



Hak Cipta Dilindungi Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
  - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik atau tinjauan suatu masalah.
  - b. Pengutipan tidak merugikan kepentingan yang wajar Unand.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin Unand.

**"The Effects of the Leadership Style on Organizational  
Commitment and Motivation  
Case Study: KPS (Koperasi Perkebunan Sawit) Perintis  
Pasaman**

**SKRIPSI**



**ADMA HENDRA  
06152022**

**JURUSAN MANAJEMEN  
FAKULTAS EKONOMI  
UNIVERSITAS ANDALAS  
PADANG 2011**

**DEPARTMENT OF MANAGEMENT  
FACULTY OF ECONOMICS  
ANDALAS UNIVERSITY**

---

**LETTER OF THESIS APPROVAL**

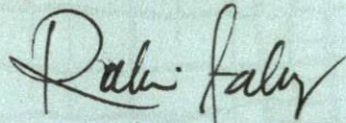
Herewith, Dean of Faculty of Economics of Andalas University, Head of Department, and Thesis Supervisor, stated:

Name : **Adma Hendra**  
Student Number : **06 152 022**  
Degree : **Bachelor (S1)**  
Department : **Management**  
Concentration : **Strategic Management**  
Thesis Title : **The Effects of Leadership Style on  
Organizational Commitment and  
Motivation**

Has already passed thesis seminar of Department of Management on January 18<sup>th</sup>, 2011 based on procedures and regulations, which prevail in the Faculty of Economics.

Padang, January 28<sup>th</sup>, 2011

**Thesis Supervisor,**



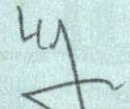
**Dr. Rahmi Fahmi, SE, MBA**  
**NIP. 196907101994032005**

Approved by,


**Dean of Faculty of Economics,**

**Dr. H. Syafruddin Karimi, SE.MA**  
**NIP. 195410091980121001**

**Head of Department,**



**Dr. Harif Amali Rivai, SE, M.Si**  
**NIP. 197102211997011001**

	No. Alumni Universitas :	<b>Adma Hendra</b>	No. Alumni Fakultas :
	<p>a) Tempat / Tanggal Lahir : Jambak/ 20 Agustus 1987 b) Nama Orang Tua : Iswardi dan Irma Suryani c) Fakultas : Ekonomi d) Jurusan : Manajemen e) No.BP : 06152022 f) Tanggal Lulus : 18 Januari 2011 g) Predikat Lulus : Sangat Memuaskan h) IPK : 2,98 i) Lama Studi : 4 tahun, 5 bulan j) Alamat Orang Tua : Jl. Manggopoh KM 3, Simpang Empat, Pasaman Barat.</p>		

**THE EFFECTS OF LEADERSHIP STYLE ON ORGANIZATIONAL COMMITMENT AND MOTIVATION**

**(Case Study: Koperasi Perkebunan Sawit Perintis, Pasaman Barat)**

*Skripsi S1 Oleh : Adma Hendra  
Pembimbing : Dr. Rahmi Fahmy, SE, MBA*


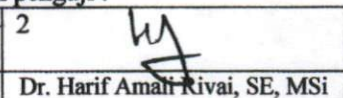
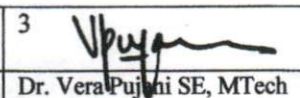
**ABSTRACT**

The purpose of this research is to investigate the effects of leadership style on organizational commitment and motivation in Koperasi Perkebunan Kelapa Sawit Perintis Pasamana Barat. Path Goal theory explained about leader behavior by directive style, supportive, participative, and achievement-oriented style. By using one of four styles, a leader must effore to influence perception, build strong commitment, and can give motivation to the subordinates. The total 35 respondents were surveyed in this research and all of the respondent's return the questionnaires. The data analyzed by simple-linear regression and frequency distribution. The results of this research indicates leadership style has positive and significant effect on organizational commitment and motivation by regression line obtained for organizational commitment  $Y_1 = 2.135 + 0.385x$  and  $Y_2 = 2.475 + 0.477 x$  for motivation.

*Keywords: Leadership Style on Organizational Commitment and Motivation.*

Skripsi ini telah dipertahankan di depan sidang penguji dan dinyatakan lulus pada tanggal 18 Januari 2011.

Abstrak ini telah disetujui oleh pembimbing dan penguji :

Tanda Tangan			
Nama Terang	Dr. Rahmi Fahmy, SE, MBA	Dr. Harif Amali Rivai, SE, MSi	Dr. Vera Pujni SE, MTech

Mengetahui,  
Ketua Jurusan Manajemen

Dr. Harif Amali Rivai, SE, M.Si  
Nip. 197102211997011001

  
Tanda Tangan

Alumnus telah mendaftar ke Fakultas / Universitas dan mendapat Nomor Alumnus :

		Petugas Fakultas / Universitas	
No. Alumni Fakultas	:	Nama	Tanda Tangan
No. Alumni Universitas	:	Nama	Tanda Tangan

## ACKNOWLEDGEMENT

Alhamdulillah Rabbil 'Alamin, First of all, I would like to thank Allah SWT who has given everything that I have till today, a health and happiness. These are just part of Allah's wonderful gifts that we simply cannot count or measure. Certainly Allah's gifts are many for they include anything that gives us happiness, delight or comfort, such as health, wealth, position and status, knowledge, family and much more. Allah commands in surah an-Nahl verse 18: Which means: if you would count up the favors of Allah, Never would you be able to number them; for Allah is oft-forgiving, Most merciful. So let us be thankful to Allah for gifts he has showered upon us. And let us not do things that will only result in these bounties being taken back by Allah, or worse, bring Allah's wrath and punishment. Because of the grace and favor of Allah SWT, I can finish my thesis entitled: The Effects of Leadership Style on Organizational Commitment (Case Study: Koperasi Perkebunan Sawit Perintis Pasaman Barat).

Shalawat and prayer to our role models, the most Sholeh man of the world who have ever lived on this earth, the Prophet Muhammad SAW also to all the families, friends and his followers that Insha Allah we included in it if we are always istiqomah establish Islam as rahmatan lil'alam.

This thesis is proposed as the requirement of bachelor degree which took six months to complete all the research and analysis. During the accomplishment process, I found a lot of barriers in collecting the data, analyzing, and aligning with the theoretical and research method. But I could pass all the barriers since a

got support from all people surround me. Here deeply I would like to thanks for those people who impactful my life:

1. Thank you deeply to *Abak* and *Mama* who always teach me right from wrong, guide me to the right way, always give me love, support and understand who really I am and trust me for everything I do. I love you more than anything in this world. I know that I cant' reply all things you gave yet, but I will do my best for you two. I promise. For my beloved sister, Siti Halimatun Sya'diah. Thank you for everything. Sometimes, I can't do something without your help. Especially in support me in my study and accomplished my thesis. When I have a problem and need to share, lucky for me I have you in my side that will give advices. My turn is finish, now is your turn. Keep studying hard and keep pursuing your dream. And also my little brother Aditya Yusuf, *grow fast yo dik, Laptop biru kociak segera menyusul.*
2. Dr. H. Syafruddin Karimi, SE, MA, as the dean of Economic Faculty and Dr. Harif Amali Rivai, SE, M.Si as the head of Management Department.
3. I do appreciate all people who give me any learning. Thank you to Dr. Rahmi Fahmi, SE, MBA who had been my supervisor and tough me a lot how to write a thesis well. Thank you to Dr. Harif Amali Rivai, SE, M.Si and Dr. Vera Pujani, SE, MM. Tech as the examiner. Thank you to all lectures and thank you to Buk Fauziah, Da Yal and Bang Franky for guiding and helping me with all the complicated procedures.

4. For the friend of "*senasib dan seperjuangan*", Liska Afrianto Kamar (*jadi jo rupo e Ka, hahah*), Muhammad Harits (*manga lo ang ikuik tamaik kni Rits, ang ketek baru, hek*) Indika Pupuik Juang Putra (*ndeh, apo lah ka den kecek an ka ang ko Put, paniang den a*), Juwita Apuak Sanusi (*op Puak, azehe*), Fara Se Nyo, and Sari Fitria Cayi Rosadi (*barantian lah yang "apo" tu lai cay*), I really believe with the meaning of friendship by knowing you all buddies. We kept together in all condition while work on this thesis. Hope in the future we would gain the great result of our pains.
5. For my Management 06 Friends, thank you for the advice in accomplish this thesis. For Yoka (*get it soon Ka*), Azmen (*kajaan lah lai man, uda-uda ang alah koa, asheek*) Egy (*ang iyo lo gy, jan bapacar jo nan ang kajaan lai, tamaik lai broy*), Danang (*nang, sory den dulu stek a, barek den sabanae mah, lah samo-samo naik becak wak dulu partamo ka Padang, kini dulu lo den tamaik, a lah ka den kecek an ka gaek ang ko*) Reren (*ang ciek Ren, usahoan lah lai, heheh*), Winda (*tengkyu lah tu Win a*), Ridwan (*jadi ang baranti kuliah wan?*), Zola (*Op Nimar, azehe*), Chia (*ndeh, sagan c wak ka Harits a*), Vinda, Gatot Kiki, Icing and Lani (*acha-acha Lani, khejarkhan lhah thamhat lae, acha, hahaha*), Gery Itam Petak Kalek (*jadi jo wak samo rupo e yo Tam*), Erik Kritiang (*ndak iyo tu dang Rik a??hahah*), Iwan Marwan (*segera meluncur Wan, eh menyusul dink*), Migo (*ang ciek, ang iyo lo mah, hek*), Isaik, Topik, Randy, Kaliang, Bokep, *pokok e sado e lah, ndak mungkin disabuik an siko do*, thanks for the friendship for the last four years. I'm sure, when we're getting older later, I still can feel the warmth of this family.

6. Management International 2007 until 2010 especially Kiki, Haris, Ryan, Adrian, Della, Eka, Ela, Ana, Ata, Rido, Rendi, Putra, Eka, Rojik, (*pokok e sadoe*) it was a great time to spend my lecture time with you all friends and thanks for accompany and support me to chase our dreams.
7. For my housemate at "*Yellow Dorm Inc.*" and "*Barbie House Inc.*", Fiedo, Apri, Atuk, Opet Jon Ilham, Dik Yudi Momo, Dik Pico, Dik Diel, Dik Reza, Dik Yudi, Dik Riki, Dik Romy, Thank you for your support and help, *tengkyu lah pokok e.*

This thesis is not the best and still need any improvement. Any correction and suggestion will be necessary to improve this thesis better. That is all from me and always best wish for University of Andalas.

Padang, Januari 2011

Adma Hendra

## TABLE OF CONTENTS

Table of Contents .....	i
List of Tables.....	vi
List of Figures .....	vii
CHAPTER I INTRODUCTION.....	1
1.1. Background of the Research .....	1
1.2. Problem Statement .....	5
1.3. Research Objectives .....	5
1.4. Significance of Research.....	5
1.5. Structure Of Writing.....	6
CHAPTER II LITERATURE REVIEW .....	8
2.1. The Definitions of Leadership.....	8
2.2. Leadership Theories.....	10
2.3. Leadership Styles .....	11
2.4. Type of Leadership Style .....	13
2.4.1 Directive Leadership .....	15
2.4.2 Supportive Leadership.....	16
2.4.3 Participative Leadership .....	17
2.4.4 Achievement-oriented Leadership .....	17
2.5 Organizational Commitment.....	21
2.5.1 Defining Commitment.....	21
2.5.2 Organizational Commitment .....	23
2.5.2.1 Affective Commitment.....	23

2.5.2.2 Continuance Commitment.....	24
2.5.2.3 Normative Commitment.....	25
2.6 Motivation .....	27
2.6.1 The Definition of Motivation .....	27
2.6.2. Motivation Theories .....	28
2.6.2.1 Maslow's Hierarchy of Needs Theory.....	28
2.6.2.2 Herzberg's Two-Factor Theory .....	31
2.6.2.3 Theory X and Theory .....	32
2.6.2.4 ERG Theory .....	34
2.6.2.6 McClelland's Theory of Needs.....	35
2.6.2.6 Expectancy Theory .....	35
2.6.2.7 Equity Theory .....	36
2.7 Review of Previous Study.....	39
2.8 Conceptual Framework .....	41
CHAPTER III RESEARCH METHODOLOGY.....	42
3.1. Research Design.....	42
3.2 Population and Sample.....	42
3.3. Data Collection Method .....	42
3.3.1. Primary Data Collection.....	42
3.3.1.1. Preliminary Survey.....	42
3.3.1.2. Interviews .....	43
3.3.1.3. Questionnaire.....	43
3.4. Conceptualization and Operationalization of Variables.....	43
3.4.1. Dependent Variable.....	43

3.4.2. Independent Variable .....	44
3.5. Data Analysis .....	47
3.5.1 Regression Analysis .....	47
3.5.2 Distribution Frequency Analysis.....	48
3.5.3. Descriptive Analysis.....	48
3.5.3.1. Respondent Descriptive.....	48
3.5.3.2. Factors Description.....	48
CHAPTER IV COMPANY PROFILE .....	49
4.1. General Company Profile.....	49
4.2 History .....	50
4.2.1 Background .....	50
4.2.2 Growth of the Organization.....	51
4.2.3 Koperasi Unit Desa (KUD) PIR BUN OPHIR .....	52
4.2.4 Koperasi Perkebunan Sawit Perintis .....	53
4.3 Organizational Structure of KPS Perintis.....	55
4.4 Business of KPS Perintis.....	57
CHAPTER V RESULTS AND ANALYSIS .....	59
5.1. Data Analysis .....	59
5.1.1 Validity and Reliability Testing.....	59
5.1.1.1 Validity Test .....	60
5.1.1.2 Reliability Test.....	62
5.2 Respondent Characteristics .....	63
5.2.1. Respondent Characteristics Based on Gender.....	63
5.2.2. Respondent Characteristics Based on Age.....	64

5.2.3. Respondent Characteristics Based on Educational Background	64
5.2.4. Respondent Characteristics Based on Working Experience	65
5.3 Normality Test	65
5.4 Linearity Test	66
5.5 Frequency Distribution of Respondents	67
5.5.1 Leadership Style	67
5.5.2 Organizational Commitment	73
5.5.3 Motivation	78
5.6 Hypothesis Testing	81
5.6.1 The Effect of Leadership Style on Organizational Commitment	81
5.6.2 The Effect of Leadership Style on Motivation	83
5.7 Discussion	85
<b>CHAPTER VI CONCLUSION, LIMITATION, RECOMMENDATION</b>	<b>88</b>
6.1. Conclusion	88
6.2. Implication of the Research	92
6.3. Limitation of the Research	93
6.4. Recommendation	94
<b>BIBLIOGRAPHY</b>	<b>96</b>

#### APPENDICES

Appendix 1. Questionnaire

Appendix 2. Validity and Reliability Test

Appendix 3. Normality Test

Appendix 4. Linearity Test

**Appendix 5. Regression Analysis**

**Appendix 6. Frequency Analysis**

## LIST OF TABLES

Table 1 Net Income and Employee Numbers of KPS Perintis .....	3
Table 2 Definitions of Commitment .....	22
Table 3 Conceptualization of Variable.....	45
Table 5.1 Validity Test Results Summary for Leadership Style.....	60
Table 5.2 Validity Test Results Summary for Organizational Commitment	
61	
Table 5.3 Validity Test Results Summary for Motivation.....	62
Table 5.4 Reliability Test Results .....	63
Table 5.5 Respondent Characteristics Based on Gender .....	63
Table 5.6 Respondent Characteristics Based on Age.....	64
Table 5.7 Respondent Characteristics Based on Educational Background	64
Table 5.8 Respondent Characteristics Based on Working Experience .....	65
Table 5.9 Linearity Test Result Summary .....	67
Table 5.10 Frequency Distribution of Respondents on Leadership Style..	70
Table 5.11 Frequency Distribution of Respondents on Organizational	
Commitment.....	76
Table 5.12 Frequency Distribution of Respondents on Motivation.....	79
Table 5.13 Regression Analysis (Model I) The Effect of Leadership Style on	
Organizational Commitment .....	81
Table 5.14 Regression Analysis (Model II) The Effect of Leadership Style on	
Motivation .....	83

## LIST OF FIGURES

Figure 2.1 Path Goal Theory Leadership Process .....	18
Figure 2.2 Three Leadership Dimension.....	19
Figure 2.3 Maslow's Hierarchy of Needs Theory with Mcgregor's Categories .....	30
Figure 2.4 Equity Theory .....	37
Figure 2.5 Conceptual Framework.....	41
Figure 4.1 Organizational Structure of Cooperative Project PIR BUN Ophir 55	
Figure 4.2 KPS Perintis organizational Structure Chart .....	56
Figure 5 Normality Test .....	66

# CHAPTER I

## INTRODUCTION

### 1.1 Background of The Research

Leadership plays an important role in the success of an organization (Bass, 1990). Clawson (2002) defined that the leader is person that have characteristics that will influence other person ability to create a successful leadership outcome.

The existing leadership and management research suggests that the leadership style of managers can lead to higher measures of organizational commitment in their direct reports. Bass (1985), Hersey and Blanchard (1977) and Stogdill (1963) has demonstrated positive relationships between numerous leadership styles and employee attitudes, motivation and performance; all of these can affect to organizational commitment levels.

Leadership in general is the ability to give effect to others, so they do what the leader desires. Tead (1935) in Cooper (2003) stated that leadership is the activity of influencing people to cooperate toward some goal which they come to find desirable. And Lundy (1957) in Cooper (2003) defined that Leadership is principally a task of planning, coordinating, motivating and controlling the efforts of others toward a specific objective. In short leadership is influence.

Leadership is an important component in an organization, but a company will not be possible to operate without any human activity as a source of labor. Understanding employees according to Hasibuan (1993) is the assets (wealth) for each of the major organizations that became active planner and the behavior of each organization's activities.

The best way to make employees have a strong commitment and motivated to work toward the company, the leadership style, is needed to match what is expected by the employees without reducing the “strength” of the leaders themselves. Committed employees are less likely to develop patterns of tardiness or to be chronically absent from work (Angle and Perry, 1981; Bateman and Strasser, 1984; Porter et al., 1974). Employees that are committed are also less likely to leave the organization to explore other opportunities (Allen and Meyer, 1996 & Porter et al., 1974). Organizational commitment has also been shown to positively affect motivation, organizational citizenship, and job performance (Meyer et al., 2002; Mowday et al., 1974). Individual organization commitment is related to both one’s personality and the superior/subordinate relationship (Gopinath & Becker, 2000; Mathieu & Zajac, 1990 in Davenport, 2010). The concept of organizational commitment has an important role in the philosophy of Human Resource Management (HRM). HRM policies are designed to improve organizational integration, employee commitment, flexibility and quality of work.

Organizational commitment is an important job outcome because of its demonstrated influence on positive work-related attitudes and behaviors, for example, high performance, organizational citizenship behavior and low turnover. As employees take responsibility for what they do, they become committed to their acts and develop positive attitudes to justify behavioral commitment (Gregerson & Black, 1992).

Motivation constitutes a central element when going through the process of human learning. If the organization does not possess the ability to motivate its employees, the knowledge within the organization is not practically used to a

maximum (Rafikul Islam & Ahmad Zaki, 2008). Therefore, it becomes the aim of every learning organization to find the factors that enable it to motivate its employees to continuous learning and to take advantage of this knowledge to ensure its living (Osteraker, 1999).

Human resources will not be motivated to participate actively in the process of development of managerial competencies growers, as has been described previously, if they are not committed to the company. With the organizational commitments of human resources, they will be willing to sacrifice for the progress of the company, willing to give great attention to the development of the company and have a strong determination to maintain the existence of firms in the market. One realization is the willingness of human resources to participate actively in the process of development, growers their managerial competence.

KPS Perintis is the best cooperation in Pasaman Barat. This cooperation is a sub unit from several units of Service Units (Unit-unit Pelayanan) below the main unit, PIR BUN Ophir. The rules in this cooperation were set in the Rapat Anggota Tahunan (RAT) when it found in 1991. This cooperation led by a chairman that appointed in the RAT and will report to the RAT. There are 35 employees work in this cooperation.

**Table 1 Net Income (Sisa Hasil Usaha) and Employee Numbers of KPS Perintis**

Year	Net Income (SHU)	Number of Employees
2007	IDR. 173,709,786.53	35
2008	IDR. 229,785,288.97	35
2009	IDR. 77,614,895.52	35

*Source: KPS Perintis Pasaman Barat*

The table 1 shows that the performance of the company is fluctuated and probably there are some deficiencies in term of leadership style applied by the chairman, the motivation to work and organizational commitment to the company. These problems should be evaluated to improve the performance of the company.

As shown above, however a sophisticated technology will not work well if not supported by the use of workers who work together intensively and efficiently, the objectives of the company that has determined will not be achieved as planned. Labor according to function will give the maximum contribution to the company. Instead, a wise corporate leader must be able to gives satisfaction of its workforce to make the workforce committed to the job and the company where he/she worked.

With a perception of the employees of good leadership style on the KPS (Koperasi Perkebunan Sawit) Perintis Pasaman Barat that engaged in the cooperation, it is expected this could increase employee motivation and organizational commitment and can accelerate the achievement of performance expected from a company, so the goals will be achieved with satisfactory results.

These things encouraged the author to try to do further research and to know the extent of the leadership style can influence organizational commitment and motivation in the KUD (Koperasi Perkebunan Sawit) Perintis Pasaman Barat.

Based on the explanation above, the author is interested in doing research that entitled

**“The Effects of Leadership Style on the Organizational Commitment and Motivation in KPS (Koperasi Perkebunan Sawit) Perintis Pasaman Barat”.**

## **1.2 Problem Statement**

In this study the author identifies problem as follow:

- How does the leadership style influence organizational commitment in KPS Perintis Pasaman Barat?
- How does the leadership style influence motivation in KPS Perintis Pasaman Barat?
- How does level of organizational commitment in KPS Perintis Pasaman Barat?
- How does level of motivation in KPS Perintis Pasaman Barat?

