which is caused by several trends such as leadership style, communication and compensation, it raises interest for the author to examine more deeply the problem of employee morale in BKB-PP Buleleng Regency, by conducting research titled 'Analysis of Leadership Style, Communication and Compensation on the Morale of Government Employees of BKB-PP Buleleng Regency'.

METHOD

The conceptual framework of this research is shown in the scheme below:

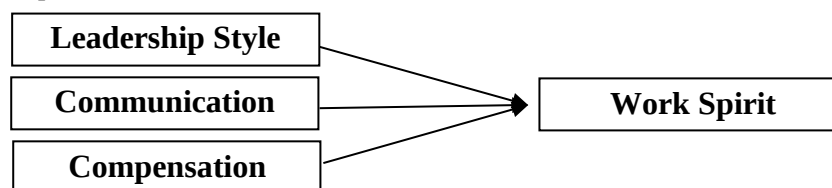


Figure 1. Framework (this study)

Based on the subject matter, theoretical studies and previous research that have been described, the hypotheses in this study can be formulated as follows: First, the better the leadership style, the higher the morale of BKB-PP employees of Buleleng Regency. Second, the better the communication, the higher the morale of BKB-PP employees of Buleleng Regency. Third, the better the compensation, the higher the morale of BKB-PP employees of Buleleng Regency.

Research Location

The place where the research was conducted was at BKB-PP Buleleng Regency which is located at Jln. Wijaya Kusuma No. 3 Singaraja-Bali. The reasons for conducting the research at BKB-PP Buleleng Regency are, firstly, BKB-PP Buleleng Regency is a government institution specifically designated in the empowerment of women to handle population growth in Buleleng Regency since the issuance of RI Law No. 52 Year 2009 on population development and family development. Secondly, low employee absenteeism is a manifestation of low employee morale in carrying out the vision of the organisation in realising a balanced population growth in 2015.

Population and Sample

The population in this study which became the population was the BKB-PP employees of Buleleng Regency, totalling 56 people. while the sample in this study was all the existing population whose withdrawal was taken by census, namely 100% of the total population.

Type of Data

- a. Quantitative Data, namely data used such as attendance lists, number of employees and financial reports for the 2023 fiscal year.
- b. Qualitative Data used such as organisational structure, history and duties, functions and responsibilities of employees.

Data source

- a. Primary data is data obtained from respondents directly at the research location through questionnaires regarding the variables studied.
- b. Secondary data is data obtained from documents such as attendance lists in 2023, organisational structure, history and documents regarding the duties, functions and responsibilities of employees and financial reports for the 2023 fiscal year to support this research.

Data Collection and Data Analysis Technique

The data collection techniques used questionnaires and documentation (Assingkily, 2018). *First*, a questionnaire is a set of lists containing a series of statements and questions made by the author to be submitted to the respondent in relation to the matter to be researched. *Second*, documentation. Data collection in writing or data that is already available at the research site in this case is at BKB-PP Buleleng Regency such as: attendance list, number of employees, organisational structure, history and duties, functions, and responsibilities of employees.

The data analysis technique used is multiple linear regression analysis with the initial stages of validity and reliability testing, then classical assumption tests, formulation of regression equations and model tests consisting of determination analysis, simultaneous tests and partial tests using the help of the SPSS 24 programme (Sugiyono, 2018).

FINDINGS AND DISCUSSION

Findings

From data processing, the results of multiple linear regression analysis are as follows: The constant is a negative value of -14.117. The coefficient of the leadership style variable obtained a positive value of 0.637. The coefficient of the communication variable obtained a positive value of 0.507. The coefficient of the compensation variable obtained a positive value of 0.192.

Furthermore, from the analysis of the coefficient of determination, it is known that the strength of the influence of the independent variable on the dependent variable is 57.0% and the remaining 43% is explained by other factors not examined. Likewise, from the analysis simultaneously obtained the results that, the independent variables simultaneously had a positive and significant effect on the dependent variable as indicated by the value of $F_{hitung} > F_{tabel}$ ($20.419 > 2.832$) and the significance level was $0.000 < 0.05$.

While from the partial analysis obtained the results that:

1. The leadership style variable has a positive and significant effect on morale as indicated by the $t_{count} > t_{table}$ value ($4.076 > 2.019$) and a significance value of $0.000 < 0.05$.
2. Communication variables have a positive and significant effect on morale as indicated by the $t_{count} > t_{table}$ value ($3.116 > 2.019$) and a significance value of $0.003 < 0.05$.
3. The compensation variable has a positive and significant effect on morale as indicated by the $t_{count} > t_{table}$ value ($2.399 < 2.019$) and a significance value of $0.021 < 0.05$.

Discussion

The Effect of Leadership Style on the Morale of Government Employees of BKB-PP Buleleng Regency

The obtained positive and significant value between the leadership style variable on work enthusiasm indicated by $t_{count} > t_{table}$ ($4.076 > 2.019$) and a significance value of $0.000 < 0.05$, then the hypothesis proposed in this study which states 'The better the leadership style, the higher the work enthusiasm of BKB-PP Buleleng Regency employees' is accepted and proven correct.

