

**ANALYSIS OF LEADERSHIP ROLE: EVIDENCE FROM INDUSTRIES IN MANADO***ANALISIS BUKTI KEPEMIMPINAN DARI INDUSTRI DI MANADO**by:***Trivena Deyvi Eman<sup>1</sup>  
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**Abstract:** In industries Manado personal characteristics of the leaders determine leadership role. This research is all about identifying factors affecting the workers' perception of an Leadership role at An industries in Manado. These industries ranging from PT Astra Isuzu International Manado (Car distributor), Multimart (Retail), Girsafotocopy and print (Printing service) and WarungBendito (Restaurant). This research is categorized as causal research. Causal research is quantitative and structured in design. Causal research differs in its attempt to explain the cause and effect relationship between variables. This research is conducted in Manado, North Sulawesi during the first semester of 2018. Since this study entirely uses primary data which obtained via questionnaire to the 230 samples, this research is categorized as a field research. Statistical result shows that task assignment and personal characteristic does not significantly affect Leadership Role of leaders in various industries in Manado. It means, how managers or leaders delegate task does not determine the character of the leaders themselves, whether it is positive or negative. The companies across Manado should pay attention to the findings, Good leading character of a leader will strengthen the leader's relationship with employee which could create a better work environment.

**Keyword:** *effective leadership, task assignment, personal characteristics, professional characteristics, attitude*

**Abstrak:** *Dalam industri di Manado karakteristik seseorang menentukan peran kepemimpinan. Dalam penelitian ini tentang mengidentifikasi faktor yang mempengaruhi tanggapan pekerja pada peran kepemimpinan di Manado. Penelitian ini mulai dari industri PT. Astra Isuzu Manado, Multimart, Girsafoto jasa fotocopy, dan Warung Bendito. Penelitian ini menggunakan kausal komperatif. Tujuan dari penelitian kausal komperatif adalah untuk menyelidiki kemungkinan hubungan sebab akibat dengan cara berdasar atas pengamatan. Penelitian ini dilakukan di Manado Sulawesi Utara, penelitian ini melalui kuesioner dengan 230 responden. Hasil penelitian ini menunjukkan tugas dan karakter pribadi tidak mempengaruhi peran kepemimpinan. Perusahaan di Manado sebaiknya berhati-hati dalam memilih pemimpin yang baik, karena hubungan antara pemimpin dan karyawan menghasilkan pekerjaan di sekitarnya menjadi lebih baik.*

**Kata kunci:** *perankepemimpinan, tugas-tugas, karakterpribadi, karakter profesional, sikap*

## INTRODUCTION

### Research Background

In the business world, we see that most of the leader are men. For example in SWA magazine writes 10 best CEO 2017, from 10 CEO, 8 of which are men, and 2 other are woman, very few woman are leaders, perhaps because of different leadership styles the magazine writes they conducted a survey asking employees 2-3 levels below the CEO assessing its CEO based on the 4 pillars of leadership, is: pioneers, alignment, empowerment and employee motivation, Jie(2018).In the survey employees were asked to assess their own commitments in performing their duties under the CEO.

In industries Manado personal characteristics of the leaders determine leadership role. This finding is base on statistical result. Personal characteristic, consist of personal value and qualitative of leader influence how the leaders build relationship with the employees. Many case personal characteristic that influence the performance of leaders although the outcomes that come from personal characteristic perform do not always guaranteed the perform of after this. Siahu, Saerang and tasik (2017) showed that regularize the sell assistant skill that how much influence by perform. Characteristic that not affect consumer instore.

In line with this, the researcher believes identifying factors affecting Leadership Role will help to improve leadership style, which is the solution to the most of organizational challenge as indicated by Andrew (2008) above.

Every leader who wants to give quality leadership must first have a vision, mobilize resources to achieve that vision and use the resources prudently to achieve and improve upon what is achieved Zhu, Chew and Spangler (2005).Armstrong (2009) defined to lead and leadership as; to lead is to inspire influence and guide; while Leadership is a process of getting people to do their best to achieve a desired result. It involves developing and communicating a vision for the future, motivating people and gaining their engagement.