## **1.3 The Objective of the Study**

- To investigate in what extent leadership style influences organizational commitment in KPS Perintis Pasaman Barat.
- To investigate in what extent leadership style influences motivation in KPS Perintis Pasaman Barat.
- To determine the level of employee organizational commitment in the company.
- To determine the level of employee motivation in the company.

## **1.4 Significance of the Research**

This study is expected to provide benefits as following:

1. For author, this study can add insight and experiences on the theory of leadership styles that have been acquired during college writers with actual implementation in the field/ real situation.

2. For companies, this research can be used as a reference that will serve the company in increasing employee motivation and employee commitment through leadership and influence as well as information input for the company in implementing and evaluating policies that have been applied by the company.
3. For science, the information can be used as additional insight for the development of science.

### **1.5 Structure of Writing**

Generally, these research analyses are consisting of several chapters systematically as follow:

#### **Chapter I. Introduction**

This chapter explain about the background of the problem, problem identification, research objectives and the systematic of writing

#### **Chapter II. Theoretical Review and Hypotheses**

This chapter discuss about the previous study, basic theory of this thesis writing and the mind frame as the problem solving.

#### **Chapter III. Research Methodology**

Chapter that discussing about the research methodology used in analyzing problem contained research object, population, and sample, data collection methods, and the data analysis method.

#### **Chapter IV. Company Profile**

Chapter contained the profile of KPS Perintis Pasaman Barat which mention the general overview of KPS Perintis Pasaman Barat.

## Chapter V. Data Analysis and Discussion

Chapter contained the result and the discussion of the existing problem that going to do.

## Chapter VI. Conclusion, limitation, and Recommendation

This chapter contained the general conclusion of the research result and the recommendations for the object of the research.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Definitions of Leadership**

People mostly know the leadership through the process of leadership, what leader say and do, and refer to typical leadership characteristics, to know the meaning leadership need a common understanding. There is no one single definition of leadership. Definition may also contain an element of personal experience. Commonsensical similarities and dissimilarities will depend on our own experience and views' (Cooper, 2003). Georgiades and Macdonell (1998) comment that image of leadership are entirely personal.

Scholars and other writers have offered more than 350 definition of the term leadership, and one authority on the subject has concluded that the leadership is one of the most observed and least understood phenomena on earth (Daft, 2005). The following definition help illustrate different perspective.

Leadership is the activity of influencing people to cooperate toward some goal which they come to find desirable (Tead, 1935 in Cooper, 2003). The similar statement from Daft (2005), leadership is and influence relationship among leaders and followers who intend real change and outcomes that reflect their shared purposes. Leadership is a system of organized method of operation in controlling work performance (Heinrich, 1951 in Cooper, 2003). Bass (1990) defined the meaning of leadership as follows:

*“Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members”*

Ray (1999) stated that leadership is a series of behaviors that enable a group or organization to accomplish commonly desired goals. Meanwhile Lundy (1957) in Cooper (2003) defined Leadership as follows;

*“Leadership is principally a task of planning, coordinating, motivating and controlling the efforts of others toward a specific objective”.*

Leadership is a skill. Involved in a process of two-way communication, a continuous feedback. This interaction sustains that the working morale and the feeling of personal worth of each member of the team, and is in turn sustained by them. True leadership is characterized not by domination, but by service (Marrow, 1957)

Leadership implies two directions in the relationship (follower and leader), and the effectives as well as lead. His leadership indeed may include his fitting in or integrating the needs and wants of his employees with the needs and wants of his company (Calhoon and Kirkpatrick, 1956)

From the definition of the leadership above, there are similarities and also differences each other. According to Cooper (2003) the definition of leadership might depend on:

- The theoretical stance of the writer.
- The managerial approach that might be in vogue at the time.
- The managerial approach favored by the writer.

- The organizational level on which the writer may wish to focus.

## 2.2 Leadership Theories

According to Robbins (2006), the sources of leadership theory can be seen from some of the literature that generally discusses the things that is almost the same. From the literature it is known to have a theory which states that leaders are born, not made. There is also a state that it happened because the leader of a group of people, and he/ she did an exchange with the lead. Another theory suggests that leaders arise because of the situation there and the theory allows a view of leadership through organizational behavior. This theory emphasize that there are factors that determine the leadership of their own leadership in cognition, the environment and their own behavior.

### 1. Theory of Nature

Research efforts of the restrictions of this nature have reached an impasse. When the search is intended to identify a series of properties that will always distinguish between followers and leaders with an effective leader with an ineffective, then the search fails (Robbins, 2006:40).

### 2. Behavior Theory

Individual approach not only produces a more definitive answer about the nature of leadership, but if successful would bring little difference compared with the nature of the approach. If the nature of the research is successful, it will provide the basis for choosing the right person to fill out a formal position in a group or organization that requires leadership (Robbins, 2006:42). Conversely, if

the behavioral studies aimed at finding determinants of behavior problems, we are to train people to become a leader.

### 3. Contingency Theory

It is becoming increasingly clear to those who study the phenomenon in predicting leadership success is more complex than the limit or the nature of the desired behavior. Failure to create consistent results will bring everything to a new focus on the effects of the situation (Robbins, 2006:46). There are three theories that have contingent great attention, namely: Fiedler's theory, path-goal, and the role of leader.

### 2.3 Leadership Styles

Leadership style within the organization is required to develop a comfortable working environment and build a climate of motivation for employees that are expected to yield high productivity.

Leadership style is a different pattern of behavior that used by leaders in the process of directing and influencing subordinates that focusing on employee motivation (House and Mitchell, 1974). According to Glassman (1986) leadership style is a collection of behaviors that used by a manager or leader to make decisions and to influence the members in achieving organizational goals (in Yeh, 1996). And Stoner et.al (1996) defined leadership style is a different pattern of behavior that favored by leaders in the process of directing and influencing subordinates.

According to McKinsey (1981) leadership style is the characterization of the behavior of managers in achieving the core target of the company or in other

words, leadership style refers to a pattern of top executives and senior management team behavior.

Leadership style is a way that used by a leader in influencing the behavior of others. The benefits can be retrieved from the style to be used as a leader in leading subordinates or his followers. Leadership style is the norm of behavior that used by a person in the current attempt to influence the behavior of others or subordinates. Leaders can not use the same leadership style in leading subordinates, but must be adapted to the characters level of proficiency in the task of each subordinate. Leaders who are effective in applying a particular style of leadership firstly must understand who they lead, and understand the subordinate's strengths and weaknesses, and understand how to use the subordinate's power to compensate for their weaknesses. The style term is the way that used by leaders to influence their followers (Thoha, 2001).

More specific explanation about leadership styles proposed by Hersey and Blanchard (in Thoha, 2001), is a pattern of behavior shown by a person at the time of affecting the activity of others who are perceived by other people. Leadership style meaning in this sense is the perception of another person, followers or subordinates who will be affected by their behavior rather than perception itself. Hersey and Blanchard (in Thoha, 2001) states that, in relation to the behavior of leaders, there are two things that usually carried a leader on subordinates, that are; (1) directs behavior, and (2) behavioral support. Directing behavior can be formulated as how far a leader engaged in one-way communication, such as: setting role supposed to do by the subordinates and others. Behavior support is the extent of a leader to engage in two-way communication, such as listening,

providing support and encouragement, facilitating interaction and involve subordinates in decision making. The nature and behavioral approaches can not fully explain the leadership. Most of today's research concluded that no single leadership style that is good for every manager in the entire conditions.

#### **2.4 Types of the Leadership Style**

An organization that succeeded in achieving its goals and be able to fulfill its social responsibility will be highly dependent on its managers (leaders). If managers are able to perform its functions well, very likely the organization will be able to achieve their goals. Therefore the organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates. So, a leader or head of an organization will be recognized as a leader if he /she can have influence and capable in directing subordinates towards the achievement of organizational goals.

Robbin (2006) states that leadership is the ability to influence a group toward the achievement of objectives. Leadership by Siagian (2002) is a person's ability to influence others in this case the subordinates in such a way that others were willing to do the will of leaders, although it might not be liked privately. While Yukl (2001) said that leadership is a process to influence others to understand and agree with what needs to be done and how the job is done effectively, and the process to facilitate the efforts of individuals and groups to achieve common goals.

In maintaining commitment to the organization, the role of a leader is needed and effective leadership will be the main requirement. Effective leadership

can help an organization to survive in a situation of uncertainty in the future (Katz and Khan, 1978; Koh et al, 1995; Mowday et al, 1982, in Sovyia Desianty, 2005).

In addition, Gibson et.al (2006) said that the leadership (leadership) is an attempt to use influence to motivate individuals to achieve several goals. In carrying out the task leader has three basic patterns of leadership styles that are concerned with the implementation of tasks, the importance of cooperative relationships, and that emphasizes the results that can be achieved (Veithzal Riva, 2004).

According Rivai (2004), leadership style is a comprehensive pattern of a leader's actions, both visible and invisible by his subordinates. Leadership style that consistently describes the combination of philosophy, skills, traits, and attitudes that underlie behavior. Leadership style show directly or indirectly the conviction of a leader on the ability of subordinates. It's means that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he try to influence the performance of subordinates. Flippo (1994) opinion that leadership style can be defined as a pattern of behavior designed to incorporate the interests of the organization and personnel in order to pursue several objectives. While Thoha (1983) states leadership style is the norm of behavior used by someone when the person is trying to influence the behavior of others as he/she had seen. Thus aligning the perception among people that affect behavior with people whose behavior will be influenced to a very important position.

Path-goal theory is about how leaders motivate subordinates to accomplish designated goals. Drawing heavily from research on what motivates employees,

path-goal theory first appeared in the leadership literature in the early 1970s in the works of Evans (1970), House (1971), House and Dessler (1974), and House and Mitchell (1974). The stated goal of this leadership theory is to enhance employee performance and employee satisfaction by focusing on employee motivation.

In the Path Goal Theory developed by Robert House, 1971 (in Kreitner and Kinicki, 2005) states that leaders encourage higher performance by providing activities that affect their subordinates to believe that the valuable results can be achieved with serious efforts. Leadership that universally accepted will produce the level of subordinate performance and high satisfaction. In different situations, its require leadership styles of personal characteristics and environment strengths. This theory also illustrates how expectations perception is influenced by contingency relationship among the four leadership styles and different attitudes and behaviors of employees. Leader behavior provide motivation to a degree of (1) reducing barriers that interfere with the goals, (2) provide guidance and support required by employees, and (3) linking the award that valuable for the achievement of objectives. In addition, House believes that the leaders can show more than one style of leadership, and identified four leadership styles, that are:

#### **2.4.1. Directive Leadership**

House and Mitchell (1974) in Yulk (1994) states that directive leadership was informed the subordinates what is expected of them, giving specific guidance, asking his subordinates to follow rules and procedures, manage time and coordinate their work.

While Griffin (1980), employees who work on difficult tasks but lack of motivation but they do not want to accept this ambiguous situation will sets their

own activities. The function of leadership in this situation is to provide the structure of the task by planning, organizing, coordinating, directing, and controlling the work of subordinates. This directive attitude is expected to produce positive results.

#### **2.4.2 Supportive Leadership**

Leadership style that shows the friendliness, a leader easily to found and showed the attitude of attention to the subordinates (House and Mitchell, 1974 in Yulk, 1994). Mamduh (1997) said that if managers want to increase the cohesiveness of the group the leader should use supportive leadership style. If the subordinate does not obtain social satisfaction from the group, supportive leadership style is so important. While Yulk (1994) said that if the task is too stressful, dull or dangerous, then supportive will lead to increased effort and subordinate satisfaction by increasing confidence, reduce tension and minimize the aspects that are not pleasant.

Supportive leadership style described the situation where the employees have a high need to develop easy tasks, simple, and routine. Individuals like this expecting a job as a source of gratification of needs, but their needs are not met. Reactions that may arise are disappointed and frustrated feeling. Evidence from studies by House & Mitchell (1974) strongly suggests that employees who worked on the tasks that are less satisfactory tend to give positive response to the supportive attitude of the leadership (Griffin, 1980).

### **2.4.3 Participative Leadership.**

The style of leadership which is leaders hopes the suggestions and ideas of subordinates before taking a decision (House and Mitchell 1974 in Yulk 1994). If subordinates feel have good skills, directive leadership style would be considered excessive, subordinates will tend to be hostile, so that more participative leadership style is appropriate. If the subordinates have a high locus of control, he feels his life is controlled more by themselves, not by external factors like fate; a participative leadership style is more appropriate (Mamduh, 1997). Vroom and Arthur 1988, in Yulk 1989) said that the participation of subordinates in decision making is also influenced by the leader.

Situations that the need for developing is low and employees working on easy tasks, attitudes that are considered appropriate for employees who are egoistically involved with work and experience intrinsic satisfaction from the work task is the participative attitude and achievement oriented (Griffin, 1980).

### **2.4.4 Achievement oriented leadership.**

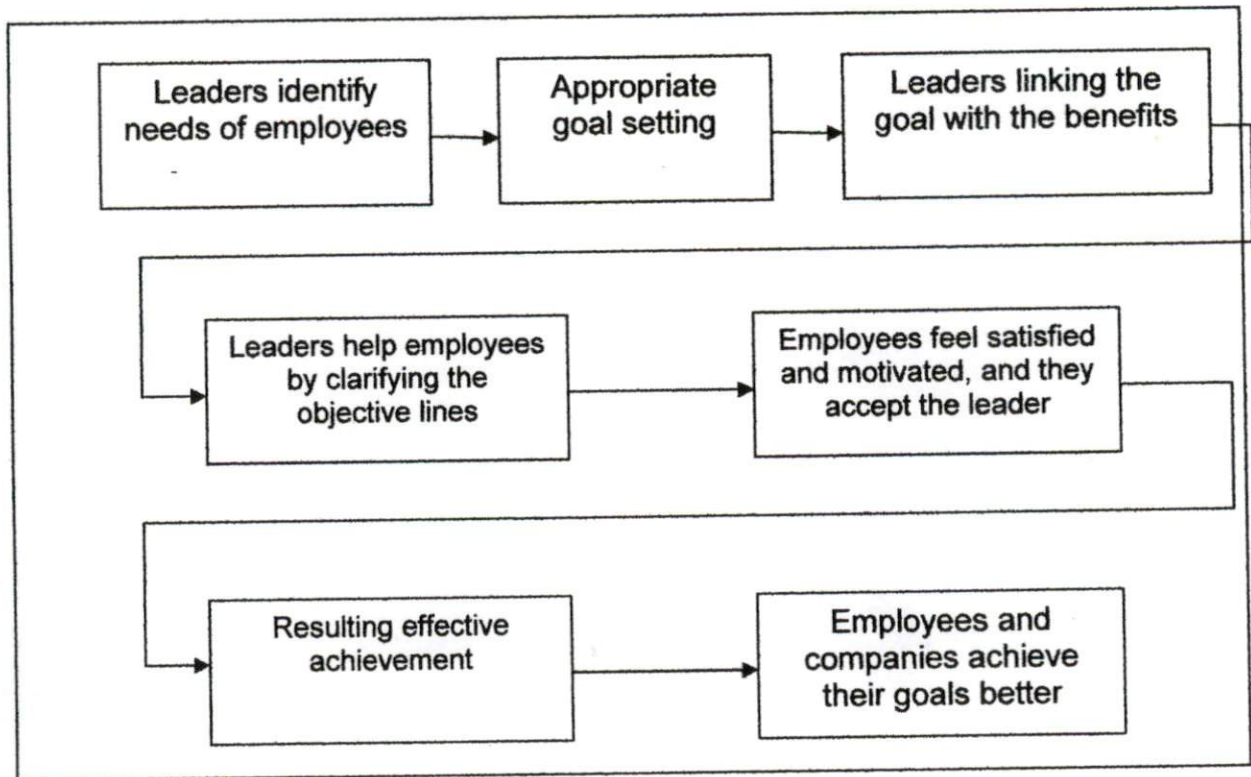
Encourage employees to excel at their highest level by setting challenging goals, emphasis on perfection, and shows confidence in their ability. The style of leadership where leaders set challenging goals and expects subordinates to perform as much as possible and continually search for development accomplishments in achieving that goal. Yulk (1994) states that individual behavior is driven by need for achievement. Achievement-oriented leadership hypothesized that will improve the effort and satisfaction when the job is not structured (e.g., complex and not repeated), with increasing confidence and hope

will solve a challenging task and purpose. Higher job satisfaction is obtained when it is carrying out a good performance.

Employees who have a need to develop and work on difficult tasks, based on the discussion of conceptual House & Mitchell (1974 in Griffin, 1980), the most appropriate attitude for this employee is achievement-oriented and participative style.

By using one of the four styles above, leaders tried to influence the perceptions of subordinates and motivate them, by directing them to the clarity of his duties, achieving goals, job satisfaction, and implementation of effective work.

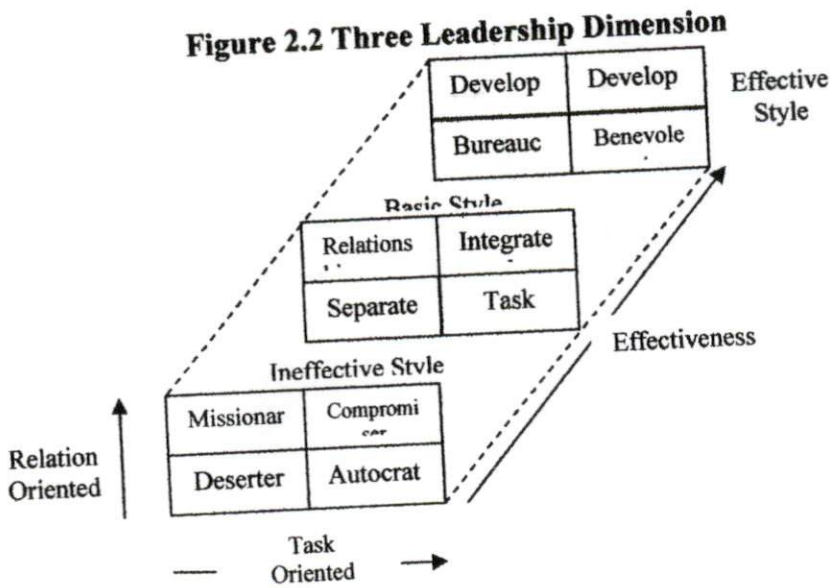
**Figure 2.1 Path Goal Theory Leadership Process**



Meanwhile the University of Iowa study conducted by Ronald Lippit, Talph K, White, under the guidance of Kurt Lewin in the 1930s (in Luthans, 2006) resulting three styles of leadership;

1. Autocratic. The leader holds full power, its power is centralized, emphasizing the power of position, conducted by force and holds the system of reward and punishment.
2. Laissez faire. Leaders give full freedom to his subordinates to do anything. Active role undertaken by member organizations are free to choose how to work.
3. Democratic. Leaders, who delegate authority to subordinates, encourage participation of subordinates, emphasize the ability of subordinates in completing its tasks, and gain recognition through the power of influence, not position.

Reddin WJ (1967) in Nurjanah, 2008, a professor and consultant from Canada, introduce the three dimensions of leadership. Beside the effectiveness, Reddin also saw leadership style is always returned on two basic points, the relationship of the leader with the task and employment relationship. The model that he built is a suitable leadership style and has influence to their environment.



Source: Reddin WJ (1967), *Three Leadership Dimensions*.

From the figure above, the box in the middle is the basic style of leadership by a manager, etc. can be pulled up and down, into an effective force and ineffective.

Four of the effective styles are:

1. Executive

A lot of attention to job duties and employment relationship. A leader who uses this style referred to as a good motivator; willing to set high work standards, recognize the differences among individuals, and teamwork.

2. Developer

Give maximum attention to the employment relationship, and a minimum of attention to job duties. A leader who uses this style, have an implicit trust of the members of the organization, and very care to their development as an individual.

3. Benevolent autocratic

Give maximum attention to the task, and a minimum attention to the employment relationship. A leader who uses this style knows exactly what he wants and how to obtain the desired outcome without causing unreluctancy on the other.

4. Bureaucrat

Provide a minimum of attention to the task and the working relationship. A leader who uses this style very interested in the regulations and wants to maintain it, and to control the situation carefully.

Four ineffective styles:

1. **Compromiser.** Giving great attention to the tasks and working relationships in a situation that emphasizes the compromise. Leaders who use this style are a bad decision maker, a lot of pressures that affect them.
2. **Missionary.** Give maximum attention to people and relationships, but provide a minimum attention to the task with inappropriate behavior. Leaders who use this style only assess the harmony as a goal in itself.
3. **Autocrat.** Give maximum attention to the task and a minimum of a working relationship with an inappropriate behavior. Leaders who use this style do not have confidence in others, unpleasant, and only interested in the type of work completed soon.
4. **Deserter.** This force did not give attention to the task and working relationships. In certain circumstances this style is not so commendable, because this type of leader is passive, unwilling to intervene actively and positively.

Path-goal theory is about how leaders motivate subordinates to accomplish designated goals. The stated goal of this leadership theory is to enhance employee performance and employee satisfaction by focusing on employee motivation. So, by focusing on the motivation, this study is using the path-goal theory of leadership developed by House and Mitchell (1974).

## **2.5 Organizational Commitment**

### **2.5.1 Defining Commitment**

Over the years, commitment has been defined and measured in many different ways. Indeed, this lack of consensus in the definition of the term has

contributed greatly to its treatment as multidimensional construct (Meyer & Allen, 1991). Even if multiple dimensions of forms of commitment exist, there has to be a core essence that characterizes it. To establish what the core essence is, one has to look for commonality among existing conceptualizations. Table 2.1 provides a set of definitions taken from the literature. As indicated by Meyer and Herscovitch (2001), all of these definitions refer to a *force* that directs a person's behavior. There appears to be consensus that the force is experienced as a mind-set (i.e. a frame of mind or psychological state).