This result is reinforced by the acquisition of the regression coefficient of the leadership style variable which has a positive value of 0.637 which means that every increase in leadership style by 1 unit will increase morale by 0.637. In a sense, the leadership style of a leader of BKB-PP Buleleng Regency which is shown by how to behave and act in influencing subordinates both by communicating with subordinates, giving good work orders, the level of willingness to provide guidance and direction and making a decision involving subordinates can increase employee morale.

In other words, a good leadership style can encourage the work enthusiasm of BKB-PP employees in Buleleng Regency. This is in accordance with the opinion expressed by Oktavani (2012) which states that, an organisation or company that is successful in achieving its goals and is able to fulfill its social responsibilities will depend on its leaders.

The Effect of Communication Style on the Morale of Government Employees of BKB-PP Buleleng Regency

The obtained positive and significant value between the communication variable on morale indicated by $t_{count} > t_{table}$ ($3.116 > 2.019$) and a significance value of $0.003 < 0.05$, then the hypothesis proposed in this study which states 'The better the communication, the higher the morale of BKB-PP employees of Buleleng Regency' is accepted and proven correct.

This result is reinforced by the acquisition of a positive communication variable regression coefficient of 0.507 which means that every increase in communication by 1 unit will increase morale by 0.507. In a sense, communication in BKB-PP Buleleng Regency either vertical communication down or communication that occurs from superiors / leaders to subordinates, vertical communication up or communication that occurs from subordinates to superiors / leaders and horizontal communication or communication that occurs among employees is able to encourage employee enthusiasm in work.

In other words, good communication is able to create the work enthusiasm of BKB-PP employees of Buleleng Regency. This is in accordance with the opinion expressed by Sitompul (2010) which states that good communication between superiors and subordinates and communication between employees is an important factor in creating higher morale.

The Effect of Compensation on the Morale of Government Employees of BKB-PP Buleleng Regency

From data processing, the results of multiple linear regression analysis are as follows: The constant is a negative value of -14.117. The coefficient of the leadership style variable obtained a positive

value of 0.637. The coefficient of the communication variable obtained a positive value of 0.507. The coefficient of the compensation variable obtained a positive value of 0.192.

The positive and insignificant value obtained between the compensation variable on work enthusiasm indicated by $t_{\text{count}} > t_{\text{table}}$ ($2.399 > 2.019$) and a significance value of $0.021 < 0.05$, then the hypothesis proposed in this study which states 'The better the compensation, the higher the work enthusiasm of BKB-PP employees of Buleleng Regency' is accepted and proven correct.

These results are also reinforced by the acquisition of a positive compensation variable regression coefficient of 0.192, which means that every increase in compensation by 1 unit will increase morale by 0.192. In a sense, the compensation received by BKB-PP Buleleng Regency employees, both compensation in the form of cash such as salaries, allowances and pension funds as well as compensation in the form of non-cash or indirect rewards such as guaranteed care, treatment and rehabilitation and death benefits received can create enthusiasm for employees at work. In other words, fair, decent and reasonable compensation is able to create the work enthusiasm of BKB-PP employees of Buleleng Regency.

The significant results between the compensation variables on morale in accordance with this partial test are in accordance with the opinion conveyed by Sasmita (2009) which states that compensation has a positive relationship with morale because the high and low morale of employees is influenced by the amount of compensation received.

CONCLUSION

From the results of the research and discussion above, the following conclusions can be drawn, first, testing the first hypothesis between leadership style on work enthusiasm, the results obtained $t_{\text{count}} > t_{\text{table}}$ ($4.076 > 2.019$) and a significance value of $0.000 < 0.05$. Therefore, the hypothesis stating 'the better the leadership style, the higher the morale of BKB-PP Buleleng Regency employees' is accepted. Second, testing the second hypothesis between communication and work enthusiasm, the results obtained $t_{\text{count}} > t_{\text{table}}$ ($3.116 > 2.019$) and a significance value of $0.003 < 0.05$. Therefore, the hypothesis stating 'the better the communication, the higher the morale of BKB-PP Buleleng Regency employees' is accepted. Third, testing the second hypothesis between compensation and work enthusiasm, the results obtained $t_{\text{count}} > t_{\text{table}}$ ($2.399 > 2.019$) and a significance value of $0.021 < 0.05$. Therefore, the hypothesis stating 'the better the communication, the higher the morale of BKB-PP Buleleng Regency employees' is accepted.

Future researchers are expected to develop this research by considering other variables such as work discipline, work environment, organisational climate and motivation. And it is also expected that future researchers in examining compensation on morale in government agencies are advised to use the same sample whether civil servants only or contract workers only, so that the results obtained can provide a more definite picture of the effect of compensation on morale. Meanwhile, for the BKB-PP Government Institution of Buleleng Regency, these results can be used as references to improve morale. Especially in terms of compensation where from the research results obtained compensation has the lowest influence among the variables used such as leadership style and communication so that it is very necessary to evaluate the compensation received to employees for the sacrifices that have been given to the organisation so that employees can continue to be enthusiastic at work and of course the organisation's goals will be easier to achieve.

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