### Research Objective

Regarding the problems which have been formulated and identified that are mentioned in previous section, the following research objectives are: to identified of partial influence of Task Assignment, Personal Characteristic, Physical Performance, Negative Attitude, Professional Characteristic within an industries in Manado towards Leadership Role

## THEORETICAL FRAMEWORK

### Human Resources Management

HRM is inherently a multilevel field of study. Complicated processes in the environment interact with organizational systems to affect outcomes at the firm, unit, and individual levels. HRM systems operate within complex organizational systems and structures that are further affected by macroeconomic forces and competitive forces that drive and alter implementation plans. Human Resources Management is distinctive approach in managing committed and capable people in an organization to achieve the organization goals competitive advantage by the strategically using some cultural, structural, and personal techniques and intervention in an integrated array or system (Tenglewier, Saerang and mekel, 2014).

### Leadership

Leadership is a multifaceted serious of interaction amongst the leader, the followers and the situation. The leader deals with qualities of personality and character; the followers' address need and values; while the situation deals with partly constant and partly varying (Carolyn, 2004) and (Thomas, 2007).

### Leadership Style

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals, Leadership style is necessary to reduce the attrition rate from the leadership style only it is possible to achieve organizational goal productively (Bunmi, 2007).Leaders have their style changing depending upon the situation. This can be justified by taking democratic or participative leadership style how should act in case of crises, where they are required to play a directive leadership style.

## Leadership Role

Leadership rules is all about attaining desirable outcomes like more output with less input which implies high productivity, quality and result in satisfaction (Dubrin 2008).

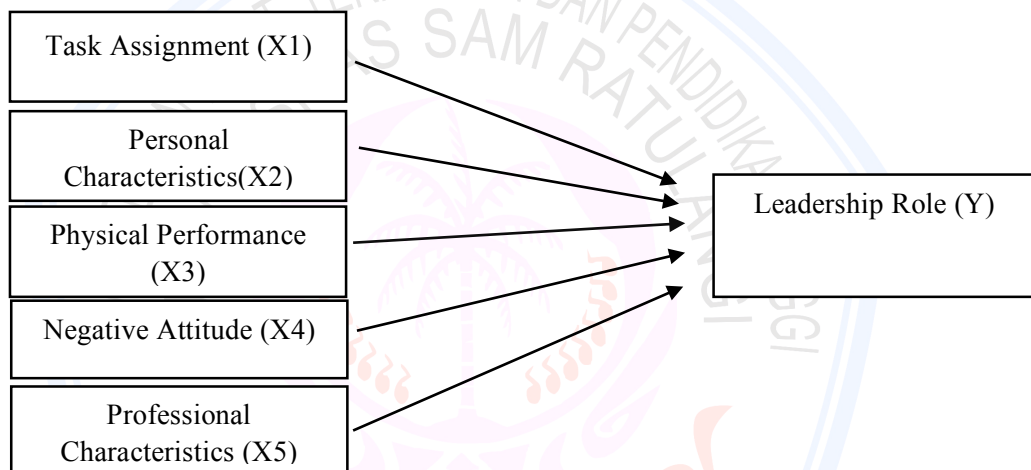
Important Factor of leadership role:

- a. Task Assignment
- b. Personal Characteristics
- c. Physical Performance
- d. Attitudes
- e. Professional Characteristic

## Previous Research

(Chan, Tung and O'kane 2002) studied Factors influencing nursing leadership Role in Hong Kong. Nursing education in Hong Kong has undergone major reform in recent years, similar to that in Australia and the United Kingdom (UK), involving the introduction of degree level preparation. Although there were some changes in the nursing education system, the reform was considered slow. This study investigated the factors that influenced the effectiveness of nursing leadership in the reform of nursing education in Hong Kong.