**Table 2.1 DEFINITIONS OF COMMITMENT**

- "... a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and not function" (Scholl, 1981).
- "... a force that stabilizes individual behavior under circumstances where the individual would otherwise be tempted to change that behavior" (Brickman, 1987).
- "... an obliging force which requires that the person honor commitment, even in the face of fluctuating attitudes and whims" (Brown, 1996).
- "...the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al, 979).
- "...the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization" (O'Reilly & Chatman, 1986).

**Source:** Adapted from Meyer & Herscovitch (2001:311)

Employees' commitment has increasingly become an important element in the success of an organization, as professional employees feel companies shuffle

and churn them with short-term views on their value (Oxman & Smith, 2003). This perspective results in a loss of loyalty and commitment to their employers and a professional identity crisis. Employees have to believe in their leaders in order to commit (Loup & Koller, 2005); and there is a social exchange between the organization and the employee (Slattery & Selvarajan, 2005), although the impact of pay scales has not yet been clearly identified (Shaw, Gupta, & Delery, 2002).

### **2.5.2 Organizational Commitment**

According to Mowday, Porter and Steers (1982) organizational commitment is a strong belief on the values and goals of the organization, willingness to make extra efforts in order to remain a member or part of the organization. Mc Neese-Smith et al (1996) defines commitment as a measure of the strength of identification of employees to be involved in the goals and values of the organization. Meanwhile, according to Blegu (1993) organizational commitment has become a concern in the past two decades. One of the major models of organizational commitment is that developed by Meyer and Allen (1991), which conceptualizes organizational commitment in terms of three distinct dimensions: affective, continuance, and normative.

#### **2.5.2.1 Affective Commitment**

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they *want to*. According to Mowday (1982), the antecedents of affective commitment generally fall into four categories: (1) *personal characteristics*, (2) *structural characteristics (organizational)*, (3) *job-related characteristics*, and (4) *work*

*experiences*. Although various research studies have been conducted to link demographic characteristics such as age, tenure, gender and education to commitment, the relations were neither strong nor consistent, the reason being too many variables such as job status, work rewards and work values moderating the relationship. Relatively few studies have examined the relationship between organizational characteristics and commitment. However, research has proved that affective commitment is related to decentralization of decision making and formalization of policy and procedures. In contrast to personal and organizational characteristics, a considerable amount of research has been conducted into the relationship between work experience variables and affective commitment. Work experience variables that have been found to correlate with affective commitment include equity in *reward distribution* (Rhodes & Steers, 1981), *role clarity* and *freedom from conflict* (Glisson & Durick, 1988), *supervisor consideration* (Glisson & Durick, 1988), *fairness of performance-based rewards* and *job challenge* (Meyer & Allen, 1987), *opportunity for advancement* (O'Reilly & Caldwell, 1980) and *participation in decision making* (Rhodes & Steers, 1981). Research to date suggests that work experiences play the largest role in employees' decisions to remain with an organization.

#### **2.5.2.2 Continuance Commitment**

Continuance commitment refers to an awareness of the costs associated with leaving the organization. The potential costs of leaving an organization include the threat of wasting the time and effort spent acquiring nontransferable skills, losing attractive benefits, giving up seniority-based privileges, or having to uproot family and disrupt personal relationships. Apart from the costs involved in

leaving the organization, continuance commitment will also develop as a function of a lack of alternative employment opportunities. Employees whose primary link to the organization is based on continuance commitment remain because they *need to* (strong desire to maintain membership in the organization).

### **2.5.2.3 Normative Commitment**

Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they *ought to* remain with the organization. Wiener (1982) suggests that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization (family or cultural orientation), or following entry (organizational orientation). However, normative commitment may also develop when an organization provides the employee with “rewards in advance” (e.g. paying college tuition), or incurs significant costs in providing employment (e.g. head-hunting fees or the costs associated with job training). Recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid (Scholl, 1981).

Yousef (2000) suggests that jobs with high commitment will tend to be more consistent with the objectives and values of the organization, would provide more business to the organization and seeks to provide benefits to the organization. This shows that employees with high commitment will be responsible in their works.

Research conducted Meyer et.al (1993) supports that the increasing in commitments associated with increasing productivity and low turnover.

Organizational commitment gives contribution in predicting the variables that related to out interaction. Organizational commitment significantly associated with intention to release the position and out of activities within the organization.

The commitment in the organization will make workers give the best to the organization where he/she worked. Van Scooter (2000) states that employees with high commitment will be more work oriented. Even also mentioned that workers who are committed to the organization will likely be happy to help, and can work together. In a study of employee commitment, to the organization comes from the perception of workers for their commitment and support of the company on workers (Eisenberger et al, 1990).

There was a relationship between leadership style and employee commitment (Loup & Koller, 2005), and transformational leadership has had a positive impact on organizational outcomes (Rubin, 2003). Team leaders' behaviors affect team members' satisfaction, and the leader plays a role in the employees' desire to commit to an organization (Miles & Mangold, 2002). Globalization and the strengthening economy after the dot com era created more opportunities for employees, allowing them to be more selective in where they chose to work (Martel, 2002; Prasad & Akhilesh, 2002).

Recent studies in entrepreneurship linked affective commitment with corporate entrepreneurship. Holt, Rutherford, and Clohessy (2007), in their research on corporate entrepreneurship, confirmed research by Hinkle and Cutting (2002), which showed pharmacists trained in entrepreneurship had more affective commitment to their organization. Holt et al. found corporate entrepreneurship

mediated the relationship between individual characteristics, context, and process and job satisfaction, affective commitment, and performance.

## **2.6 Motivation**

### **2.6.1 The Definition of Motivation**

Motivation comes from a Latin word *movere*, which means to move. Nelson and Quick (2003) said “motivation is the process of arousing and sustaining goal-directed behavior” (p. 151). According to Flippo (1987), motivation is a skill in combining the interests of employees and the interests of the organization so that the desires of employees satisfied simultaneously with the achievement of organizational goals.

Work motivation is one of the most intensively studied topics in the social sciences. According to Selden and Brewer (2000), scholars have devoted substantial effort to developing a master theory of motivation, trying to incorporate various characteristics to the concept. In the main, in the fields of human resource management and organizational behavior, motivation is often described as being “intrinsic” or “extrinsic” in nature (Sansone and Harackiewicz, 2000).

- a. Extrinsic motivation occurs “. . . when employees are able to satisfy their needs indirectly, most importantly through monetary compensation” (Osterloh et al., 2002, p. 64).
- b. In contrast, intrinsic motivation is apparent when individuals’ behavior is oriented towards the satisfaction of innate psychological needs rather than to obtain material rewards (Ryan and Deci, 2000).

In other words, motivation is intrinsic when people “. . . perform an activity for itself” (Van Yperen and Hagedoorn, 2003, p. 340); trying to experience the satisfaction inherent in the activity or to secure... “ the obligations of personal and social norms for their own sake” (March, 1999: 377). Intrinsic motivation appears to be self-defined (Lowenstein, 1999) and self-sustained (Calder and Staw, 1975) and is fostered by commitment to the work itself, which must be both satisfying and fulfilling for the employees (Deci, 1975). In any type of organization (public or private), employees can be motivated by both extrinsic and intrinsic factors that will fulfill their perceptions regarding success, reward and satisfaction.

## **2.6.2 Motivation Theories**

### **2.6.2.1 Maslow's Hierarchy of Needs Theory**

Abraham Maslow, a psychologist, developed a motivation needs theory that emphasized psychological, interpersonal, physical, and economic needs (Nelson & Quick, 2003). The hierarchy of needs theory proposes that people are motivated through five levels of needs that categorized by Maslow into five hierarchical levels (see Figure 2.3). These needs levels are:

1. Physiological needs

Physiological needs is a hierarchy of human needs that is the basic needs for living such as needs for food, water, house, sex, and other physical needs.

2. Safety needs

When the physiological needs are relatively satisfied, then the needs of both the safety and security needs arise, includes protection from security, work accidents, the continuity of employment, and from physical and emotional harm.

### 3. Social needs

If the physiological and security needs have been satisfied in a minimal, so the social needs will arise; the needs for affiliation and a closer interaction with other people. Within the organization will relate to the need for a working group of a compact, good supervision, includes friendship, belonging, and influencing.

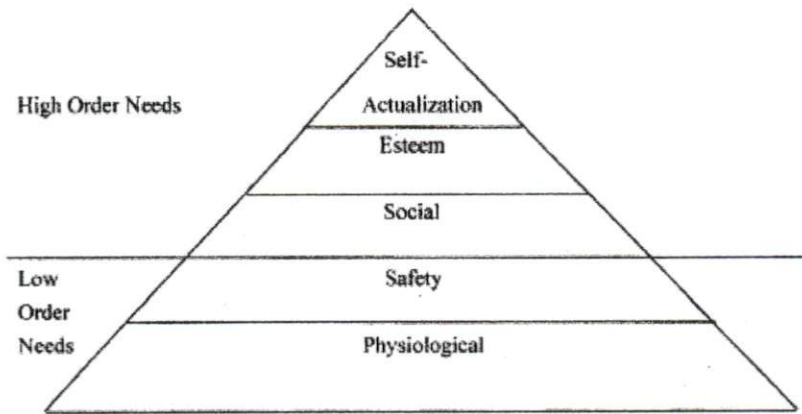
### 4. Esteem needs

This need includes the internal esteem elements of self-respect, autonomy, and achievement as well as the external esteem elements of attention, recognition, and status.

### 5. Self-actualization needs

Self-actualization of Maslow's is the highest hierarchy of needs. Actualization is relevance to the development of someone's real potential. The need to demonstrate capabilities, expertise, and potential of a person. Even, the need for self-actualization is tend to increase their potential to actualize their behavior. A person who is dominated by the need for self-actualization will love the challenging tasks of their capabilities and expertise.

**Figure 2.3. Maslow's Hierarchy of Needs Theory with McGregor's Categories.**



**Source:** Maslow's Hierarchy of Needs Theory in Sri Utami (2006)

Maslow also separated these five needs into lower-order needs and higher-order needs. The physiological and safety needs were categorized as lower-order needs that are satisfied externally, and the social, esteem, and self-actualization needs were categorized as higher-order needs that are satisfied internally (Robbins, 2006).

Maslow assumed that the lowest ungratified needs motivate behavior such that, as one level of need is met, the individual is motivated to progress the next higher level of need, since the lower level needs would no longer exist (Nelson & quick, 2003). Nelson & Quick (2003) pointed out that the theory is based on the assumption that the individual only progresses upward through the hierarchy and not downward. Douglas McGregor categorized the physiological and safety needs as lower-order needs and the social, esteem, and self-actualizations needs as higher-order needs (Nelson & quick, 2003).

### 3.6.2.2 Herzberg's Two-Factor Theory

Frederick Herzberg departed from the hierarchy of needs theory and developed the Two-Factor Theory to determine whether employees were satisfied or dissatisfied at work (Nelson & Quick, 2003). In the 1950s, Herzberg asked 200 engineers and accountants in western Pennsylvania to respond to two important incidents that had happened at their jobs. One, a very satisfying incident that had made them feel good at work; the other a very dissatisfying incident that had made them feel bad at work. "Herzberg believed that people had two sets of needs—one related to the animalistic avoidance of pain and one related to the humanistic desire for psychological growth" (Nelson & Quick, 2003, p. 160). The satisfying and good incidents were labeled motivation factors and included achievement, work itself, responsibility, advancement, and growth. The dissatisfying and bad incidents were labeled hygiene factors and included company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security (Nelson & Quick, 2003; Robbins, 2003).

According to Herzberg's original study, motivation factors produce job satisfaction. Nelson & Quick (2003) said:

Motivation factors lead to positive mental health and challenge people to grow, contribute to the work environment, and invest themselves in the organization, and they directly affect a person's motivational drive to do a good job. Job dissatisfaction occurs when the hygiene factors are either not present or not sufficient. The hygiene factors relate to the context of the job and may be considered support factors. They do not directly affect a person's motivation to work but influence the extent of the person's discontent. The hygiene factors cannot stimulate psychological growth or human development. They may be thought of as maintenance factors, because they contribute to an individual's basic needs. (p. 160)

Herzberg (1965) identified that job satisfaction is determined by the feelings that the individual has to the content of his job. These include (a) task achievement, (b) recognition for achievement, (c) intrinsic interest in the task, (d) increased task responsibility, (e) advancement or occupational growth, and (f) the possibility of occupational growth.

Herzberg (1965) also stated that job dissatisfaction is determined by the feelings the individual has to context or to the environment in which his task is accomplished. They are (a) company policy administration, (b) supervision, (c) working conditions, (d) salary, (e) personal life, (f) status, (g) interpersonal relationship with subordinates, (h) interpersonal with peers, (i) interpersonal relationship with superiors, and (j) job security.

Lussier (1993) determined the relationship between Maslow's Hierarchy Theory and Herzberg's Two Factor Theory as "Herzberg combines lower-level needs (physiological, safety, and social/existence and relatedness) into one classification he called hygiene, and higher-level needs (esteem and self-actualization/growth) into one classification he called motivators" (p. 181). Herzberg identified the factors that could cause job satisfaction were motivation factors, and the elements that could cause job dissatisfaction were hygiene factors.

### **2.6.2.3 Theory X and Theory Y**

Douglas McGregor (1957) proposed two assumptions about motivators of people working at the Massachusetts Institute of Technology (MIT). McGregor labeled Theory X as "employees dislike work, are lazy, dislike responsibility, and

must be coerced to perform” (Robbins, 2003, p. 157); and Nelson and Quick (2003) also determined Theory X as “A set of assumptions of how to manage individuals who are motivated by lower-order needs” (p. 154). Theory Y was labeled as ‘employees like work, are creative, seek responsibility and can exercise self-direction” (Robbins, 2003, p. 157); and Nelson and Quick (2003) also defined Theory Y as “A set of assumptions of how to manage individuals who are motivated by higher-order needs” (p. 155).

McGregor (1957) identified Theory X:

1. With respect to people, this is a process of directing their efforts, motivating them, controlling their actions, and modifying their behavior, to fit the needs of the organization.
2. Without this active intervention by management, people would be passive, even resistant, to organizational needs. They must therefore be persuaded, rewarded, punished, controlled, and their activities must be directed. This is management task in managing subordinate managers or workers.

McGregor (1957) also clarifies Theory Y:

1. Management is responsible for organizing the elements of productive enterprise: money, materials, equipment, and people, in the interest of economic ends.
2. People are not by nature passive or resistant to organizational needs. They have becomes so as a result of experience in organizations.
3. The motivation, the potential for development, the capacity for assuming responsibility, and the readiness to direct behavior toward organizational goals, are all present in people. Management does not put them there. It is a

responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves.

4. The essential task of management is to arrange organizational conditions and methods of operation so that people can best achieve their own goals by directing their own efforts toward organizational objectives.

Finally, McGregor (1957) determined "Theory X places exclusive reliance upon external control of human behavior, whereas Theory Y relies heavily on self-control and self-direction" (p. 12).

#### **3.6.2.4 ERG Theory**

Clayton Alderfer (1969) of Yale University recognizes the value of Maslow's need hierarchy and evolutionary development, proposed the ERG Theory. The ERG Theory contained Existence, Relatedness and Growth needs of human beings. Nelson and Quick (2003) stated that "Alderfer Classified Maslow's psychological and physical safety needs in an existence need category; Maslow's interpersonal safety, love, and interpersonal esteem needs in a relatedness need category; and Maslow's self-actualization and self-esteem needs in a growth need category" (p. 156).

Robbins (2003) also believed "In contrast to the hierarchy of needs theory, the ERG theory demonstrates that (1) more than one need may be operative at the same time, and (2) if the gratification of a higher-level need is stifled, the desire to satisfy a lower-level need increases" (p. 161). Maslow's hierarchy needs theory proposed that an individual must stay at certain need level and progress to next level only when that certain level was satisfied. ERG theory argued that

individuals would increase lower-order needs when higher-order needs are not achievable.

#### **2.6.2.5 McClelland's Theory of Needs**

Human motivation comprise three components, need for achievement, need for power, and need for affiliation (McClelland, 1961). Nelson and Quick (2003) defined the need for achievement as "concerns issues of excellence, competition, challenging goals, persistence, and overcoming difficulties" (p.157). Robbins (2003) determined need for power as "the need to make others behave in a way that they would not have behaved otherwise" (p.162). Nelson and Quick (2003) described the need for affiliations as "concerned with establishing and maintaining warm, close, intimate relationships with other people" (p.158). McClelland was inspired by Henry Murray's work of personality and motivation. An individual's personality would influence motivation needs in the work place. The national culture difference would cause individuals to achieve different levels of motivation needs (Nelson & Quick, 2003). McClelland's theory provided that a new perspective about culture and personality can influence individual's needs.

#### **2.6.2.6 Expectancy Theory**

Victor Vroom proposed the expectancy theory in 1964 which is focused on "how workers decide which specific behaviors to perform and how much effort to exert" (George & Jones, 1999, p. 195). Nelson and Quick defined the expectancy theory as

Founded on the basic notions that people desire certain outcomes of behavior and performance, which may thought of as rewards or consequences of behavior, and that they believe there are relationships between the effort they put forth, the performance they achieve, and the outcome they receive. (p. 168)

Robbins (2003) determined that expectancy theory says:

An employee will be motivated to exert a high level of effort when he or she believes that effort will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards such as a bonus, a salary increase, or a promotion; and that the rewards will satisfy the employee's goals. (p. 173)

Three major components of expectancy theory were valence, expectancy and instrumentality of outcomes. George and Jones (1999) defined them as:

1. Valence: The desirability of an outcome to an individual
2. Expectancy: A perception about the extent to which effort will result a certain level of performance
3. Instrumentality: A perception about the extent to which performance of one or more behaviors will lead to the attainment of a particular outcome

The final conclusion of expectancy theory advised that valence, instrumentality, and expectancy must be at high levels in order to motivate employees to perform desired behaviors and cause great performance (George & Jones, 1999).

#### **2.6.2.7 Equity Theory**

Stacy Adams developed the equity theory in 1963. Adams (1963) identified inequity as "inequity exist for a person whenever his perceived job inputs and/or outcomes stand psychologically in an obverse relation to what he perceives are the inputs and /or outcomes of others" (p. 424). Robbins (2003) determined the equity theory as "individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities" (p. 171). George and Jones (1999) also described equity theory "important to motivation is the way a worker perceives his or her outcome/input ration

compared to the outcome/input ratio of another person” (p. 202). Figure 2.4 shows the relationship of outcome/input ratio, and equity or inequity working conditions.

**Figure 2.4 Equity Theory**

Outcome/Input Ratio	Conditions Defined by Equity Theory
$\frac{\text{Outcomes(A)} / \text{Input(A)}}{\text{Outcomes(B)} / \text{Input(B)}}$ =	Equity
$\frac{\text{Outcome(A)} / \text{Input(A)}}{\text{Outcome(B)} / \text{Input (B)}}$ >	Inequity because of over reward
$\frac{\text{Outcome(A)} / \text{Input(A)}}{\text{Outcome (B)/Input (B)}}$ <	Inequity because of under reward

*Note.* Outcome (A)/ input (A) represents the worker and Outcome (B)/ Input (B) represents the relevant colleagues.

Adams (1963) provided the methods to restore the inequity working conditions for employees:

1. Person may increase his inputs if they are low relative to other’s inputs and to his own outcomes.
2. Person may decrease his inputs if they are high relative to Other’s inputs and to his own outcomes.
3. Person may increase his outcomes if they are low relative to Other’s outcomes and to his own inputs.
4. Person may decrease his outcomes if they are high relative to Other’s outcomes and to his own inputs.
5. Person may “leave the field” when he experiences inequity of any type.
6. Person may psychologically distort his inputs and outcomes, increasing or decreasing them as required.

7. Person may increase, decrease, or distort the inputs and outcomes of others, or force other to leave the field.

8. Person may change his referent Other when inequity exists.

Robbins (2003) also described that the equity theory established the following propositions for managers to relate to inequity pay:

1. Given payment by time, over rewarded employees will produce more than will equitably paid employees

2. Given payment by quantity of production, over-rewarded employees will produce fewer, but higher-quality, units than will equitably paid employees.

3. Given payment by time, under-rewarded employees will produce less or poorer quality of output

4. Given payment by quantity of production, under-rewarded employees will produce a large number of low-quality units in comparison with equitably paid employees (p. 172).

The inequitable working environment may be influenced by culture. Gorge and Jones (1999) said that the society system and culture cause working females in Japan to often face underpayment, gender, age, and race discrimination, which are also occasions of inequity in the working place in the United States. Fortunately, the legal system of each country could restore an equitable working environment. In the United States, this would be a task for Equal Employment Opportunity Commissions (EEOC).

As well as the equity theory, the distributive justice theory and the procedural justice theory also encourage employees' motivation. Distributive

justice theory proposes the fairness of distribution rewards to employees. Robbins (2003) defined distributive justice theory as "perceived fairness of the amount and allocation of rewards among individuals" (p. 172). The procedural justice theory proposes that employees should be treated fairly in the processes that define the distribution of outcomes. George and Jones (1999) defined the procedural justice theory is "a process theory about work motivation that focuses on workers' perceptions of the fairness of the procedures use to make decision about the distribution of outcomes" (p. 206).

In this study, the Maslow's Hierarchy of Needs Theory is used to measure the level of motivation in KPS Perintis. The hierarchy of needs theory proposes that people are motivated through five levels of needs; Physiological needs Safety needs, Social needs, Esteem needs, Self-actualization needs.

## **2.8 Review of Previous Study**

Griffin (1980) in "Relationship among Individuals, Task Design, and Leader Behavior Variables". Conducting research on the manufacturing division of a large multinational company, about the attitude of the leadership; participative style, achievement-oriented style, and supportive style, which is associated with a task such as job satisfaction and employee performance. And found a positive correlation between leadership behavior with job satisfaction and employee performance.

