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The Influence of Leadership Style and Group Integration on Work Motivation (Research on Employees at the Gorontalo City-District Office)

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<http://creativecommons.org/licenses/by/4.0/>**Open Access****Abstract**

This research aims to see the influence of leadership style and group cohesiveness on employee work motivation, with the hypothesis "there is a positive influence of leadership style and group cohesiveness on work motivation". The research method used is a causal survey method with multiple regression analysis techniques.

The research target population was all district and city government employees in Gorontalo Province. Meanwhile, the affordable population is employees of the Gorontalo Regency and Gorontalo City technical services. From this population, 60 employees were selected as research samples. Based on the data analysis that has been carried out, this research produces findings which are concluded as follows: (i) leadership style and group cohesion together have a significant effect on work motivation; (ii) leadership style alone (partially) has a significant effect on work motivation; (iii) group integration alone (partially) has a significant effect on work motivation.

Keywords: Leadership, Work Motivation, Employee**Introduction**

Gorontalo is a relatively young province, only 23 years old. The main motivation when separating from the parent province was to improve development and community welfare. But of course there are many challenges faced, including relatively limited human resources. The implementation of Law number 32 of 2004 concerning Regional Autonomy, in addition to bringing wisdom to the region, also includes no small challenges. If the regional government is unable to utilize this instrument to develop regional potential, especially human resources, then it is certain that it will be left behind by other regions.

Gorontalo Province consists of 1 (one) city and 5 (five) regencies, namely Gorontalo City,

Gorontalo Regency, Boalemo, Pohuwato, Bone Bolango and North Gorontalo. As a consequence of regional autonomy, the city-regency government is also given autonomy to manage the region but always coordinates with the provincial government. This means that the direction of development must be relevant and in line with provincial policies. In this context, the role of the city-regency government is very strategic because in fact, they are closer to the community.

One of the district-city government apparatuses that has a very strategic role is the technical service that is tasked with planning and implementing development according to its duties and functions. The reality in the field shows that the function and role of the technical service have not been running optimally. This is indicated by, among other things, the many complaints from the public about services, budget leaks, work programs that are "copy paste" from year to year, work programs that do not run properly.

One of the factors that greatly influences the above conditions is the work motivation of the staff. According to Wieland & Ullrich (1978), motivation is a determining factor for individuals in achieving a goal. Various theories have been developed to study motivation. Contemporary theories about motivation use the content theories approach, proposed by David McClelland and his colleagues, known as the theory of needs. McClelland's theory identifies 4 (four) basic main motives, namely: (i) the achievement motive; (ii) the power motive; (iii) the affiliative motive and (iv) the avoidance motive. The first three motives are related to Maslow's theory: self-actualization, the need for appreciation and the need for love.

The theories above show how work motivation is the most important factor for individuals, which will then greatly influence the performance of their work environment. However, work motivation does not stand alone. In theory, this factor is influenced by other factors including leadership style and group cohesiveness.

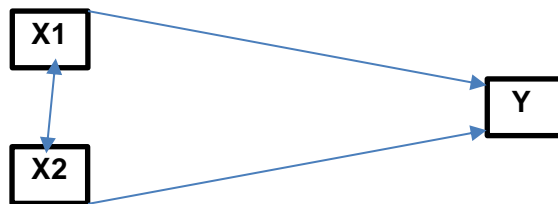
Likert in Luthans (1995) in his work put forward 3 (three) types of variables that influence the relationship between leadership and organizational performance, namely causal variables, intervening variables and end result variables. Motivation is included in the intervening variables. Yukl's theoretical model, as stated by Wieland and Ullrich (1978) that the leadership process involves intervening variables, meaning that the influence of leadership style on organizational performance often occurs through other variables. These variables include motivation. Likewise, House in Albanese and Van Fleet (1983) put forward that the leadership process influences the work motivation of subordinates. Ivancevich and Matteson (1996) define group cohesion as the level of attraction or closeness between members and their motivation to become a group. While Furnham (2005) defines cohesion as the glue that makes a group always work together. Duncan (1981) suggests that group cohesion is the strength of a group to think and act as one to achieve common goals. While Ivancevich & Matteson (1996) say that the level of cohesiveness or closeness of members is an important factor in both formal and informal groups. Closeness in attitude, behavior and actions becomes a force that attracts members so that they do not distance themselves from the group. A high level of cohesion will result in motivation to work together between group members.

Methodology

This study aims to see the influence of leadership style and group cohesion on employee work motivation, with the hypothesis "there is a positive influence of leadership style and group cohesion on work motivation". The research method used is the causal survey method with multiple regression analysis techniques.

The target population of the study was all employees of the district and city governments throughout Gorontalo Province. While the accessible population was employees of the technical services of Gorontalo Regency and Gorontalo City. From this population, 60 employees were selected as research samples. The data collection instrument was a questionnaire that had been tested for validity and reliability. There were 3 (three) instruments developed, namely a questionnaire to collect information about leadership style (variable X1), group cohesion (variable X2) and work motivation (variable Y).

The research model/design is described below:



Results and Discussion

The data obtained in the study are quantitative data that will be used to test the hypothesis. Before the hypothesis test, several statistical assumption tests were carried out, namely normality, autocorrelation, multicollinearity and heteroscedasticity tests. The test results are shown in the following tables:

Residual Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.087	60	.200 [*]	.963	60	.068

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The basis for decision making for the Residual Normality Test Using the Kolmogorov Smirnov Test

- Does not meet the residual normality assumption, if the significance value is less than 0.05
- Fulfills the assumption of residual normality, if the significance value is greater than 0.05

Based on the residual normality test, a significance of more than 0.05 was obtained, so it can be concluded that the data meets the residual normality assumption.

independent variables. If the VIF value is less than 10 and/or the tolerance value is more than 0.01, it can be concluded firmly that there is no multicollinearity problem.