## Conceptual Framework



**Figure 1. Conceptual framework**

*Source: Previous Studies 2018*

## Hypothesis

From the overall description of the concept, theory and previous studies, there are five hypothesis can be formulated:

- H<sub>1</sub> : Task assignment have partial influence of leadership role from industries in Manado.  
 H<sub>2</sub> : Personal characteristics have partial influence of leadership role from industries in Manado.  
 H<sub>3</sub> : Physical performance have partial influence of leadership role from industries in Manado.  
 H<sub>4</sub> : Negative attitude performance have partial influence of leadership role from industries in Manado.  
 H<sub>5</sub> : Professional characteristics have partial influence of leadership role from industries in Manado.

## RESEARCH METHOD

### Type of Research

This research is categorized as causal research. Causal research is quantitative and structured in design. Causal research differs in its attempt to explain the cause and effect relationship between variables (Malhotra, 2007).

### Place and Time of Research

This research is conducted in Manado, North Sulawesi during the first semester of 2018. Since this study entirely uses primary data which obtained via questionnaire to the 230 samples, this research is categorized as a field research.

### Population and Sample

Population is all members of a defined group that process some common characteristic defined by the sampling criteria (Sekaran and Bougie, 2009) pointed out that population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. Population in this research is all the leadership role in industries Manado.

### Data Collection Method

This research will be conducted with one resources of data. Which is primary data. Primary data originated by the researcher specifically to address the research problem through questionnaire

### Operational Definition of Variables

**Table 1. Operational Definition of Variables**

No	Variable	Definition
1	Task Assignment (X1)	The process of assigning task, duty, job, that needs to be done. The assigning implies work imposed by a person in authority or an employer or by circumstance.
2	Personal Characteristics (X2)	Personal Characteristics are what make up one's personality. They help a person get along in a new situation. For example, dependability and patience are qualities that employers would like a good worker to have.
3	Physical Performance (X3)	Physical characteristics are defining traits or features about one's body. The first thing you see when you look at someone could be their hair, clothes, nose, or figure.
4	Negative Attitude (X4)	The lacking positive or affirmative qualities, such as enthusiasm, interest, or optimism.
5	Professional Characteristics (X5)	Integrated patterns of professional characteristics that reflect a range of individual differences and foster consistent leader effectiveness across a variety of group and organizational situations
6	Leadership Role (Y)	Leaders who exhibit honesty, integrity, trustworthiness and ethics. Leaders who act in line with how they speak, and earn the right to be responsible for others' success in the company

Source: Previous Studies (2018)

### Data Analysis Method

#### Validity and Reliability Test

Validity is evidence that the instrument, technique, or process used to measure a concept does indeed measure the intended concept Sekaran and Bougie (2009) to analyze the validity of questionnaire, person product moment is used.

#### Multiple Linear Regression Analysis

Multiple regression analysis is a statistical technique used for studies predicting that multiple variables may affect a dependent variable. There are advantages of using multiple regression analysis because it allows a number of complex relationships among variables to be examined simultaneously. The formula of multiple regression used in this research is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Where:

Y = Leadership Role

a = Constant

b = Regression Coefficient

X1 = Task Assignment

X2 = Personal Characteristics

X3 = Physical Performance

X4 = Negative Attitude

X5 = Professional Characteristics

e = Error

## Table 2. Result and Discussion

Validity of the data is gained by conducting the validity test. Validity test is used to know whether the instrument are valid or not. The validity analysis is done based on Corrected item – Total correlation with SPSS 21.