Lok and Crawford (2004) in "The Effect of organizational culture and leadership style on job satisfaction and organizational commitment (a cross-national comparison)" examine the relationship of leadership style on job

satisfaction and organizational commitment, with a comparison between Hong Kong and Australian samples. Found a significant relationship between innovative style and supportive style with job satisfaction and organizational commitment. While the bureaucratic style have no significant relationship.

Ardichvili (2001), conducted research on communist countries such Russia, Georgia, Kyrgyz Republic, and Kazakhstan. His research comparing the leadership styles (Transformational-transactional) of managers at nine companies in four communist states, found there is a relationship between leadership style and values of employees and managers are: individualistic, masculine, long-term orientation, fatalism, paternalism. Data analysis is Likert Scale (0-4) to test statistical leadership style, Multivariate tests of variance (MANOVA) and F-test (ANOVA).

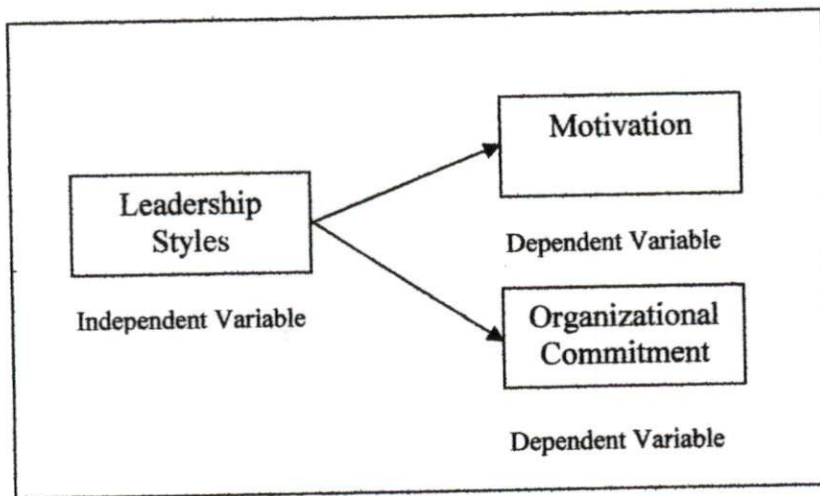
Leonard Winegar (1977), conducted research about the impact of Leadership style on Motivation in work Organization. He evaluated leadership style as it affects motivation and productivity in work organizations. The terms pertinent to that work are first defined. Historical and current theories are then presented and discussed. Theory understanding and implementation are essential to increase motivation in the organization. Data from leadership style studies is presented showing that situational determinants, traits, and wide style range are essential to promote motivation and effective leadership. There is no single "narrow" leadership style for all occasions rather the whole leader is needed for optimum productivity.

Untung Haryono (2008) analyzed the relationship between leadership style with motivation, job satisfaction, and employee performance. The analysis shows

that there is a real correlation of leadership style with motivation, the relationship of motivation with job satisfaction, and the relationship of job satisfaction with employee performance. The relationships related in moderate degree with positive direction, means that if the leadership style is becoming effective, it will relate with the increasing of the employee motivation.

## 2.9 Conceptual Framework

Figure 2.5 Conceptual Framework



## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1. Research Design**

To address on the research questions, this research used quantitative research. For quantitative method, primary and secondary data collections are needed. Primary data is gathered by doing preliminary survey and questionnaires distribution to employees' of KPS Perintis, Pasaman Barat. Then, secondary data is gathered by reviewing literatures. Quantitative method is used to quantitatively test hypotheses of the research.

#### **3.2. Population**

Uma Sekaran (2003) conceptualized population as entire group of people, events, or things of interest that the researcher wishes to investigate. Population of the research is the entire employees that work in KPS Perintis, Pasaman Barat. The number of employees that works in KPS Perintis is 35 peoples.

#### **3.3. Data Collection Method**

The data for this research is collected by doing preliminary survey and interviews, distributing questionnaires, and reviewing literature. The methods are described at the following sections.

##### **3.3.1. Primary Data Collection**

###### **3.3.1.1. Preliminary Survey**

Preliminary survey was done by direct observing the daily business processes. It is done to get an overview about the leadership style that used

by KPS Perintis and whether it is success to motivate the employees or not, and whether it is success to make the employees committed to work or not.

#### **3.3.1.2. Interviews**

The interviews were “semi-structured” with a list of questions. Interviews were conducted with the chief of KPS Perintis, Pasaman Barat to get deepest information about the overview that used by the company and their perception to leadership role and the suitable leadership style used to manage it.

#### **3.3.1.3. Questionnaires**

The questionnaires distributed to KPS Perintis’s employees were utilized to analyze how is the leadership style effect on the employees’ commitment, and motivation. The utilization of questionnaires in the data collection is to test and analyze the effect of independent variables include leadership style and employee commitment and motivation in KPS Perintis, Pasaman Barat as dependent variable.

### **3.4. Conceptualization and Operationalization of Variables**

#### **3.4.1 Dependent Variables**

The research uses organizational commitment and motivation as the dependent variables. There are three dimensions of organizational commitment that conceptualized by Meyer and Allen (1991), affective, continuance, and normative. And the motivation will focus on five hierarchy needs by Abraham Maslow; Physiological needs Safety needs, Social needs, Esteem needs, and Self-actualization needs.

### **3.4.2 Independent Variable**

Leadership style as the independent variable of this research. There are some type of leadership styles according to path-goal theory of leadership by House and Mitchell, 1974:

- a. Directive Style
- b. Supportive Style
- c. Participative Style
- d. Achievement oriented Style

For the detail of the conceptualization and operationalization of the research, the variables are explained in Table 3.1.

**Table 3**

**The Definition of the Operational Variables**

No	Variable	The Definition of Variable	Sub-Concept	Indicator	Question's Number
1	<b>Organizational Commitment</b>	A strong belief on the values and goals of the organization, willingness to make extra efforts in order to remain a member or part of the organization (Mowday, Porter, and Steers, 1982).	1. Affective commitment	Emotional attachment	2,
				Identification	3, 5,6, 8, 10
				Involvement	13
			2. Continuance Commitment	Maintain membership	4, 7, 9, 11, 12, 14,15
			3. Normative Commitment	Employment obligation	1
2	<b>Motivation</b>	People are motivated through five levels of needs (Abraham Maslow, 1954 in Nelson & Quick, 2003)	1. Physiological needs	Financial security	1
			2. Safety Needs	Health security	2
			3. Social Needs	Affiliation and interaction	3
			4. Esteem Needs	Recognition and autonomy	4, 5
			5. Self-actualization Needs	Development	6

3	<b>Leadership Style</b>	Leadership style is a different pattern of behavior that used by leaders in the process of directing and influencing subordinates that focusing on employee motivation (House and Mitchell, 1974).	1. Directive	Task instructions	1, 2
				Rules and procedures,	3
				Coordinating works.	4
			2. Supportive	Friendly and approachable	1, 2, 3
				Attending to the well-being and humans needs of subordinates.	4
			3. Participative	Consults with subordinates	1, 3, 5
				Obtains subordinates' ideas and opinions	2, 4
				integrates subordinates' suggestions into the decisions	6
			4. Achievement Oriented	challenging goals	2, 6
				performance expectation	1, 4, 5
				development accomplishments	3,

## 3.5 Data Analysis

### 3.5.1 Regression Analysis

Rating scales of this research are questionnaire's questions based on Likert's Scales where they are designed to examine how strong the subjects agree or disagree with the statements on a 5-point scale (Sekaran, 2003). The anchors are:

- 1 = Strongly Agree (SA)
- 2 = Agree (A)
- 3 = Netral (N)
- 4 = Disagree (D)
- 5 = Strongly Disagree (SD)

The formulation of the research's regression is:

$$Y_1 = a + bX$$

$$Y_2 = a + bX$$

In which:

$Y_1$  = Organizational Commitment (Dependent Variable)

$Y_2$  = Motivation (Dependent Variable)

$a$  = Constant

$b$  = Regression Coefficient

$X$  = Leadership Style (Independent Variable)

The effect of independent variables to dependent variable will occur if the significant of  $p \leq 0.05$ . If the coefficient ( $b$ ) for independent variables is significant, means that it has effect to dependent variable.

### 3.5.2 Distribution Frequency Analysis

Rating scales of this research are questionnaire's questions based on Sudjana (1982; 124) where they are designed to examine how strong the subjects good or poor with the statements on a 5-point scale. The anchors are:

90%-100%	=	Very Good
80%-89%	=	Good
65%-79%	=	Fair
55%-64%	=	Poor
0%-54%	=	Very Poor

The formulation of the TCR is:

$$= \frac{\text{Mean}}{5} \times 100$$

### 3.5.3. Descriptive Analysis

#### 3.5.3.1. Respondents Descriptions

The respondents are characterized by their ages, gender, working experience, and educational background.

#### 3.5.3.2. Factors description

This section will describe the effects of leadership style variable on organizational commitment of KPS Perintis Pasaman Barat and the effects of leadership style variable on motivation. Leadership styles were summarized from various experts' opinions to manage the organizational commitment and motivation at KPS Perintis Pasaman Barat. The leadership styles are directive, supportive, participative, and achievement oriented.

**CHAPTER IV**  
**COMPANY PROFILE**

**4.1 General Company Profile**

Koperasi Perkebunan Sawit Perintis (Cooperative Palm Plantation) Perintis is the best cooperatives in Pasaman Barat. For more complete profile of KPS Perintis as follows:

Company Name	: <b>Koperasi Perkebunan Sawit Perintis</b>
Year Established	: 1991
Address	: Jalur VI Jambak, Simpang Empat, Pasaman Barat Sumatra Barat, 26366
Phone	: 0753-65041
Fax	: 0753-65041
Profit Business	: Savings and Loans Unit Unit Waserda Transport TBS Unit Services and Other Revenue
Non-Profit Business	: Plantation Maintenance Services

## **4.2 History**

### **4.2.1 Background**

The development of plantation projects developed by government with the PIR (Perusahaan Inti Rakyat) pattern, that the implementation by PT. Perkebunan Nusantara VI (appointed by the government) as the executor of the project and whose role as a partner with the farmer participants.

The appointment is related to the utilization of technical and management skills possessed for plantation development done in accordance with the technical, and can run smooth in order to preserve the environment and enhance the State foreign exchange.

PIR is applied in the project aims to create an integrated effort with the goal of improving the economic position of farmers through increased production and a guaranteed marketing.

Seinge massive potential in Pasaman district, then in the year 1981/82 in the Ophir District Pasaman, precisely on the ex-Dutch oil palm plantations have been abandoned, the oil palm plantation project built PIR Ophir with oil palm.

Prior to the project PIR BUN Ophir, the lives of farmers and the community around it is not so bright and in general they are a farmer who moved, any farmer who cultivated the business are insufficient to meet the needs of family life.

#### 4.2.2 Growth of the Organization

In accordance with the original purpose of the establishment of farmer organizations Ophir PIR was to meet the demanding needs of the farmer participants, for all the problems regarding the sustainability of farm production can be managed in order to strengthen the independence of farmers. In other side, to achieve the objectives of the project is necessary to transfer technology from the main company, in this thing; PT. Perkebunan Nusantara VI has to transfer technology to farmers who owned the participants.

In achieving the stage of independent farmers, basically the project PIR Ophir lifts system in groups and not based on individual systems.

Farmer groups in PIR BUN Ophir project is a socio-economic forces that can accommodate the aspirations of members of targeted and planned to progress the group.

To simplify and expedite communication and coordination in the guidance and service to the farmer participants, we need a container that can accommodate the aspirations of farmer members and related agencies.

Based on the above requirements, then in April 1986, established a forum called the Inter-Agency Cooperation / Badan Kerja sama Antar Kelompok (BKAK) plasma unit 1 that the number of its members as many as 591 families that are divided into 26 groups of farmers, and subsequently with the formation of BKAK units II and plasma BKAK plasma unit III.

### 4.2.3 Koperasi Unit Desa (KUD) PIR BUN OPHIR

Although BKAK has been established and running well, but from the standpoint of institutional legality, BKAK not have recognized to be associated with the various parties. Given this situation in 1989 held several meetings to evaluate the farmers' organization continued Ophir, which was attended by the board administrator BKAK PIR-BUN Ophir. Given the need for farmer participants and LCS Minister of Agriculture and Cooperatives Minister about the formation of cooperatives in the region PIR BUN, the meeting was to produce a guide for smelting BKAK be KUD PIR BUN Ophir.

Melting was conducted in January 1990 with the number of 1731 members from 74 groups of people related to the spread in the Plasma I, II, III, IV, V with a population of 8751 inhabitants with legal entity number: 1900/BH-XVII/1990. From the establishment of the PIR KUD Ophir BUN is a member of RAT (Annual Members Meeting) has selected the board that will run the activities of the organization with the following composition:

#### **Management**

Chairman	: Herman Kasim
Vice Chairman of Business	: Kuad Tanjung
Vice chairman of the Technical Sector	: Kusno
Deputy Head of Road Maintenance	: Ponani
Secretary	: Imran Harahap

Treasurer	: Mamad Muhammad
<b>State Audit</b>	
Chair	: Yahya Khatib
Member	: Suparmin
Member	: Juminen
Member	: Bakaruddin
Manager	: Syafrizal Mandayu, SH., MM.

In accordance with the demands and needs of members of the business activities conducted in other cooperatives, then in addition to activities of services (Non-Profit), also developed the character of business profits, among others, are as follows:

- Waserda Business Unit
- Procurement Unit of Production Facility
- Transport Unit
- Savings and Loans Unit
- Plantation Maintenance Service Unit
- And others.

#### **4.2.4 Koperasi Perkebunan Sawit Perintis**

Viewed from the history and the development of KUD PIR BUN Ophir with the Service Units, there are some weaknesses, especially in enterprises that are profitable. This weakness is seen in accountability, because most of the

activities undertaken by the management-board Service Unit (UP), while responsibility to the Meeting of Members is the responsibility of management KUD PIR BUN Ophir, because the Service Units is under the auspices of the Legal Entity KUD PIR BUN Ophir.

Seeing this condition, state of organization (KUD) PIR BUN Ophir needs improvement, for it at the end of 1990 held several meetings to evaluate the strengths and weaknesses KUD PIR BUN Ophir and coaches from the relevant agencies. The meeting resulted in an improvement guide of KUD PIR BUN Ophir into four primary cooperative (KPS-KPS PIR-BUN Ophir) and a Secondary Cooperative (KJUB/ Koperasi Jaya Usaha Bersama) PIR BUN Ophir, with the reason that the whole project will still be guaranteed, then the government is willing to issuing the four Corporation of Primary Cooperative and a Corporation of Secondary Cooperative.

The completion was conducted in January 1991 with the formation of four primary cooperatives and one secondary cooperative which consist of:

- Service Unit (UP) I became Koperasi Perkebunan Sawit (KPS) Perintis PIR BUN Ophir

- Service Unit (UP) II into KPS Sejahtera PIR BUN Ophir

- Service Unit (UP) III into KPS Sawit Maju PIR BUN Ophir

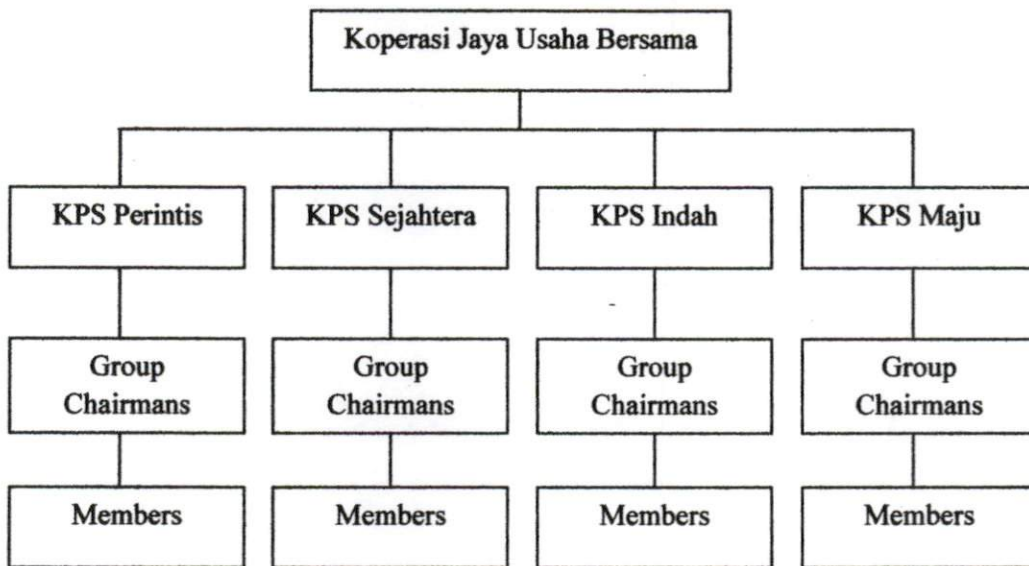
- Service Unit (UP) IV into KPS Sawit Maju PIR BUN Ophir

As explained above that the Service Unit (UP) I liquidated to be Koperasi Perkebunan Sawit Perintis on the beginning of January 1991 with the Legal Entity

Number: 1900/BH.XVII/1991 that located in the Desa Jamabk, Kecamatan Pasaman, Pasaman Barat with the number of members of 591 households scattered in 26 farmers' groups. With these improvements, the structure of the organization until this present moment in the project BUN PIR Ophir can be seen as follows:

**Figure 4.1 Organizational Structure of Cooperative Projects PIR BUN**

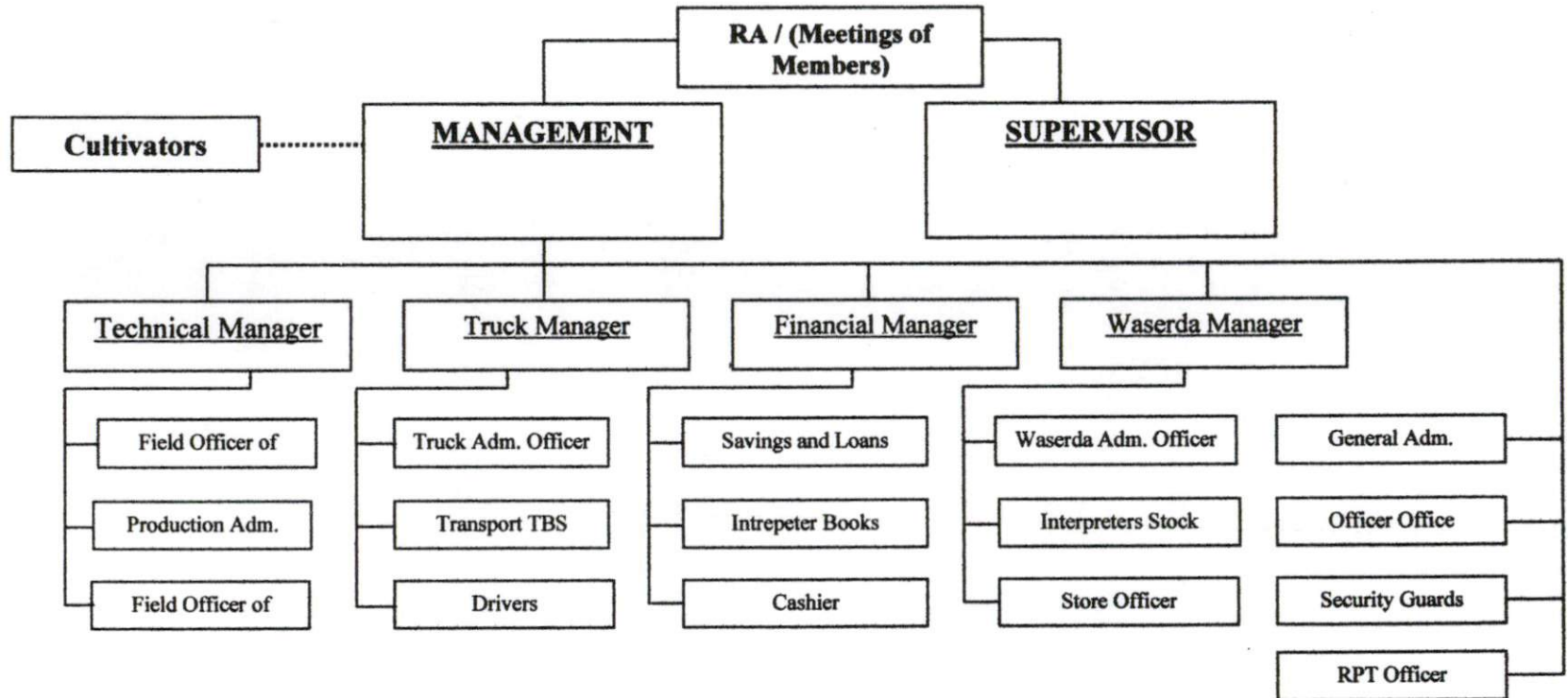
**Ophir**



**4.3 Organizational Structure of Koperasi Perkebunan Sawit Perintis**

In carrying out its operational activities, KPS Pioneers led by the board which is appointed at the Annual Meeting of Members (RAT). The organizational structure of the KPS Perintis as follows:

**Figure 4.2 KPS Perintis Organizational Structure Chart**



Information:

----- : Coordination Line

————— : Responsibility line

#### **4.4 Business of KPS Perintis**

A cooperative business must be comes to the improving the welfare of members of the cooperative. In the KPS Perintist, there is a profitable business and there are businesses that are not generating profits.

The businesses that produce profits are as follows:

a. Savings and Loans Services

Savings and loan services is the KPS Perintis effort in servicing members in the form of cash loan, this loan is divided into two types; savings and loans and special loans.