Autocorrelation Test (See Durbin Watson value)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
						F Change	df1	df2		
1	.829 ^a	.687	.676	10.343	.687	62.547	2	57	.000	1.765

a. Predictors: (Constant), X2_KeterpaduanKelompok, X1_GayaKepemimpinan

b. Dependent Variable: Y_MotivasiKerja

Based on the output table "Model Summary" the Durbin Watson value is 1.765. This value will be compared with the Durbin Watson table value at 5% significance with (k; N) = (2; 60) then the Durbin Watson table value for dL is 1.514 and dU is 1.652. The DW value of 1.765 is greater than the upper limit (dU) of 1.652 and less than 4-dU = 2.348 so it can be concluded that there is no problem or symptom of autocorrelation.

Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.926	5.301		.741	.462
	X1_GayaKepemimpinan	.033	.082	.111	.401	.690
	X2_KeterpaduanKelompok	-.002	.077	-.006	-.023	.982

a. Dependent Variable: Abs_Res

The basis for decision making for the Heteroscedasticity Test Using the Glejser Test

- There is no heteroscedasticity if the calculated t value is smaller than the t table and the significance value is greater than 0.05.
- Heteroscedasticity occurs if the calculated t value is greater than the t table and the significance value is less than 0.05.

Based on the heteroscedasticity test using the Glejser method, the significance of variables X1 = 0.690 and X2 = 0.982 is greater than 0.05, so it can be concluded that the data does not have a heteroscedasticity problem.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
						F Change	df1	df2		
1	.829 ^a	.687	.676	10.343	.687	62.547	2	57	.000	1.765

a. Predictors: (Constant), X2_KeterpaduanKelompok, X1_GayaKepemimpinan

b. Dependent Variable: Y_MotivasiKerja

Based on the SPSS output table "Model Summary" above, the coefficient of determination is 0.687. This value explains that the variables of leadership style and group cohesion simultaneously affect work motivation by 68.7%. While the rest (100% -68.7% = 31.3%) is influenced by other variables outside this regression equation or variables that are not studied.

Simultaneous Test (See Sig value)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13383.247	2	6691.623	62.547	.000 ^b
	Residual	6098.153	57	106.985		
	Total	19481.400	59			

a. Dependent Variable: Y_MotivasiKerja

b. Predictors: (Constant), X2_KeterpaduanKelompok, X1_GayaKepemimpinan

Simultaneous Test

By using level of significance using $\alpha = 5\%$ and decision criteria reject H_0 if P-value (sig) $< \alpha$ then it can be concluded that P-value (0.000) $< \alpha$ (0.05) then, fail to reject H_0 . So it can be concluded that the variables of leadership style and group cohesion significantly influence motivation together.

Partial Test (See Sig value)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.088	8.992		2.234	.029
	X1_GayaKepemimpinan	.318	.138	.359	2.300	.025
	X2_KeterpaduanKelompok	.414	.131	.495	3.170	.002

a. Dependent Variable: Y_MotivasiKerja

a) Leadership Style Variables

By using level of significance using $\alpha = 5\%$ and decision criteria reject H_0 if P-value (sig) $< \alpha$ then it can be decided that P-value (0.025) $< \alpha$ (0.05) then, reject H_0 . So it can be concluded that the leadership style variable significantly influences individual work motivation.

b) Group Cohesion Variable

By using level of significance using $\alpha = 5\%$ and decision criteria reject H_0 if P-value (sig) $< \alpha$ then it can be decided that P-value (0.002) $< \alpha$ (0.05) then, reject H_0 . So it can be concluded that the group cohesion variable significantly influences individual motivation.

Based on the partial test of the regression model, what can be written is:

$$Y = 20,088 + 0,318 X1 + 0,414 X2$$

The interpretation of the model is that every one unit increase in the leadership style variable will provide an increase in work motivation of 0.318 and every one unit increase in the group cohesion variable will provide an increase in work motivation of 0.414.

From the results of statistical tests, it is concluded that the variables of leadership style and group cohesiveness simultaneously and partially have a significant effect on employee work motivation. Together, the influence of leadership style and group cohesiveness on employee work motivation is 68.7%. The remaining 31.3% is influenced by other factors.

According to Bass in Hoy and Miskel, there are 4 (four) characteristics of leadership (especially transformational), one of which is inspirational motivation, namely the leader becomes an inspiration to subordinates, a source of motivation, involves followers in producing and moving forward for the benefit of the organization. Likert also stated that

leadership style influences organizational performance through intervening variables such as loyalty and work motivation.

Many studies have been developed to see the effect of group cohesion on organizational performance or on individuals. Feldman and Arnold suggest that the consequences of group cohesion include improving group member morale, increasing productivity and organizational performance. Meanwhile, Vechio emphasized that group cohesion can increase member satisfaction and work motivation. The results of Dick Stenmark's research on Group Cohesiveness and Extrinsic Motivation in Virtual Groups, 1999-2000 in Sweden, showed that group cohesion affects work performance and motivation.

Conclusions

Based on the data analysis that has been conducted, this study produces findings that are concluded as follows: (i) leadership style and group cohesion together have a significant effect on work motivation; (ii) leadership style alone (partially) has a significant effect on work motivation; (iii) group cohesion alone (partially) has a significant effect on work motivation.

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