Multiple Regression Result						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.912	.520		3.679	.000
	(X1)TaskAssignment	-.060	.056	-.059	-1.069	.286
	(X2)PersonalCharacteristics	.284	.074	.231	3.853	.000
	(X5)ProfessionalCharacteristics	.681	.073	.592	9.291	.000
	(X3)PhysicalPerformance	-.034	.023	-.074	-1.478	.141
	(X4)NegativeAttitude	-.103	.029	-.168	-3.536	.000
Leadership Role = 191 – 0.60 (TaskAssignment) + 0.284 (PersonalCharacteristic) – 0.34 ( PhysicalPerformance) – 0.103 (NegativeAttitude) + 0.681 (ProfessionalCharacteristics). Validity and Reliability						

## Table 3.Collinearity Result Coefficient

Source data processed, (2018)

### Classical Assumption

## Table 3.Collinearity Result Coefficient

Model	Collinearity Statistics	
	Tolerance	VIF
Task Assignment	.627	1.596
Personal Characteristics	.533	1.876
Professional Characteristics	.473	2.112
Physical Performance	.767	1.304
<b>Negative Attitude</b>	<b>.851</b>	<b>1.175</b>

Source: Data Processed (2018)

Table 3 shows through the Collinearity statistics, in the tolerance and variance inflated factors (VIF) tale. If the tolerance value more than 0.10 and the VIF value less than 10, it indicates there is no multicollinearity

## Hypothesis Testing

### F-Test

F-test is used to test the presence or absence of the effect of independent variables (X1 and X2) with the dependent variable (Y) simultaneous (Together).

This table of F-Test result by using the SPSS statistical calculation that shown in table below.



**Table 4. F-Test Result**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.993	5	14.199	57.447	.000 <sup>b</sup>
	Residual	57.589	233	.247		
	Total	128.583	238			

a. Dependent Variable: LeadershipRole

b. Predictors: (Constant), NegativeAttitude,ProfessionalCharacteristics, PhysicalPerformance, TaskAssignment, PersonalCharacteristics

Source: Primary Data (2018)

### T-Test Result

Test is any statistical test intended to determine the partial effect of each independent variable (X) to dependent variable (Y).

**Table5. T-Test Result**

Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.912	.520		3.679	.000
	(X1)TaskAssignment	-.060	.056	-.059	-1.069	.286
	(X2)PersonalCharacteristics	.284	.074	.231	3.853	.000
	(X5)ProfessionalCharacteristics	.681	.073	.592	9.291	.000
	(X3)PhysicalPerformance	-.034	.023	-.074	-1.478	.141
	(X4)NegativeAttitude	-.103	.029	-.168	-3.536	.000

Source:Primary Data (2018)

Calculation of  $T_{table}$ :

$$T_{count}X_1 = -1.069$$

$$T_{count}X_2 = 3.853$$

$$T_{count}X_3 = -1.478$$

$$T_{count}X_4 = -3.536$$

$$T_{count}X_5 = 9.291$$

$$T_{table} = TINV(0.05, n-k)$$

$$= TINV(0.05, 75-4)$$

$$= 1.9939$$

K= the number of variables

N= the number of respondents.

## CONCLUSIONS AND RECOMENDATION

### Conclusion

Based on results of the previous chapter, the conclusion is as follows:

1. Partially, there is no significant influence of Task Assignment within various industries in Manado towards employees' perception of an Leadership Role.
2. Partially, there is a significant influence of Personal Characteristics within various industries in Manado towards Leadership Role.

3. Partially, there is no significant influence of Physical Performance within various industries in Manado towards Leadership Role.
4. Partially, there is a significant influence of Negative Attitude within various industries in Manado towards Leadership Role.
5. Partially, there is a significant influence of Professional Characteristics within various industries in Manado Towards Leadership Role.

Simultaneously, there is a significant influence of Task Assignment, Personal Characteristics, Physical Performance, Negative Attitude, and Professional Characteristics within various industries in Manado towards Leadership Role.

### Recommendation

There are several recommendation that can be listed based on the finding of this research :

1. There are still a large part of what influences Leadership Role in industries in Manado that should be examined, since these five variables examined in this research only provides 55.2% explanation. There are more variables to be use m d in in analyzing the Leadership Role.
2. The companies across Manado should pay attention to the findigs, that there are factors such as personal characteristics, attitude, and personal characteristics that are important in shaping employees vision of Leadership Role of their leader. Good leading character of a leader will strengther the leader's relationship with employee which could create a better work environment

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