The difference between savings and loans and special loans this is the period, interest rates, and size of the loan. In this type of Savings and Loans, the maximum loan term of 24 months, interest rate 1.75% / month and the maximum loan amount of IDR. 20,000,000. As for the types of special loans, maximum loan term of 12 months with interest rate of 2.5% and the maximum loan amount of IDR. 2,0000,000.

b. Waserda Store

Waserda shop is a KPS Perintis business that is generating profits, the goods sold are; basic material needs, household needs, and production facilities. In cash sales, Waserda store serve the public, while for credit sales only given to members and employees of KPS Perintis.

### c. Truck Business

Truck business is a KPS Perintis business that is generating profits. The operational activities such as the transportation of oil palm plantation production of the KPS Perintis members into the mill.

### d. Maintenance Service of Plantation

A Plantation maintenance service is a KPS Perintis effort on the welfare of the members, and these services are non profit. The role here is to manage the KPS Perintis production to increase and maintain the quality of production. Plantation maintenance services can be specified include: the management of fertilization, pest and disease prevention and control, production supervision, and maintenance of roads. In the implementation of operations, the source of funds from plantation maintenance services are taken from members in every months, collected through payroll deductions of the salary of each member.

## **CHAPTER V**

### **ANALYSIS AND RESULTS**

#### **5.1 Data Analysis**

This chapter discusses the analysis of data and research results related to the effects of leadership style on organizational commitment and effects of leadership style effects on motivation. Further, this chapter will discuss about the respondent descriptive review, analysis and effect relationship between variables and testing hypotheses and discussion.

##### **5.1.1 Validity and Reliability Testing**

A test used to measure the validity of a questionnaire is valid or not. A questionnaire is valid if the statement of the questionnaire able to express something that will be measured by the questionnaire. Validity Testing done to all respondents who carried out after the questionnaire distributed.

The data in the questionnaire were processed using SPSS 15. The validity of each of the questions seen on the results of SPSS on the table item-total statistic in column corrected item-total correlation. A question considered valid if the count value  $r$  which is the value of corrected item-total correlation greater than  $r$  table. Questionnaires are declared valid means questionnaire can be used to measure what it should be measured. Reliable means that the instrument used in several times to measure the same object, will produce the same data (Sugiyono, 2008).

The criteria of validity is, if the coefficient of each question is same or larger than r-table, the instrument items is valid (r-table value and 35 persons respondents is 0.334).

### 5.1.1.1 Validity Test

Validity test results on 41 point of statement which consists of 20 items statement to the leadership style, 15 points statement to organizational commitment and 6 items statement for motivation can be seen in Table 5.1 below.

**Table 5.1**  
**Validity Test Results Summary for Leadership Style**

No	Question/ indicator	r-table	r- count	Information
1	Directive1	0.334	0.433	Valid
2	Directive2	0.334	0.569	Valid
3	Directive3	0.334	0.394	Valid
4	Directive4	0.334	0.602	Valid
5	Supportive1	0.334	0.621	Valid
6	Supportive2	0.334	0.552	Valid
7	Supportive3	0.334	0.733	Valid
8	Supportive4	0.334	0.681	Valid
9	Participative4	0.334	0.602	Valid
10	Participative2	0.334	0.79	Valid
11	Participative1	0.334	0.736	Valid
12	Participative3	0.334	0.636	Valid
13	Participative5	0.334	0.53	Valid
14	Participative6	0.334	0.713	Valid
15	Achievement1	0.334	0.692	Valid
16	Achievement2	0.334	0.59	Valid
17	Achievement3	0.334	0.613	Valid
18	Achievement4	0.334	0.718	Valid
19	Achievement5	0.334	0.657	Valid
20	Achievement6	0.334	0.666	Valid

Source: Primary data processing

Based on the results validity test by using SPSS 15 for windows, r-count values obtained for each item of question is greater than the r-table value (0.334). Thus, for 20 points to claim the leadership style instrument are declared valid. Item statement that has the highest validity is the statement number 11 (participative dimension) that is “the value of the respondent and the value of organization is very similar”. This statement has a coefficient correlation of 0.736. While the statement which has the lowest validity is the statement number 3 (directive dimension) that is “proudly tells others that I was part of this organization”. For this statement has a coefficient correlation of 0.394.

**Table 5.2**  
**Validity Test Results Summary for Organizational Commitment**

No	Question/ indicator	r-table	r-count	Information
1	Affective 1	0.334	.573	Valid
2	Affective 2	0.334	.572	Valid
3	Affective 3	0.334	.774	Valid
4	Affective 4	0.334	.779	Valid
5	Affective 5	0.334	.400	Valid
6	Affective 6	0.334	.567	Valid
7	Affective 7	0.334	.567	Valid
8	Continuance 1	0.334	.621	Valid
9	Continuance 2	0.334	.459	Valid
10	Continuance 3	0.334	.748	Valid
11	Continuance 4	0.334	.403	Valid
12	Continuance 5	0.334	.452	Valid
13	Continuance 6	0.334	.426	Valid
14	Continuance 7	0.334	.499	Valid
15	Normative	0.334	.483	Valid

**Source: Primary data processing**

Based on the validity test results, r-count values obtained for each question item is greater than the r-table value (0.334). Thus, for 15 points of organizational commitment instrument statement declared valid. Statement items that have the highest validity is the statement number 4 (affective dimension) is “proud to tell others that I was part of this organization”. This statement has a coefficient

correlation of 0.779. While the statement which has the lowest validity is the statement number 5 (dimension affective) that “this organization is really provide the best inspiration for me in achieving the task performance. This statement has a coefficient correlation of 0.400.

**Table 5.3**  
**Validity Test Results Summary for Motivation**

No	Question/ indicator	r-table	r-count	Information
1	Motivation 1	0.334	0.908	Valid
2	Motivation 2	0.334	0.699	Valid
3	Motivation 3	0.334	0.689	Valid
4	Motivation 4	0.334	0.858	Valid
5	Motivation 5	0.334	0.561	Valid
6	Motivation 6	0.334	0.685	Valid

**Source: Primary data processing**

For 6 points statement for the motivation instrument also declared valid. Statement items that have the highest validity is item number 1, “the fulfillment of physiological needs”. This statement has a coefficient correlation of 0.908. While the statement which has the lowest validity is the statement number 5, that is “giving delegation of tasks”. For this statement has a correlation coefficient of 0.561.

Thus the whole item statements that are tested in this study declared valid because it has an r-count value > r-table (0.334).

#### **5.1.1.2 Reliability Test**

The reliability test of the 3 variables tested that is, the leadership style, organizational commitment, and motivation can be seen in table 5.4 below.

**Table 5.4**  
**Reliability Test Results**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Number of Question</b>
Leadership Style	0.881	20
Organizational Commitment	0.890	15
Motivation	0.892	6

**Source: Primary data processing**

From table 5.4 can be explained that the value of Cronbach alpha for leadership style is at 0.881, the value of Cronbach alpha for organizational commitment is 0.890 and the value of Cronbach alpha for motivation is 0.892. Based on these data mean that the variables of the study had an alpha value greater than 0.6. Thus all statements of questionnaire are highly reliable, as proposed by Triton (2006).

## **5.2 Respondents Characteristics**

There are 35 questionnaires been deployed with 100% questionnaire return rate.

### **5.2.1 Respondent Characteristics Based on Gender**

**Table 5.5**  
**Respondent Characteristics Based on Gender**

<b>Gender</b>	<b>F</b>	<b>%</b>
Male	30	85.7
Female	5	14.3
Total	35	100

**Source: Questionnaires**

Based on the questionnaire in table 5.5 can be explained that from the 35 respondents who were investigated, there were 30 respondents (85.7%) are male, and there were only 5 respondents (14.3%) are female.

### 5.2.2 Respondent Characteristics Based on Age

**Table 5.6**  
**Respondent Characteristics Based on Age**

Age	F	%
15-20 years old	0	0
21-30 years old	18	51,4
31-35 years old	12	34,2
36-45 years old	4	11,4
46-55 years old	1	2,8
> 55 years old	0	0
Total	35	100

**Source: Questionnaires**

Based on the questionnaire in table 5.6 can be explained that from the 35 respondents who were investigated, there were 18 respondents (51.4%) are aged between 21-30 years old, 12 respondents (34.2%) are aged between 31-35 years old, 4 respondents (11.4%) are aged between 36-45 years old, and 1 respondent (2.8%) is aged between 46-55 years old.

### 5.2.3 Respondent Characteristics Based on Educational Background

**Table 5.7**  
**Respondent Characteristics Based on Educational Background**

Education	F	%
Elementary School	0	0
Junior High School	3	8,57
Senior High School	18	51,43
Diploma	9	25,7
Bachelor Degree	5	14,28
Total	35	100

**Source: Questionnaires**

Based on the questionnaire in table 5.7 can be explained that from the 35 respondents who were investigated, there were 18 respondents (51.43%) are senior high school educated, 9 respondents (25.7%) are diploma educated, 5 respondents (14.28%) are college educated, and only 3 respondents (8.67%) are junior high school educated.

## 5.2.4 Respondent Characteristics Based on Working Experience

**Table 5.8**  
**Respondent Characteristics Based on Working Experience**

Working Experience	F	%
1 – 3 years	4	11.4
3 – 5 years	15	42.8
5 – 8 years	16	45.7
8 – 10 years	0	0
Total	35	100

Source: Questionnaires

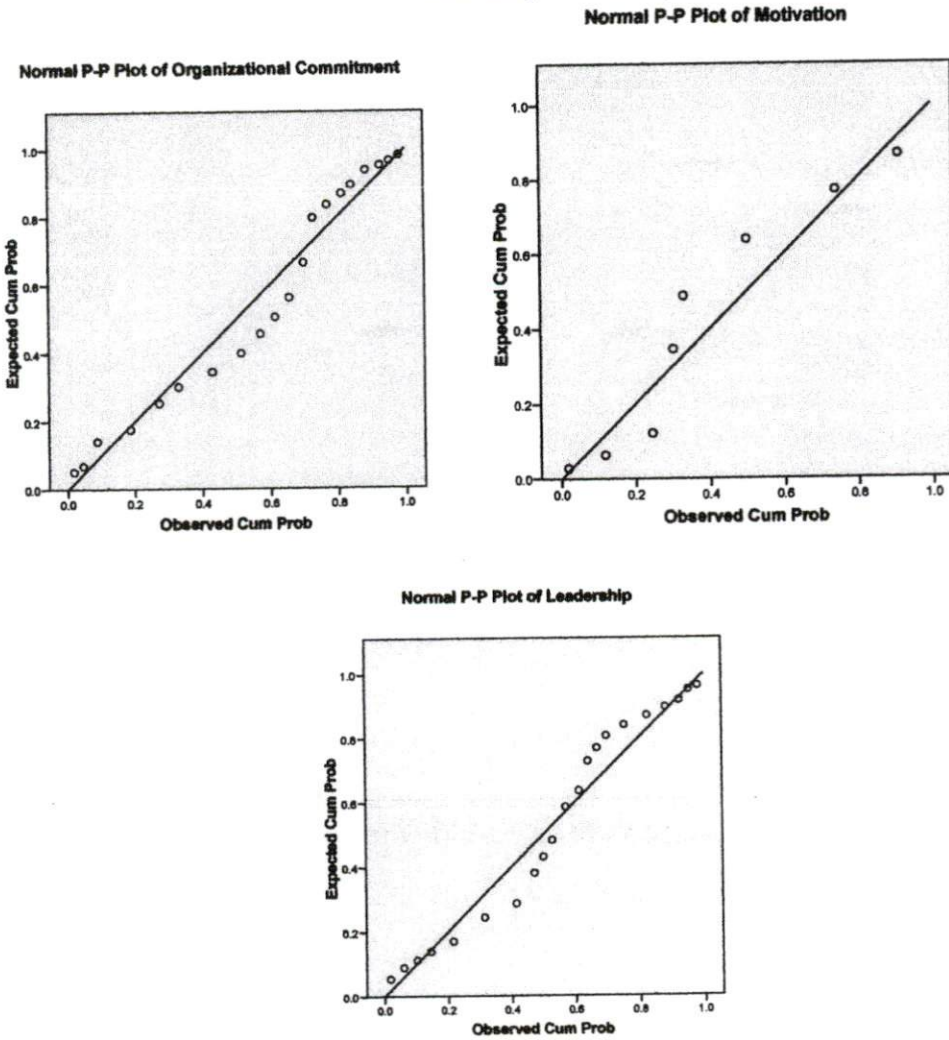
Based on working experience, majority of respondents stay in organization for 5 - 8 years which is 16 respondents (45.7%), 15 respondents (42.8%) have 3 - 5 years, 4 respondents (11.4%) have 1 - 3 years and none of respondent work for 8 - 10 years.

## 5.3 Normality Test

Normality test conducted to determine whether the data population is distributed normal or not. This analysis using parametric methods, the requirements of normality must be met. A good regression model is normal data distribution is or near normal. Imam Ghazali (2002) suggested that the normality test can be done by using the normal graph plots where if the point spread around and follow the direction of the diagonal line, it's mean that the data are normally distributed.

From the results of normality test conducted on this research was obtained as follows:

**Figure 5.1**  
**Normality Test**



**Source: Primary data processing**

In figure 5.1, the three normal graph of P - P shows that, the points spread around the diagonal line and follow the direction of a diagonal spread. This indicates that the data in this study were normally distributed or form a normal line.

#### **5.4 Linearity Test**

Linearity test aims to determine whether two variables have a linear relationship or not significantly. This test is usually used as a prerequisite in the analysis of correlation or linear regression. Tests in SPSS by using *the test of*

*linearity* with significant direction 0.05. Two variables is said to have a linear relationship when the significance (*linearity*) is less than 0.05.

**Table 5.9  
Linearity Test Results Summary**

<b>Variabel</b>	<b>Liilarity</b>	<b>Information</b>
LS – OC	0.045	Linear
LS – M	0.043	Linear

**Source: Primary data processing**

From the table 5.9 above, output can be seen that the significance of leadership style and organizational commitment are at 0.045 and leadership style and motivation is in the linearity at 0.043. Because of the significance of less than 0.05, it can be concluded that among the variables of leadership style with organizational commitment and leadership style with the motivation there is a linear relationship.

**5.5 Frequency Distribution of Respondents**

**5.5.1 Leadership Style**

**a. Questionnaire**

There are 20 statements in the questionnaire to measure the leadership style that have been answered by respondent;

➤ **Directive Leadership Style**

1. Leader let subordinates know what is expected of them.
2. Leader informs subordinates about what needs to be done and how it needs to be done.
3. Leader asks subordinates to follow standard rules and regulations.
4. Leader gives vague explanations of what is expected of subordinates on the job.

➤ Supportive Leadership Style

1. Leader maintains a friendly working relationship with subordinates.
2. Leaders do little things to make it pleasant to be a member of the group.
3. Leader says things that hurt subordinates' personal feelings.
4. Leaders behave in a manner that is thoughtful of subordinates' personal needs.

➤ Participative Leadership Style

1. Leaders consult with subordinates when facing a problem.
2. Leaders listen receptively to subordinates' ideas and suggestion.
3. Leaders act without consulting with the subordinates.
4. Leaders ask for suggestions from subordinates concerning how to carry out assignments.
5. Leaders help subordinates overcome problems that stop them from carrying out their task.
6. Leader asks subordinates for suggestion on what assignments should be made.

➤ Achievement-oriented Leadership style

1. Leader let subordinates know that he/she expect them to perform at their highest level.
2. Leader set goals for subordinates' performance that are quite challenging.

3. Leader encourages continual improvement in subordinates' performance.
4. Leader explains the level of performance that is expected of subordinates.
5. Leader show that he/she have doubts about subordinates' ability to meet most objectives.
6. Leader consistently set challenging goals for subordinates to attain.

These all question answered by five scales as follows:

- (1) Strongly Agree, (2) Agree, (3) Neutral, (4) Disagree, and (5) Strongly Disagree. Table 5.9 shows the distribution frequency of respondent on leadership style.

**Table 5.10**  
**Frequency Distribution of Respondents on Leadership Style**

No	Indicator/statement	Respondent Number (%)					Total	Mean	TCR
		SA	A	N	DA	SDA			
<b>1</b>	<b>Directive</b>								
	Directive1	10	11	14	0	0	35	3.89	77.8
	Directive2	4	6	25	0	0	35	3.4	68
	Directive3	12	10	13	0	0	35	3.97	79.4
	Directive4	0	26	9	0	0	35	3.74	74.8
<b>2</b>	<b>Supportive</b>								
	Supportive1	6	12	17	0	0	35	3.69	73.8
	Supportive2	6	16	13	0	0	35	3.8	76
	Supportive3	7	20	8	0	0	35	3.97	79.4
	Supportive4	18	15	2	0	0	35	4.46	89.2
<b>3</b>	<b>Participate</b>								
	Participative1	10	11	14	0	0	35	3.89	77.8
	Participative2	6	8	21	0	0	35	3.57	71.4
	Participative3	10	9	16	0	0	35	3.83	76.6
	Participative4	12	15	8	0	0	35	4.11	82.2
	Participative5	7	20	8	0	0	35	3.97	79.4
	Participative6	14	16	5	0	0	35	4.26	85.2
<b>4</b>	<b>Achievement Oriented</b>								
	Achievement1	12	11	12	0	0	35	4	80
	Achievement2	10	5	20	0	0	35	3.71	74.2
	Achievement3	9	14	12	0	0	35	3.91	78.2
	Achievement4	16	12	7	0	0	35	4.26	85.2
	Achievement5	11	19	5	0	0	35	4.4	88
	Achievement6	7	18	10	0	0	35	3.91	78.2
	Mean							3.94	78.8

**Source: Questionnaires**

Based on the results of questionnaires, the highest average for directive leadership style is 3.97 or 79.4% contained in the statement item number 3; it's about "leader ask subordinates to follow standard rules and regulations". For these statement 12 respondents (34.2%) stated strongly agree, 10 respondents (28.5%) agree, and 13 respondents (37.1%) stated neutral. This indicates that, rules and regulation standard that applied in this organization is **good**.

The lowest average for directive leadership style is 3.74 or 74.8% in the statement 4; it's about "leader gives vague explanation of what is expected of subordinates on the job". For this statement, 26 respondents (74.2%) stated agree, and 9 respondents (25.7%) stated neutral. This shows that the task instruction that given by the leader is **fair**.

The highest average for the supportive leadership style is at 4.46 or 89.2% in the statement 4, "the leader behaves in a manner that is thoughtful of subordinates' personal needs". For this statement, 18 respondents (51.4%) stated strongly agree, 15 respondents (42.8%) agree, 2 respondents (5.7%) stated neutral. This indicates that leader has a **good** attention to the personal needs of the employees.

The lowest average for supportive leadership style is 3.69 or 73.8% in the statement 1; it's about "leader maintains a friendly working relationship with subordinates". For this statement, 6 respondents (17.1%) stated strongly agree, 12 respondents (34.2%) stated agree, and 17 respondents (48.5%) stated neutral. This shows that the leaders' working relationship with the employees is **fair**.

The highest average for participative leadership style is at 4.26 or 85.2% in statement 6, it's about "leader ask subordinates for suggestions on what assignments should be made". For this statement 14 respondents (40%) stated strongly agree, 16 respondents (45.7%) stated agree and 5 respondents (14.2%) expressed neutral. This indicates that subordinates decision making involvement in term of assignment/task in the organization is **good**.

The lowest average for participative leadership style is 3.57 or 71.4% in the statement 2; it's about "leader listen receptively to subordinates' ideas and

suggestion". For this statement, 6 respondents (17.1%) stated strongly agree, 8 respondents (22.8%) stated agree, and 21 respondents (60%) stated neutral. This indicates that, leader are fair in paying attention on the subordinates' ideas and opinion.

The highest average for achievement oriented of leadership style is at 4.4 or 88% in the statement 5; it's about "leaders show that he/she have doubts about subordinates' ability to meet most objectives". For this statement, 19 respondents (54.2%) stated strongly agree, 11 respondents (31.4%) agree, and 5 respondents (14.2%) expressed neutral. This indicates that, leader not trust the subordinates' ability to meet most objectives.

The lowest average for achievement-oriented leadership style is 3.71 or 74.2% in the statement 2; it's about "leader set goals for subordinates' performance that are quite challenging". For this statement, 10 respondents (28.5%) stated strongly agree, 5 respondents (14.2%) stated agree, and 20 respondents (57.1%) stated neutral. This indicates that, leader are not pay attention well on the subordinates' level of performance.

In general, the average of leadership style in the KPS Perintis in total is 3.94 (78.8%). This indicates that most respondents rated the leadership style at KPS Perintis is good.

#### **b. Open-ended Question**

There are 3 question for open question:

1. How do you think about the leadership style that applied in KPS Perintis, Pasaman Barat?
2. According to you, what is the best leadership style?

### 3. Whether you want a leadership style change in KPS Perintis?

#### Analysis:

#### 1. How do you think about the leadership style that applied in KPS Perintis?

From the results of open questions which are distributed to 35 respondents, the answers are:

Most employees said the current leadership style applied in KPS Perintis is good but, leader a little bit selfish. It's shown from 4 respondents' answers. Unfortunately, from 35 questionnaires that have been deployed, there were only 4 respondents that filled the open question.

#### 2. According to you, what is the best leadership style?

Based on the results of open questions, there are some different answer:

- a. The subordinates want a leader who can communicate and consult with them (participative).
- b. The subordinates want a leader that are friendly and know all of the subordinates (Supportive).

#### 3. Whether you want a leadership style change in KPS Perintis?

From 4 questionnaires that been answered, all of the respondents want the leader change their style that focus on the involvement of the subordinate on the decision making. Listen to the subordinates' opinion and suggestion can communicate with them well.

### 5.5.2 Organizational Commitment

#### a. Questionnaire

There are 15 questions in the questionnaire to measure the organizational commitment that have been answered by respondent;

➤ Affective Commitment

1. I tell to my friends that this organization as a good organization to work.
2. I feel the loyalty in this organization is very low.
3. I find that my values and the values of the organization where I work are very similar.
4. I am proud to tell others that I was part of this organization.
5. This organization really inspires the best for me in achieving the task performance.
6. I am glad that I chose to work in this organizations compared to other organizations that I consider when joining.
7. I really care about the fate of this organization.

➤ Continuance Commitment

1. I accept almost every type of job assignment to keep working at this organization.
2. I can work as well at this time for different organizations as far as the same type of work.
3. Just need very little change in my present circumstances to cause me out of this organization.
4. Not so much that would be obtained if keeps working at this organization in unlimited period.
5. It's often that, I cannot accept the wisdom of this organization on important things that relate to the employee. <reverse question>

6. For me this is the best organization of organizations that may be to work.

7. Deciding to work in this organization is a big mistake for me.

<reverse question>

➤ Normative Commitment

1. I am willing to try my best what is normally expected to help this organization be successful.

These all statements answered by five scales as follows:

(1) Strongly Agree, (2) Agree, (3) Neutral, (4) Disagree, and (5) Strongly Disagree. Table 5.10 shows the distribution frequency of respondent on organizational commitment.

**Table 5.11**  
**Frequency Distribution of Respondents on Organizational Commitment**

No	Indicator	Respondent Number					Total	Mean	TCR
		SA	A	N	DA	SDA			
<b>1</b>	<b>Affective</b>								
	Affective1	10	15	10	0	0	35	4.00	80
	Affective2	5	17	13	0	0	35	3.77	75.4
	Affective3	13	10	12	0	0	35	4.03	80.6
	Affective4	10	8	17	0	0	35	3.80	76
	Affective5	7	6	22	0	0	35	3.57	71.4
	Affective6	11	11	13	0	0	35	3.94	78.8
	Affective7	13	10	13	0	0	35	3.97	79.4
<b>2</b>	<b>Continuance</b>								
	Continuance1	9	18	8	0	0	35	4.03	80.6
	Continuance2	14	12	9	0	0	35	4.14	82.8
	Continuance3	12	6	17	0	0	35	3.86	77.2
	Continuance4	7	21	7	0	0	35	4.00	80
	Continuance5 <reverse question>	0	0	8	14	13	35	1.86	37.2
	Continuance6	9	14	12	0	0	35	3.91	78.2
	Continuance7 <reverse question>	0	0	7	11	17	35	1.71	34.2
<b>3</b>	<b>Normative</b>	8	21	6	0	0	35	4.06	81.2
	Mean							3.64	72.8

**Source: Questionnaires**

From the results of questionnaires, the highest average rate for affective organizational commitment amounted to 4.03 or 80.6% there are at statement 3, which "I find that my values and the values of the organization where I work are very similar". For these statement 13 respondents (37.1%) stated strongly agree, 10 respondents (28.5%) agree and 12 respondents (34.2%) expressed neutral. And for statement 3, 12 respondents (34.2%) stated strongly agree. This shows that the identification of the majority of respondents is **good**.

The lowest average for affective organizational commitment is at 3.57 or 71.4% on statement 5 (identification), which is "this organization (KPS Perintis) inspires the best in achieving the task performance". For this statement only 7

respondents (20%) respondents stated strongly agree, 6 respondents (17.1%) respondents agree and 22 respondents (62.8%) respondents expressed neutral. This means there are many respondents who have not felt inspired to achieve task performance.

The highest average for continuance organizational commitment is at 4.14 or 82.8% at the statement 2; "I can work as well at this time for different organizations as far as the same type of work". Which 14 respondents (40%) stated strongly disagree, 12 respondents (34.2%) states disagree, and 9 respondents (25.7%) of respondents expressed a neutral. This indicates that the membership of the employees is **good** in the organization.

The lowest average for continuance organizational commitment is 1.71 or 34.2% in the statement number 7 (reverse question), that is "Deciding to work in this organization is a big mistake for me", which for this statement of 17 or 48.5% respondents stated strongly disagree, 11 or 31.4% respondents disagree, and 7 or 20% respondents expressed neutral. This shows that the majority of respondents choosing to work in the organization (KPS Perintis) is not a big mistake.

Meanwhile, normative average at 4.06 or 81.2% shows that the respondents really trying to help this organization be successful.

In general, the organization's commitment in the KPS Perintis is **fair**; this can be seen from the average value at 3.64 with 72.8% of respondent's achievement level.

#### **b. Open-ended Question**

There are 2 question for open question:

1. How is the organizational commitment in your organization? Explain!

2. What do you expect from your organization to increase your organizational commitment? Explain!

Analysis:

Unfortunately from 35 questionnaires that been deployed, none of the respondent filled the open question.

### **5.5.3 Motivation**

#### **a. Questionnaire**

There are 6 questions to measure motivation in the questionnaire that have been answered by respondent;

➤ **Physiological Needs Fulfillment**

1. Do you agree to obtain financial assurance in the form of bonuses and allowances so that you are motivated to work harder?

➤ **Safety Needs Fulfillment**

2. Do you agree to pay attention to health insurance and warranties relating to the welfare of the family?

➤ **Social Needs Fulfillment**

3. Would you agree if there are interpersonal relationships within the work unit and there are interpersonal relationships with other work units?

➤ **Esteem Needs Fulfillment**

4. Do you agree the appreciation for the result of your work?
5. Do you agree for the delegation of tasks?

➤ Self-actualization Needs Fulfillment

6. Would you agree if the employer provides training to enhance the capabilities, skills and creativity to the employees?

These all question answered by five scales as follows:

(1) Strongly Agree, (2) Agree, (3) Neutral, (4) Disagree, and (5) Strongly Disagree. Table 5.11 shows the distribution frequency of respondent on motivation.

**Tabel 5.12**  
**Frequency Distribution of Respondent on Motivation**

No	Indicator/statement	Respondent Number (%)					Total	Mean	TCR
		SA	A	N	DA	SDA			
1	Financial Security	25	10	0	0	0	35	4.71	94.2
2	Health Assurance	19	16	0	0	0	35	4.54	90.8
3	Affiliation and interaction	0	27	8	0	0	35	3.77	75.4
4	Recognition	8	17	10	0	0	35	3.94	78.8
5	Autonomy	19	14	2	0	0	35	4.49	89.8
6	Development	21	14	0	0	0	35	4.6	92
	Mean	15	16	3	0	0	35	4.34	86.8

**Source: Questionnaires**

From the results of questionnaires obtained the highest average value for the motivation contained in the statement of financial security at 4.71 or 94.2%, for this statement there are 25 respondents (71.4%) strongly agree, and 10 respondents (28.6%) states agree. This shows that all respondents said the acquisition of financial collateral in the form of bonuses and benefits can motivate employees to work harder.

The lowest average for motivation instruments amounted to 3.77 or 75.4% contained in the affiliation and interaction statement, which 27 respondents

(77.1%) expressed agree and 8 respondents (22.9%) expressed neutral. This suggests that the interpersonal relationships that exist within the work unit and interpersonal relationships with other work units have not been able to motivate all employees to work harder.

But in general, KPS Perintis employees already motivated to work harder. It is known from the average value of 4.34, in which 15 respondents stated strongly agree, 16 respondents agree, and 3 respondents expressed neutral. This means that most employees are motivated to work.

#### **b. Open-ended Question**

There are 2 question for open question:

1. Are you motivated to work harder in organization where you work for.  
Explain!
2. What do you expect to keep being motivated to work in the organization where you are working? Explain!

Analysis:

Unfortunately from 35 questionnaires that been deployed, none of the respondent filled the open question.

## 5.6 Hypothesis Testing

### 5.6.1 The Effect of Leadership Style on Organizational Commitment

**Table 5.13**  
**Regression Analysis Results (Model 1)**  
**The Effect of Leadership Style on Organizational Commitment**

Variable	Unstandardized Coefficient (B)	Standardized Coefficient (B)	T-count	Significance
Constant	2.135			
Leadership	0.385	0.171	2.254	0.031
R	= 0.365	F-count	=5.080	
R Square	= 0.133	Sign	=0.031	

Dependent Variable: Organizational Commitment

Source: Primary data processing

From the results of regression analysis to model I, which the effects leadership styles on organizational commitment obtained by the regression equation as follows:

$$Y_1 = a + bx \rightarrow Y_1 = 2.135 + 0.385x$$

From the above regression equation can be interpreted that the constant value of 2.135 indicates the value of organizational commitment is for 2.135 if the score value of leadership style is fixed. Regression coefficient of leadership styles of 0.385 indicates that any leadership style scores increasing by 1 unit then the organizational commitment will also increase by 0.385. Regression coefficient is positive; indicate a positive relationship between leadership style and organizational commitment, which means the better the style of leadership, then the better the organizational commitment in the company.

**Hypothesis 1: Leadership style has significant and positive effect on organizational commitment of KPS Perintis Pasaman Barat.**

From the results obtained by regression analysis, t-count for the leadership style is 2.254 with the significance of 0.031. If compared with t-table on degrees of freedom ( $df = nk-1 = 35-1-1 = 33$ , where  $n$  = number of samples, and  $k$  = number of independent variables, t table value at the level of 95% (significance 5% or 0.05) is 2.034. Thus,  $t\text{-count} > t\text{-table}$  ( $2.254 > 2.034$ ) and significance value of 0.031 ( $\text{sig} < 0.05$ ). Therefore  $t\text{-count} > t\text{-table}$ , so  $H_1$  accepted, meaning that leadership style (leadership) have a significant effect on organizational commitment in the KPS Perintis, West Pasaman.

Based on ANOVA test (F test) F-count values obtained for 5.080 with a significant 0.031. When compared with F-table on degrees of freedom ( $df = nk-1 = 100-2-1 = 97$ , where  $n$  = number of samples, and  $k$  = number of independent variables, f-table value on the level of 95% (significance 5% or 0.05) is 1.985. Thus,  $F\text{-count} > F\text{-table}$  ( $5.080 > 4.139$ ) and significance value of 0.031 ( $\text{sig} < 0.05$ ). Therefore F-count value  $> F\text{-table}$ , so  $H_1$  accepted, meaning that leadership style (leadership) have a significant effect on organizational commitment in the KPS Perintis, West Pasaman.

Determination analysis ( $R^2$ ) in linear regression is used to determine the percentage contribution of independent variables influence the independent variable. This coefficient shows how large percentage of variation of independent variables used in the model can explain the variation of the dependent variable.  $R^2$  equals 0, then there is no influence at all contribution percentage of independent variable to the dependent variable, or variations of the independent variables used in the model does not explain the slightest variation of the dependent variable. Conversely  $R^2$  equal to 1, the percentage contribution of the influence given by

independent variable is the perfect or the variation of independent variables used in the model explains 100% variation of the dependent variable.

Based on the table 5.13 above, obtained  $R^2$  for 0.133 or 13.3%. This shows that the percentage contribution of the influence of leadership style on organizational commitment of 13.3%. Or variations in leadership style variables used in the model can explain 13.3% variation of organizational commitment. While the rest equal to 86.7% influenced by other variables not included in this research model.

### 5.6.2 The Effects of Leadership Style on Motivation

**Table 5.14**  
**Regression Analysis Results (Model II)**  
**The Effect of Leadership Style on Motivation**

Variabel	Unstandarized Coefficient (B)	Standarized Coefficient (B)	T-count	Significance
Constant	2.475			
Leadership	0.477	0.417	2.638	0.013
R Square	= 0.174	Fcount Sign	=6.961 =0.013	

Dependent Variable: Motivation  
 Source: Primary data processing

From the results of regression analysis for model II, which the effects leadership styles on motivation obtained by the regression equation as follows:

$$Y_2 = a + bx \rightarrow Y_2 = 2.475 + 0.477 x$$

From the above regression equation can be interpreted that the constant value of 2.475 indicates if the score value of leadership style is fixed then the motivation is for 2.475. Regression coefficient of leadership styles (leadership) of

0.477 indicates that any leadership style scores (leadership) increased by 1 unit then the motivation will also increase by 0.477. Regression coefficient is positive indicate a positive relationship between leadership style and motivation, that is the better style of leadership (leadership), the higher the motivation of employees in the work.

***Hypothesis 2: Leadership style has significant and positive effect on motivation of KPS Perintis Pasaman Barat.***

From the results obtained by regression analysis, t-count value for leadership style with the significance of 0.013 amounted to 2.638. When compared with t-table on degrees of freedom ( $df = nk - 1 = 35 - 1 - 1 = 33$ , where  $n$  = number of samples, and  $k$  = number of independent variables, t table value at the level of 95% (significance 5% or 0.05) is 2.034. Thus  $t\text{-count} > t\text{ table}$  ( $2.638 > 2.034$ ) and significance value of 0.013 ( $\text{sig} < 0.05$ ). Therefore  $t\text{-count} > t\text{-table}$  then  $H_2$  accepted, meaning that leadership style (leadership) significantly affects the motivation of employees in the KPS Perintis, Pasaman Barat.

Based on ANOVA test (F test), F-count values obtained for 6.961 with a significant 0.013. When compared with F-table on degrees of freedom ( $df = nk - 1 = 100 - 2 - 1 = 97$ , where  $n$  = number of samples, and  $k$  = number of independent variables, f-table value on the level of 95% (significance 5% or 0.05) is 1.985. Thus,  $F\text{-count} > f\text{ table}$  ( $6.961 > 4.139$ ) and significance value of 0.013 ( $\text{sig} < 0.05$ ). Therefore  $F\text{-count value} > F\text{-table}$ , then  $H_2$  accepted, meaning that leadership style (leadership) significantly affects the motivation of employees in the KPS Perintis, Pasaman Barat.

Based on the table 5.14 above, obtained  $R^2$  for 0.174 or 17.4%. This shows that the contribution percentage of the influence of leadership style on employee motivation at 17.4%. Or variations of leadership styles variable used in the model can explain the variation of motivation for 17.4%. While the rest equal to 82.6% influenced by other variables not included in this research model.

## 5.7 Discussion

Based on the results of regression analysis, known that leadership style has positive and significant effect on organizational commitment. Similarly, leadership style also has a positive and significant effect on motivation. It can be seen from the t-count value that greater than t-table, and significantly at the 0.05% level of probabilities and regression coefficients are positive.

Studies Ogbonna and Harris (2000) show that leadership by a leader who is acceptable (good), is able to motivate employees to work better. Employees will be careful and try to achieve the expected target of the organization; it has an impact on performance.

In the KPS Perintis, its need to understand the basic processes of oriented leadership style on the kindness and common interests within the organization. This work is done with the intent to maintain and improve the performance of employees. For organizations, especially the KPS Perintis, the ideal style of leadership for the organization was an attempt to improve the existence of the organization through increased performance with the leadership style as a affected variable with direct coefficient regression for 0.133.

All employees want a leadership style based on the desire of the employees themselves, so the effect is directly to the performance. The

appropriation of leadership style with a great desire of the most employees directly affects the performance of the employees themselves. Various positive effects could arise if the leaders can be the role models for all employees. So that employees will work better and the impact is the performance of KPS Perintis employees can be realized.

For organizations to realize the leadership style should be an important reference for the preparation of the organization. Society in general will be more critical to assess attention and orientation of the employee organizations for their commitment to the organization. The KPS Perintis need to understand the basic process if want to maintain and improve employee performance.

Society or organization side will be harmed if the employees in the company do not have a commitment to the place where they works. When the leadership style is built and strengthened by the commitment of the organization, then the employee's performance is believed to be realized by the KPS Perintis.

The results of this study support research conducted by the study of Bass and Avolio (1993), in his study entitled "Cultural organizations can moderate the relationship between leadership style and employee performance". The results showed leadership style make the organizational culture will become increasingly better and accepted by all employees. Which the dimension used in measuring the constructs of leadership style is acceptable.

Similarly, strengthening of research studies conducted by Suhana (2007) that, studies of the influence of leadership style on organizational culture and organizational commitment and employee performance either directly or

indirectly, is already getting empirical justification support. Thus, reference and research results of this study can be applied to similar problems.

And also this study strengthen the research of Chen (2004) and Mc Neese-Smith (1996) that studies the influence of leadership style and organizational culture and organizational commitment and employee performance has gained support justification empirically. Thus, reference and research results of this study can be applied to similar problems.

## CHAPTER VI

### CONCLUSION, LIMITATION, AND RECOMMENDATION

This chapter will explain about conclusion of research, suggestion, limitation, and implication for future research.

#### 6.1 Conclusion

This study examines the effect of leadership on organizational commitment and motivation. Analysis of data can be process with simple linear regression analysis using SPSS 15.0 which this study sample was employees at KPS Perintis Pasaman Barat.

1. Leadership style has significant effect on organizational commitment.

This can be seen from the SPSS analysis that showed leadership style variables has significant values of 0.031 (significant at  $\alpha < 0.05$ ) with the positive direction of the regression coefficient of 0.385. Regression coefficient of leadership styles of 0.385 indicates that any leadership style scores increasing by 1 point then the organizational commitment will also increase by 0.385. Regression coefficient is positive; indicate a positive relationship between leadership style and organizational commitment, this means the better the style of leadership, then the better the organizational commitment in the organization.

Based on Test of  $R^2$ , the results of data analysis obtained  $R^2$  for 0.133 or 13.3%. This shows that the percentage contribution of the effect of leadership style on organizational commitment is 13.3%. Or the variations in leadership style variables used in the model can explain 13.3%

variation of organizational commitment. While the rest equal to 86.7% influenced by other variables not included in this research model.

2. Leadership style has significant effect on motivation. This can be seen from the SPSS analysis that showed leadership style variables has significant values of 0.013 (significant at  $\alpha < 0.05$ ) with the positive direction of the regression coefficient of 0.477. Regression coefficient of leadership styles of 0.477 indicates that any leadership style scores increasing by 1 point then the organizational commitment will also increase by 0.477. Regression coefficient is positive; indicates a positive relationship between leadership style and motivation, which means the better the style of leadership, then the better motivation in the organization.

Based on Test of  $R^2$ , the results of data analysis obtained  $R^2$  for 0.174 or 17.4%. This shows that the percentage contribution of the influence of leadership style on motivation is 17.4%, it is means that the variations in leadership style variables used in the model can explain 17.4% variation of motivation. While the rest equal to 82.6% influenced by other variables that is not included in this research model.

3. About the level of organizational commitment in KPS Perintis,
  - a. The affective commitment

The highest average rate for affective commitment amounted to 4.03 or 80.6% at statement 3 (identification), which "I find that my values

and the values of the organization where I work are very similar". This shows that that the identification of the majority of respondents is **good**.

The lowest average for affective organizational commitment is at 3.57 or 71.4% on statement 5 (identification), which is "this organization (KPS Perintis) inspires the best in achieving the task performance". Its means there are many respondents who have not felt inspired to achieve task performance.

b. Continuanace Commitment

The highest average for continuance organizational commitment is at 4.11 at the statement 2; "I can work as well at this time for different organizations as far as the same type of work". This indicates that the membership of the employees is **good** in the organization.

The lowest average for continuance organizational commitment is 1.71 or 34.2% in the statement number 7, which is "Deciding to work in this organization is a big mistake for me". This shows that the majority of respondents choosing to work in the organization (KPS Perintis) is not a big mistake.

c. Normative Commitment

Meanwhile, normative average at 4.06 shows that the respondents really trying to help this organization be successful.

In general, the employees' organizational commitment is good; this can be seen from the average value at 3.64 with 72.8% of respondent's achievement level. But, from the SPSS analysis can be seen that there

are many respondents that have not felt inspired to achieve the task performance.

4. About the level of motivation in KPS Perintis.

From the results of questionnaires obtained the highest average value for the motivation is at 4.71, contained in the statement of financial security which "Do you agree to obtain financial assurance in the form of bonuses and allowances so that you are motivated to work harder?" This shows that all respondents said the acquisition of financial collateral in the form of bonuses and benefits can motivate employees to work harder.

The lowest average for motivation instruments amounted to 3.77 contained in the affiliation and interaction statement; "Would you agree if there are interpersonal relationships within the work unit and there are interpersonal relationships with other work units?". This shows that the interpersonal relationships that exist within the work unit and interpersonal relationships with other work units have not been able to motivate all employees to work harder.

In general most of the employees are motivated to work. But, employees need the financial security in form of bonuses and benefits to motivate them to work harder, the work unit's interpersonal relationship with others have not been able to motivate all employees to work harder.

## 6.2 Implication of the Research

This research have several implication for KPS Perintis in order to fix their weakness and pay more attention on leadership style, employee organizational commitment and motivation.

Based on the research findings, there are several points that should be fixed and maintained by KPS Perintis such as:

### ➤ Leadership style

- KPS Perintis need to increase and fix the task instruction for employees in achieving their tasks.
- A friendly leader working relationship need to increase by the leader of KPS Perintis to gain a good condition in the workplace.
- Leader has to pay more attention on employees' ideas and opinions, and not being selfish in the decision making.
- The leader of KPS Perintis should trust employees' ability to meet most objectives, so that employee believes ability that they have.
- Pay more attention on the performance level of employees.

### ➤ Organizational Commitment

- Inspires employees to achieve task performance

### ➤ Motivation

- KPS Perintis has to make a policy about bonuses and benefits to increase employee motivation.
- Interpersonal relationship within the work units need to build and maintain.

KPS Perintis should use leadership style that matches with the employment condition in their organization and they should pay more attention on employee organizational commitment and motivation.

Furthermore, this important for KPS Perintis to conduct regular research on organizational commitment and motivation, and review about thier leadership style that currently applied to keep motivation and commitment of the employees in order to retain good performance of the organization.

### **6.3 Limitation**

Some limitations need to be mentioned:

1. The population of this research is only for 35 employees. For the futher research, its will be much better to use larger number of population or samples to gain more accurate result of the results.
2. The chiefs' leadership style is measured directly by their employees' score statement in the questionnaires.
3. The respondents' response to the questionnaires is low, it is indicated by a large number of respondents who did nit fill out the open question of the questionnaires. Responses to the questionnaires may be influenced by the individual's mood and by the environmental conditions in the setting at the time the questionnaires are completed.
4. Responses to the questionnaires may be influenced by the individual's theoretical knowledge base about organizational commitment, motivation, and leadership styles.

## 6.4 Recommendation

There are some suggestions:

1. Based on SPSS result, shown that leadership styles have significant effect on employees' organizational commitment and motivation. It's means that the leader should apply the best leadership style that appropriate with the condition in KPS Perintis. For organizations to realize the leadership style should be an important reference for the preparation of the organization. There are several kind of leadership style, such: directive, supportive, participative, and achievement oriented. The leader should choose the best one. Beside that, based on the SPSS analysis most of the employees wants their leader can consult with them when facing problems. They wants leader who let them know what the leader expects from their performance.
2. Organizational commitment and motivation are very important. KPS Perintis should really put their attention to improve their employee's organizational commitment and motivation in order to increase the company performance and achieve their organizational goals. Organizational commitment is essentially shown by several indicators such as: emotional attachments, identification, involvement, maintain membership, and the employee obligation. By paying attention on these factors, employees will be more committed, increase the level of performance, and inspired to achieve the task performance for the organization. For motivation, it's essentially influenced by several factors; financial security, health assurance, affiliation and interaction, recognition and autonomy, and development. From this viewpoint The cooperation should provide all the factors to keep employees motivated

to work. Beside that, the needs of employees and the inter-units interpersonal relationship should be managed well by the organization to retain the employee performance and motivation.

## BIBLIOGRAPHY

- Allen, N. and Meyer, J. (1996). "Affective, Continuance, and Normative Commitment to the Organization: An examination of construct validity". *Journal of Vocational Behavior*, 49: 252.
- Angle, H. and Perry, J. (1981). "An empirical assessment of organizational commitment and organization effectiveness". *Administrative Science Quarterly*, 26, 1-14.
- Ardichvili, Alexander, 2001, "Leadership Styles and Work-Related Values of Managers and Employees of Manufacturing Enterprises in Post-Communist countries". *Human Resource Development Quarterly*. Winter; Vol. 12, 4. P: 363-383. <http://www.emeraldinsight.com/>
- Bass, B. (1985). "Leadership and performance beyond expectation". New York: Free Press.
- Bass, B. (1990). "Bass Handbook of Leadership". (3<sup>rd</sup> ed.). New York, NY: Free Press.
- Bass, B. M & Avolio, 1990, "The Implications of Transactional and Transformational". *Team and Organizational Development*. 4, p. 231-273.
- Bateman, T. and Strasser. (1984). "A longitudinal analysis of the antecedents of organizational commitment". *Academy of Management Journal*, 27, 95.
- Bourantas, D., Papalexandris, N. 1993. "Differences in Leadership and influence between public and private organizations", *International Journal of Human Resource Management*.
- Brewer, G. A., and S.C. Selden, and R.L. Facer, II. 2000. "Individual Conceptions of Public Service Motivation". *Public Administration Review*. 60: 254-264. <http://thingkingmanagers.com/busniess-m>
- Brown, M.E. (1969). "Identification and some conditions of organizational involvement. *Administrative Science Quarterly*, 15, 346-355.
- Chen, Li Yueh, 2004, "Examining The Effect Of Organization Culture And Leadership Behaviors On Organizational Commitment, Job Satisfaction, Adan Job Performance At Small And Middle-Sized Firma Of Taiwan". *Journal of American Academy of Business*, Sep 2004. 5, 1/2, 432-438.
- Clawson, J, G. (2002). "Level three leadership: Getting below the surface". New York: Prentice Hall.

- Coetzee, M. (2005). "Employee Commitment". Chapter 5. University of Pretoria etd.
- Cooper, A. A. (2003). *"Leadership in organizations"*. Cincinnati, OH: South-Western.
- Davenport, John. (2010). "Leadership style and organizational Commitment: the moderating effect of locus of control. *ASBBS Annual Conference: Las Vegas*". Regent University. [http://www.emeraldinsight.com/..](http://www.emeraldinsight.com/)
- Deci, E.L. and Ryan, R.M. (1975). "Intrinsic Motivation and Self-Determination in Human Behaviour". Plenum, New York, NY
- Desianty, Sovyia. (2005). "Pengaruh Gaya Kepemimpinan terhadap Komitmen Organisasi pada PT. POS Indonesia (Persero) Semarang". Universitas Diponegoro.
- Eisenberger, R., Fasolo, P. and Davis-LaMastro, V. (1990), "Perceived organizational support and employee diligence, commitment, and innovation", *Journal of Applied Psychology*, Vol. 75 No. 1, pp. 51-9.
- Evans, M.G. (1970). "Organisational behaviour: The central role of motivation". *Journal of Management* 12 (2), 203.
- Flippo, Edwin B, 1994, "Manajemen Personalia,", Edisi Keenam, Jilid 2, Penerbit Erlangga, Jakarta.
- Georgiades, Nick and Macdonell, Richard. (1998). "Leadership for competitive advantage". New York.
- Ghazali, Imam. (2002). "Statistik Multivariat. Universitas Dipenogoro". Semarang.
- Glassman, M. B. (1986). "Splitting: Further contributions to the development of a measure". *Journal of Clinical Psychology*. 42: 895-904.
- Gopinath, C. and T.E. Becker. 2000. "Communication, procedural justice and employee attitudes: Relationships under conditions of divestiture". *Journal of Management*. 26(1): 63-83.
- Gregerson, H., B. and Black, S., J. (1992). "Antecedents to commitment to a parent company and a foreign operation". *Academy of Management Journal*. Vol.35. No. 1, 65-90.
- Griffin, R., W. 1980, "Relationship Among Individual, Task Design, and Leader Behaviors Variables". *Academy of Management Journal*. vol. 23, No. 4, 665-683.

- Griffin, Ricky W. (1980). "Relationship Among Individual, Task Design, and Leader Behavior Variables". *Academy of Management Journal*, Vol.23, No. 4, 665-683.
- Haryono, Untung, (2008). "Analisis Hubungan gaya kepemimpinan dengan motivasi, kepuasan kerja, dan Kinerja karyawan PT. Unitex Tbk". Institut Pertanian Bogor.
- Hasibuan, Malayu. (1993). "Manajemen sumber Daya Manusia". edisi revisi. Jakarta: Bumi Aksara.
- Hersey, P. and Blanchard, K. (1977). "Management of Organizational Behavior". (3rd Ed.) Engelwood Cliffs, NJ: Prentice Hall.
- Herzberg, F., (1965). "The motivation to work among Finnish superiors". *Personnel Psychology*, Winter 65, 18(4), 394-402.
- Holt, D.T., Rutherford, M.W. and Clohessy, G.R. (2007). "Corporate entrepreneurship: an empirical look at individual characteristics, context, and process". *Journal of Leadership and Organizational Studies*, 13(4), 40-54. [http://www.emeraldinsight.com/..](http://www.emeraldinsight.com/)
- House, R. J. (1971). "A path-goal theory of leader effectiveness". *Administrative Science Quarterly*, 16, 321-328.
- House, R. J., & Dessler, G. (1974). "The path-goal theory of leadership: Some post hoc and a priori test". In J. Hunt & L. Larson (Eds.), *Contingency approaches in leadership* (pp. 22-55). Carbondale: Southern Illinois University Press.
- House, R. J., & Mitchell, R. R. (1974). "Path-goal theory of leadership". *Journal of Contemporary Business*, 3, 81-97.
- Islam, R. & Zaki, A. (2008). "Employee motivation; a Malaysian perspective". *International Journal of Commerce and Management*. Vol. 18 (4): 19. [http://www.proquest.com/..](http://www.proquest.com/)
- Koh et al., (1995). "The Effect of Transformational Leadership on Teacher Attitudes and Student Performance in Singapore". *Journal of Organizational Behavior*, 63. 319-333. [http://www.emeraldinsight.com/..](http://www.emeraldinsight.com/)
- Kreitner, Robert; dan Kinicki, Angelo, 2005,"Perilaku Organisasi", Buku 1, Edisi Kelima, Salemba Empat, Jakarta.
- Lok & Crawford, (2004). "The Effect of organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment Across-National Comparison". *The Journal of Management Development*. Vol. 41, No.4, 321-337.

- Lok & Crawford, 2004, "The Effect of Organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment across-National Comparison". *The Journal of Management Development*, Vol. 23, No. 4, 321-337.
- Loup, R., & Koller, R. (2005). "The road to commitment: Capturing the head, hearts and hands of people to effect change". *Organizational Development Journal*, 23(3), 73-81.
- Lussier, R. N. (1993). "Human relations in organizations". Boston, MA: Irwin, INC.
- Luthans, Fred, 2006, "Perilaku Organisasi", Edisi Sepuluh, Penerbit Andi, Yogyakarta.
- Mamduh, H., (1997). "Manajemen". UPP AMP YKPN. Yogyakarta
- Maslow, A.H. (1970), *Motivation and Personality*, Harper, New York, NY.
- Mathieu, J. and Zajac, D. (1990). "A review of met-analysis of the antecedents, correlates and consequences of organizational commitment". *Journal of Business and Society*, Vol. 7, No. 1, pp. 42-67.  
<http://www.emeraldinsight.com/>
- Mc Neese-Smith. Et al, (1996). "Increasing Employee Productivity, Job Satisfaction, and Organizational Commitment". *Hospital and Health Service Administration*, Vol.41, No.2, pp.160-175.  
<http://www.emeraldinsight.com/>
- McClelland, D.C. (1985), "Human Motivation". Scott, Glenview, IL.
- McGregor, D. (1957). "The human side of enterprise". *The Management Review*, 46 (11), 22-28.
- Meyer, J. P. and Herscovitch, L. "Commitment in the workplace: Toward a general model". *Human resource management review*. 11 (??), 299-326.  
<http://www.proquest.umi.com/pqdweb?Rqt=417&tS>
- Meyer, J., Allen, N. and Smith, C. (1993). "Commitment to organizations and occupations: extension and test of a three-component conceptualization", *Journal of Applied Psychology*. No. 78, pp. 538-51.
- Miles, S., J, and Glynn Mangold (2002), "The impact of team leader performance on team member satisfaction: the subordinate's perspective," *Team Performance Management: An International Journal*, volume 8, number 5/6, pp. 113-121.

- Mowday, R. and McDade, T. (1979). "Linking behavioral and attitudinal commitment: a longitudinal analysis of job choice and job attitudes". *Academy of Management Proceedings*, 84-88.
- Mowday, R.T., Porter, L.W. and Steers, R.M. (1982). "Employee Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover". *Academic Press*, San Diego, CA.
- Nelson, J.C. and Quick, (2003), "Foundation, realities, & challenges organizational behavior. Mason, OH: South-Western.
- O'Reilly and Chatman, (1986). "Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on pro-social behavior". *Journal of Applied Psychology (JAP)*, 71.
- Ogbonna, Emmanuel and Harris, Lloyd C, 2000. "Leadership Style, Organizational Culture and Performance: Empirical Evidence From UK Companies". *International Journal of Human Resource Management*. 11:4 August, p.766-788. <http://www.emeraldinsight.com>
- Osteraker, M C. (1999). "Measuring motivation in a learning organization". *Journal of Workplace Learning*. 11 (2): 73- 77.
- Oxman, J. A. and B. D. Smith (2003). "The Limits of Structural Change." *MIT Sloan Management Review* 45(1): 6.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). "Organizational commitment, job satisfaction and turnover among psychiatric technicians". *Journal of Applied Psychology*, 59(5), 603-609. Rajagrafindo Persada, Jakarta.
- Ray, S. J.: 1999, "Strategic Communication in Crisis Management: Lessons From the Airline Industry". (Quorum Books, London).
- Rhodes, S. and Steers, R. (1981). "Conventional vs. worker owned organizations". *Human Relations*. 34, 1013-1035.
- Robbins, S. P. (2003). "Organizational behavior". Upper Saddle River, NJ: Prentice Hall.
- Ryan, R. M., & Deci, E. L. (2000). "Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being". *American Psychologist*, 55, 68-78.
- Scholl, R. (1981). "Differentiating organization commitment from expectancy as a motivating force". *Academy of Management Review*, 66 (no.4), 589-599.

- Siagian, S, P, 2002, "Kiat Meningkatkan Produktivitas Kerja", PT. RINEKA CIPTA, Jakarta.
- Stogdill, R. (1963). "Manual for the leader behavior description questionnaire-form XII. Columbus, OH: Bureau of Business Research, Ohio State University.
- Stoner, James A.F. & R. Edward Freeman. "Management". 5 th. Edition, New Jersey: Prentice-Hall International Editions.
- Thoha, Miftah (1983). "Perilaku Organisasi; Konsep Dasar dan Aplikasinya". Edisi 1, PT RajaGrafindo Persada, Jakarta.
- Triton, P. B. (2006). "SPSS 13 terapan; *Riset Statistic Parametric*". Yogyakarta; Andi.
- Van Ypern, N. W., & Hagedoorn, M. (2003). "do high job demands increase intrinsic motivation or fatigue or both? The role of job control and job social support. *Academy of Management Journal*. 46(3). 339-348. <http://www.emeraldinsight.com/>
- Veithzal, Rivai, 2004. "Kepemimpinan dan Perilaku Organisasi". Edisi Kedua PT
- Weiner, Y. (1982). "Commitment in organizations: A normative view". *Academy of Management Review*, 7. 418-428.
- Wikipedia, 2010, "Cooperative in Indonesia", <http://en.wikipedia.org/wiki/CooperativeinIndonesia>, 20.35 am, 04/10/2010
- Wikipedia, 2010, "Cooperative", <http://en.wikipedia.org/wiki/cooperative>, 19.35 am, 04/10/2010
- Winegar, Leonard, (1977). "The impact of leadership style on motivation in work organizations".
- Yousef, D., A. (2000). "Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country". *Journal of Managerial Psychology*. Vol. 15 Iss: 1, pp.6 – 24.
- Yulk, Gary A. (1989). "Managerial Leadership: A Review of Theory and Research". *Journal of Management*. Vol.15, No.2, 251-289.

## Questionnaire

### PENGARUH GAYA KEPEMIMPINAN TERHADAP KOMITMEN KARYAWAN DAN MOTIVASI

#### KPS PERINTIS PASAMAN BARAT

### IDENTITAS RESPONDEN

#### Petunjuk Pengisian

Berilah tanda (√) pada setiap pilihan jawaban yang telah disediakan pada kolom yang telah disediakan di bawah ini.

Gender :  Laki-laki

Perempuan

Umur :  15 – 20 Tahun  21 – 30 Tahun  31 – 35

Tahun

36 – 45 Tahun  46 – 55 Tahun

Pendidikan Terakhir :

Lama Kerja :

Jabatan :

➤ Ungkapkanlah seberapa penting beberapa pernyataan di bawah ini dalam bentuk :

Sangat Setuju (SS), Setuju (S), Netral (N), Tidak Setuju (TS), dan Sangat Tidak

Setuju (STS)

1	2	3	4	5
---	---	---	---	---

Sangat Setuju (SS)	Setuju (S)	Netral (N)	Tidak Setuju (TS)	Sangat Tidak Setuju (STS)
-----------------------	---------------	---------------	----------------------	------------------------------

### A. KUESIONER GAYA KEPEMIMPINAN

Bagaimana gaya pimpinan anda di tempat anda bekerja?

DIRECTIVE						
NO	PERNYATAAN	SS	S	N	TS	STS
1	Pemimpin memberitahu bawahan apa yang diharapkan dari mereka.					
2	Pimpinan menginformasikan tentang apa yang perlu dilakukan dan bagaimana melakukan hal tersebut.					
3	Pimpinan meminta bawahan untuk mengikuti aturan standar dan regulasi yang ada.					
4	Pimpinan memberikan penjelasan yang kurang jelas tentang apa yang diharapkan dari bawahan pada pekerjaan.					
SUPPORTIVE						
5	Pimpinan menjaga hubungan kerja yang ramah dengan bawahan.					
6	Pimpinan melakukan hal-hal kecil untuk membuat bawahan senang untuk menjadi anggota kelompok.					
7	Pimpinan mengatakan hal-hal yang menyakiti perasaan pribadi bawahan.					
8	Pimpinan berperilaku dengan cara yang bijaksana akan kebutuhan pribadi bawahan.					
PARTICIPATIVE						
9	Pemimpin berkonsultasi dengan bawahan ketika menghadapi masalah.					

10	Pemimpin mendengarkan ide-ide dan saran bawahan.						
11	Pimpinan bertindak tanpa berkonsultasi dengan bawahan.						
12	Pimpinan meminta saran dari bawahan mengenai bagaimana melaksanakan tugas.						
13	Pimpinan membantu bawahan mengatasi permasalahan yang menghentikan mereka dari melaksanakan tugas mereka.						
14	Pimpinan meminta saran bawahan tentang tugas apa yang harus dilakukan.						
<b>ACHIEVEMENT ORIENTED</b>							
15	Pimpinan membiarkan bawahan tahu bahwa ia mengharapkan bawahan untuk bekerja di tingkat tertinggi.						
16	Pimpinan menetapkan tujuan untuk kinerja bawahan yang cukup menantang.						
17	Pimpinan mendorong perbaikan berkesinambungan dalam kinerja bawahan.						
18	Pimpinan menjelaskan tingkat kinerja yang diharapkan dari bawahan.						
19	Pimpinan menunjukkan keraguan akan kemampuan bawahan untuk memenuhi tujuan terpenting.						
20	Pimpinan konsisten menetapkan tujuan yang menantang untuk dicapai bawahan.						

Source: Adapted from *A Path-Goal Theory Investigation of Superior*

*Subordinate Relationships*, by J. Indvik, unpublished doctoral dissertation,

University of Wisconsin-Madison, 1985, and Indvik (1988). Based on the

work of House and Dessler (1974) and House (1976) cited in Fulk and

Wendler (1982)

**GAYA KEPEMIMPINAN**

Kepemimpinan meliputi proses mempengaruhi dalam menentukan tujuan organisasi, memotivasi perilaku pengikut untuk mencapai tujuan, mempengaruhi untuk memperbaiki kelompok dan budayanya. Kepemimpinan mempunyai kaitan yang erat dengan motivasi. Hal tersebut dapat dilihat dari keberhasilan seorang pemimpin dalam menggerakkan orang lain dalam mencapai tujuan yang telah ditetapkan sangat tergantung kepada kewibawaan, dan juga pimpinan itu dalam menciptakan motivasi dalam diri setiap orang bawahan, kolega, maupun atasan pimpinan itu sendiri.

17. Bagaimana menurut anda gaya kepemimpinan yang di terapkan di KPS Perintis? (Jelaskan)

.....  
.....  
.....

18. Menurut anda seperti apa gaya kepemimpinan yang baik? (Jelaskan)

.....  
.....  
.....

19. Apakah anda menginginkan perubahan gaya kepemimpinan di KPS Perintis? (Ya/tidak, jelaskan)

.....  
.....  
.....

## B. Komitmen Organisasi

Bagaimana komitmen organisasi anda di tempat kerja?

No	Item Pertanyaan	SS	S	N	ST	STS
1.	Saya bersedia untuk berusaha sekuatnya apa yang diharapkan secara normal untuk membantu organisasi ini menjadi sukses.					
2.	Saya menceritakan organisasi ini kepada teman-teman saya sebagai organisasi yang baik untuk bekerja.					
3.	Saya merasakan kesetiaan yang sangat rendah pada organisasi ini.					
4.	Saya menerima hampir semua tipe penugasan pekerjaan agar selalu bekerja pada organisasi ini.					
5.	Saya menemukan bahwa nilai-nilai saya dan nilai-nilai organisasi tempat saya bekerja sangat mirip.					
6.	Saya bangga menceritakan pada orang lain bahwa saya merupakan bagian dari organisasi ini.					
7.	Saya dapat bekerja sebaik saat ini bagi organisasi yang berbeda sejauh tipe					

	pekerjaan yang sama.					
8.	Organisasi ini benar-benar memberikan inspirasi yang terbaik bagi saya dalam mencapai kinerja tugas.					
9.	Hanya perlu sangat sedikit perubahan dalam keadaan saya sekarang untuk menyebabkan saya keluar dari organisasi ini.					
10.	Saya senang bahwa saya memilih bekerja pada organisasi ini dibandingkan organisasi lain yang saya pertimbangkan saat bergabung.					
11.	Tidak begitu banyak yang akan diperoleh jika tetap bekerja pada organisasi ini dalam jangka waktu yang tidak terbatas.					
12.	Sering kali, saya sulit menerima kebijaksanaan organisasi ini mengenai hal-hal penting yang terkait dengan karyawan.					
13.	Saya benar-benar peduli terhadap nasib organisasi ini.					
14.	Bagi saya organisasi ini adalah yang					

	terbaik dari organisasi yang mungkin untuk bekerja.					
15.	Memutuskan untuk bekerja pada organisasi ini merupakan kesalahan besar bagi saya.					

*Source: Mowday, Steers, and Porter, (1979) in Andi Setiawan, 2007)*

### **Komitmen Organisasi**

Komitmen organisasi adalah sebuah keyakinan yang kuat pada nilai-nilai dan tujuan organisasi, dan kesediaan untuk melakukan upaya-upaya ekstra untuk tetap menjadi anggota atau bagian organisasi.

16. Bagaimana komitmen organisasi di tempat anda bekerja? jelaskan!

.....  
 .....  
 .....  
 .....  
 .....

17. Apa yang anda harapkan dari organisasi tempat anda bekerja agar anda lebih berkomitmen pada organisasi? Jelaskan!

.....  
 .....  
 .....  
 .....  
 .....

### C. Motivasi Kerja

No	Item Pertanyaan	SS	S	N	TS	STS
<b>PEMENUHAN KEBUTUHAN FISIOLOGIS</b>						
1.	Apakah Anda setuju untuk mendapatkan jaminan keuangan yang berupa bonus dan tunjangan sehingga anda termotivasi untuk bekerja lebih giat?					
<b>PEMENUHAN KEBUTUHAN RASA AMAN</b>						
2.	Apakah Anda setuju memperhatikan jaminan kesehatan dan jaminan yang berhubungan dengan kesejahteraan keluarga?					
<b>PEMENUHAN KEBUTUHAN SOSIAL</b>						
3.	Apakah Anda setuju jika ada hubungan interpersonal didalam unit kerja dan ada hubungan interpersonal dengan unit kerja lain?					
<b>PEMENUHAN KEBUTUHAN PENGHARGAAN</b>						
4.	Apakah Anda setuju adanya pemberian pujian atas hasil kerja?					
5.	Apakah Anda setuju jika ada pemebrian pendelegasian tugas?					

PEMENUHAN KEBUTUHAN AKTUALISASI DIRI					
<p>6. Apakah Anda setuju jika atasan memberikan pelatihan-pelatihan untuk meningkatkan kemampuan, keterampilan dan kreativitas kepada karyawan?</p>					

Source: Maslow's Motivation Theory in Sri Utami (2006)

**MOTIVASI**

Motivasi adalah sebuah alasan atau dorongan seseorang untuk melakukan sesuatu.

Seseorang akan termotivasi apabila kebutuhan-kebutuhan dasarnya telah terpenuhi.

- 7. Apakah anda telah termotivasi untuk bekerja lebih keras di perusahaan tempat anda bekerja? Jelaskan!

.....

.....

.....

.....

.....

- 8. Apa yang anda harapkan agar anda dapat tetap termotivasi untuk bekerja keras untuk perusahaan tempat anda bekerja? Jelaskan!

.....

.....

.....

.....

.....

.....

## Appendix 2

### Validity & Reliability Test

#### Reliability

#### Scale: ALL VARIABLES

##### Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded <sup>a</sup>	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

##### Reliability Statistics

Cronbach's Alpha	N of Items
.890	15

##### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Afektif1	54.8857	46.928	.573	.882
Afektif2	55.1143	47.692	.572	.883
Afektif3	54.8857	44.163	.774	.873
Afektif4	55.1714	44.382	.779	.873
Afektif5	55.4000	49.012	.400	.889
Afektif6	54.9429	46.703	.567	.883
Afektif7	55.0000	46.471	.567	.883
Continue1	54.9429	47.232	.621	.881
Continue2	54.7429	48.020	.459	.887
Continue3	55.0286	43.734	.748	.874
Continue4	54.8571	49.655	.403	.889
Continue5	54.7143	48.269	.452	.887
Continue6	54.9429	48.467	.426	.888
Continue7	54.5714	47.664	.499	.885
Normative	54.8000	48.988	.483	.886

# Reliability

## Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded <sup>a</sup>	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.892	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Motivasi1	21.3429	4.938	.908	.849
Motivasi2	21.5143	5.139	.699	.876
Motivasi3	22.2857	5.445	.689	.880
Motivasi4	22.1143	3.987	.858	.852
Motivasi5	21.5714	5.076	.561	.900
Motivasi6	21.4571	5.197	.685	.878

# Reliability Scale: ALL VARIABLES

## Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded <sup>a</sup>	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

## Reliability Statistics

Cronbach's Alpha	N of Items
.935	20

## Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Directive1	73.6286	106.005	.433	.935
Supportive1	73.7714	104.182	.621	.932
Participative3	73.5143	101.257	.736	.929
Participative2	73.8286	100.911	.790	.928
Directive2	74.0000	105.176	.569	.932
Achievement1	73.5143	101.963	.692	.930
Participative3	73.4286	103.076	.636	.931
Supportive2	73.6286	105.358	.552	.933
Directive3	73.4286	106.664	.394	.936
Achievement2	73.5714	102.370	.590	.932
Supportive3	73.6571	101.938	.733	.929
Participative4	73.8571	104.244	.602	.932
Achievement3	73.5714	103.311	.613	.932
Achievement4	73.2286	102.005	.718	.930
Participative4	73.5714	106.017	.530	.933
Achievement5	73.4857	102.257	.657	.931
Participative5	73.2286	102.652	.713	.930
Directive4	73.7143	105.798	.602	.932
Achievement6	73.6857	102.810	.666	.931
Supportive4	73.3714	103.534	.681	.931

## Appendix 3

### Normality Test

### PPlot

#### Model Description

Model Name		MOD_1
Series or Sequence	1	Organizational Commitment
	2	Motivation
	3	Leadership
Transformation		None
Non-Seasonal Differencing		0
Seasonal Differencing		0
Length of Seasonal Period		No periodicity
Standardization		Not applied
Distribution	Type	Normal
	Location	estimated
	Scale	estimated
Fractional Rank Estimation Method		Blom's
Rank Assigned to Ties		Mean rank of tied values

Applying the model specifications from MOD\_1

#### Case Processing Summary

	Organizational Commitment	Motivation	Leadership
Series or Sequence Length	35	35	35
Number of Missing Values in the Plot	0	0	0
	0	0	0

The cases are unweighted.

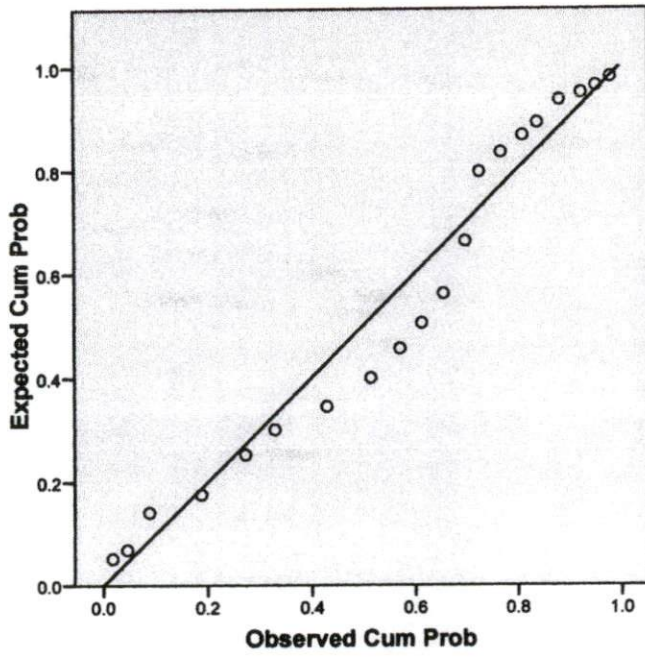
#### Estimated Distribution Parameters

	Organizational Commitment	Motivation	Leadership
Normal Distribution Location	3.9240	4.3431	3.9171
Scale	.48808	.44004	.38500

The cases are unweighted.

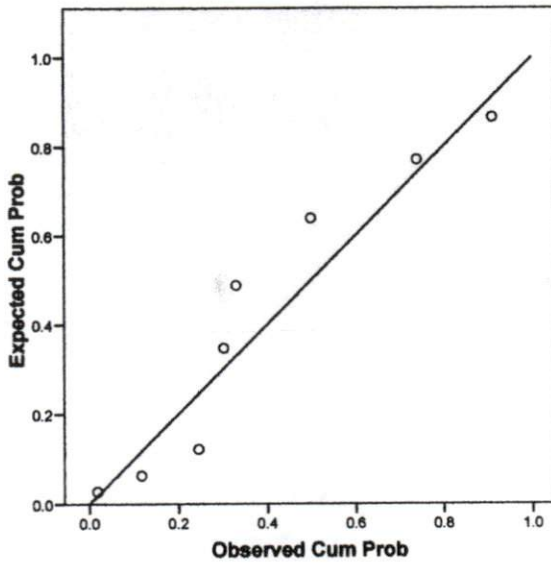
# Organizational Commitment

Normal P-P Plot of Organizational Commitment



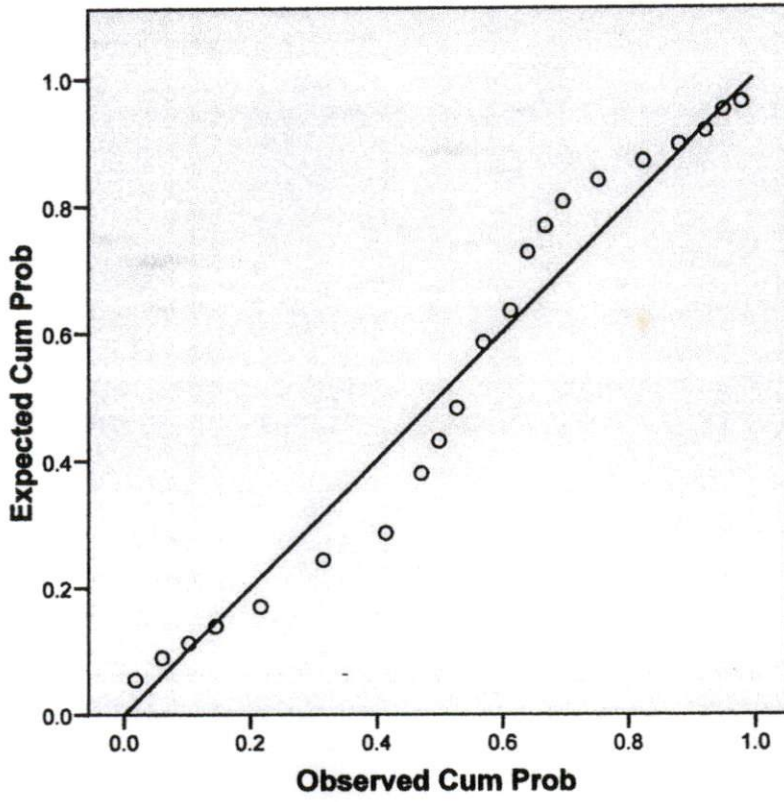
# Motivation

Normal P-P Plot of Motivation



# Leadership

## Normal P-P Plot of Leadership



## Appendix 4

### Linearity Test

#### Means

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment * Leadership	Between	(Combined)	4.985	20	.249	1.121	.422
	Groups	Linearity	1.080	1	1.080	4.854	.045
		Deviation from Linearity	3.906	19	.206	.924	.572
	Within Groups		3.114	14	.222		
Total			8.099	34			

Measures of Association

	R	R Squared	Eta	Eta Squared
Organizational Commitment * Leadership	.365	.133	.785	.616

#### Means

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Motivation * Leadership	Between	(Combined)	3.332	20	.167	.718	.757
	Groups	Linearity	1.147	1	1.147	4.939	.043
		Deviation from Linearity	2.186	19	.115	.495	.923
	Within Groups		3.251	14	.232		
Total			6.584	34			

Measures of Association

	R	R Squared	Eta	Eta Squared
Motivation * Leadership	.417	.174	.711	.506

## Appendix 5

### Regression Test

#### Regression ( $Y_1 = a + bx$ )

##### Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Commitment	3.6443	.40629	35
Leadership	3.9171	.38500	35

##### Correlations

		Organizational Commitment	Leadership
Pearson Correlation	Organizational Commitment	1.000	.365
	Leadership	.365	1.000
Sig. (1-tailed)	Organizational Commitment	.	.015
	Leadership	.015	.
N	Organizational Commitment	35	35
	Leadership	35	35

##### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Leadership	.	Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Commitment

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.365 <sup>a</sup>	.133	.107	.38391	.133	5.080	1	33	.031

a. Predictors: (Constant), Leadership

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.749	1	.749	5.080	.031 <sup>a</sup>
	Residual	4.864	33	.147		
	Total	5.612	34			

a. Predictors: (Constant), Leadership

b. Dependent Variable: Organizational Commitment

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.135	.673		3.172	.003
	Leadership	.385	.171	.365	2.254	.031

a. Dependent Variable: Organizational Commitment

Coefficient Correlations<sup>a</sup>

Model		Leadership	
1	Correlations	Leadership	1.000
	Covariances	Leadership	.042

a. Dependent Variable: Organizational Commitment

## Regression ( $Y_2 = a + bx$ )

### Descriptive Statistics

	Mean	Std. Deviation	N
Motivation	4.3431	.44004	35
Leadership	3.9171	.38500	35

### Correlations

		Motivation	Leadership
Pearson Correlation	Motivation	1.000	.417
	Leadership	.417	1.000
Sig. (1-tailed)	Motivation	.	.006
	Leadership	.006	.
N	Motivation	35	35
	Leadership	35	35

### Variables Entered/Removed<sup>d</sup>

Model	Variables Entered	Variables Removed	Method
1	Leadership		Enter

a. All requested variables entered.

b. Dependent Variable: Motivation

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417 <sup>a</sup>	.174	.149	.40589

a. Predictors: (Constant), Leadership

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.147	1	1.147	6.961	.013 <sup>a</sup>
	Residual	5.437	33	.165		
	Total	6.584	34			

a. Predictors: (Constant), Leadership

b. Dependent Variable: Motivation

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.475	.712		3.478	.001
	Leadership	.477	.181	.417	2.638	.013

a. Dependent Variable: Motivation

**Coefficient Correlations<sup>a</sup>**

Model		Leadership	Leadership
1	Correlations	Leadership	1.000
	Covariances	Leadership	.033

a. Dependent Variable: Motivation

## Appendix 6

### Frequencies

**Afektif1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	10	28.6	28.6	28.6
	Setuju	15	42.9	42.9	71.4
	Sangat Setuju	10	28.6	28.6	100.0
	Total	35	100.0	100.0	

**Afektif2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	13	37.1	37.1	37.1
	Setuju	17	48.6	48.6	85.7
	Sangat Setuju	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

**Afektif3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	12	34.3	34.3	34.3
	Setuju	10	28.6	28.6	62.9
	Sangat Setuju	13	37.1	37.1	100.0
	Total	35	100.0	100.0	

**Afektif4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	17	48.6	48.6	48.6
	Setuju	8	22.9	22.9	71.4
	Sangat Setuju	10	28.6	28.6	100.0
	Total	35	100.0	100.0	

**Afektif5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	22	62.9	62.9	62.9
	Setuju	6	17.1	17.1	80.0
	Sangat Setuju	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

**Afektif6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	13	37.1	37.1	37.1
	Setuju	11	31.4	31.4	68.6
	Sangat Setuju	11	31.4	31.4	100.0
	Total	35	100.0	100.0	

**Afektif7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	13	37.1	37.1	37.1
	Setuju	10	28.6	28.6	65.7
	Sangat Setuju	12	34.3	34.3	100.0
	Total	35	100.0	100.0	

**Continue1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	8	22.9	22.9	22.9
	Setuju	18	51.4	51.4	74.3
	Sangat Setuju	9	25.7	25.7	100.0
	Total	35	100.0	100.0	

**Continue2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	9	25.7	25.7	25.7
	Setuju	12	34.3	34.3	60.0
	Sangat Setuju	14	40.0	40.0	100.0
	Total	35	100.0	100.0	

**Continue3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	17	48.6	48.6	48.6
	Setuju	6	17.1	17.1	65.7
	Sangat Setuju	12	34.3	34.3	100.0
	Total	35	100.0	100.0	

**Continue4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	7	20.0	20.0	20.0
	Setuju	21	60.0	60.0	80.0
	Sangat Setuju	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

**Continue5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	13	37.1	37.1	37.1
	Tidak Setuju	14	40.0	40.0	77.1
	Netral	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

**Continue6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	12	34.3	34.3	34.3
	Setuju	14	40.0	40.0	74.3
	Sangat Setuju	9	25.7	25.7	100.0
	Total	35	100.0	100.0	

**Continue7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	17	48.6	48.6	48.6
	Tidak Setuju	11	31.4	31.4	80.0
	Netral	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

**Normative**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	6	17.1	17.1	17.1
	Setuju	21	60.0	60.0	77.1
	Sangat Setuju	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

## Frequencies

**Motivasi1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Setuju	10	28.6	28.6	28.6
	Sangat Setuju	25	71.4	71.4	100.0
	Total	35	100.0	100.0	

**Motivasi2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Setuju	16	45.7	45.7	45.7
	Sangat Setuju	19	54.3	54.3	100.0
	Total	35	100.0	100.0	

**Motivasi3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	8	22.9	22.9	22.9
	Setuju	27	77.1	77.1	100.0
	Total	35	100.0	100.0	

**Motivasi4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	10	28.6	28.6	28.6
	Setuju	17	48.6	48.6	77.1
	Sangat Setuju	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

**Motivasi5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	2	5.7	5.7	5.7
	Setuju	14	40.0	40.0	45.7
	Sangat Setuju	19	54.3	54.3	100.0
	Total	35	100.0	100.0	

**Motivasi6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Setuju	14	40.0	40.0	40.0
	Sangat Setuju	21	60.0	60.0	100.0
	Total	35	100.0	100.0	

## Frequency Table

### Directive1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	14	40.0	40.0	40.0
	Setuju	11	31.4	31.4	71.4
	Sangat Setuju	10	28.6	28.6	100.0
	Total	35	100.0	100.0	

### Supportive1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	17	48.6	48.6	48.6
	Setuju	12	34.3	34.3	82.9
	Sangat Setuju	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

### Participative1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	14	40.0	40.0	40.0
	Setuju	11	31.4	31.4	71.4
	Sangat Setuju	10	28.6	28.6	100.0
	Total	35	100.0	100.0	

### Participative2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	21	60.0	60.0	60.0
	Setuju	8	22.9	22.9	82.9
	Sangat Setuju	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

### Directive2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	25	71.4	71.4	71.4
	Setuju	6	17.1	17.1	88.6
	Sangat Setuju	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

**Achievement1**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Netral	12	34.3	34.3	34.3
Setuju	11	31.4	31.4	65.7
Sangat Setuju	12	34.3	34.3	100.0
Total	35	100.0	100.0	

**Participative3**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Netral	16	45.7	45.7	45.7
Setuju	9	25.7	25.7	71.4
Sangat Setuju	10	28.6	28.6	100.0
Total	35	100.0	100.0	

**Supportive2**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Netral	13	37.1	37.1	37.1
Setuju	16	45.7	45.7	82.9
Sangat Setuju	6	17.1	17.1	100.0
Total	35	100.0	100.0	

**Directive3**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Netral	13	37.1	37.1	37.1
Setuju	10	28.6	28.6	65.7
Sangat Setuju	12	34.3	34.3	100.0
Total	35	100.0	100.0	

**Achievement2**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Netral	20	57.1	57.1	57.1
Setuju	5	14.3	14.3	71.4
Sangat Setuju	10	28.6	28.6	100.0
Total	35	100.0	100.0	

**Supportive3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	8	22.9	22.9	22.9
	Setuju	20	57.1	57.1	80.0
	Sangat Setuju	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

**Participative4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	8	22.9	22.9	22.9
	Setuju	15	42.9	42.9	65.7
	Sangat Setuju	12	34.3	34.3	100.0
	Total	35	100.0	100.0	

**Achievement3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	12	34.3	34.3	34.3
	Setuju	14	40.0	40.0	74.3
	Sangat Setuju	9	25.7	25.7	100.0
	Total	35	100.0	100.0	

**Achievement4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	7	20.0	20.0	20.0
	Setuju	12	34.3	34.3	54.3
	Sangat Setuju	16	45.7	45.7	100.0
	Total	35	100.0	100.0	

**Participative5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	8	22.9	22.9	22.9
	Setuju	20	57.1	57.1	80.0
	Sangat Setuju	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

**Achievement5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	5	14.3	14.3	14.3
	Setuju	11	31.4	31.4	45.7
	Sangat Setuju	19	54.3	54.3	100.0
	Total	35	100.0	100.0	

**Participative6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	5	14.3	14.3	14.3
	Setuju	16	45.7	45.7	60.0
	Sangat Setuju	14	40.0	40.0	100.0
	Total	35	100.0	100.0	

**Directive4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	9	25.7	25.7	25.7
	Setuju	26	74.3	74.3	100.0
	Total	35	100.0	100.0	

**Achievement6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	10	28.6	28.6	28.6
	Setuju	18	51.4	51.4	80.0
	Sangat Setuju	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

**Directive2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Netral	2	5.7	5.7	5.7
	Setuju	15	42.9	42.9	48.6
	Sangat Setuju	18	51.4	51.4	100.0
	Total	35	100.0	100.0	

## Means

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment * Leadership	Between	(Combined)	4.985	20	.249	1.121	.422
	Groups	Linearity	1.080	1	1.080	4.854	.045
		Deviation from Linearity	3.906	19	.206	.924	.572
	Within Groups		3.114	14	.222		
	Total		8.099	34			

Measures of Association

	R	R Squared	Eta	Eta Squared
Organizational Commitment * Leadership	.365	.133	.785	.616

## Means

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Motivation * Leadership	Between	(Combined)	3.332	20	.167	.718	.757
	Groups	Linearity	1.147	1	1.147	4.939	.043
		Deviation from Linearity	2.186	19	.115	.495	.923
	Within Groups		3.251	14	.232		
	Total		6.584	34			

Measures of Association

	R	R Squared	Eta	Eta Squared
Motivation * Leadership	.417	.174	.711	.506

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.111	.809		2.611	.013
	Leadership	.463	.205	.365	2.253	.031

a. Dependent Variable: Organizational Commitment

# Regression

## Descriptive Statistics

	Mean	Std. Deviation	N
Motivation	4.3431	.44004	35
Leadership	3.9171	.38500	35

## Correlations

		Motivation	Leadership
Pearson Correlation	Motivation	1.000	.417
	Leadership	.417	1.000
Sig. (1-tailed)	Motivation	.	.006
	Leadership	.006	.
N	Motivation	35	35
	Leadership	35	35

## Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Leadership		Enter

a. All requested variables entered.

b. Dependent Variable: Motivation

## Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.417 <sup>a</sup>	.174	.149	.40589	.174	6.961	1	33	.013

a. Predictors: (Constant), Leadership

## ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.147	1	1.147	6.961	.013 <sup>a</sup>
	Residual	5.437	33	.165		
	Total	6.584	34			

a. Predictors: (Constant), Leadership

b. Dependent Variable: Motivation

## Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.475	.712		3.478	.001
	Leadership	.477	.181	.417	2.638	.013

a. Dependent Variable: Motivation