THE EFFECT OF OCCUPATIONAL ENVIRONMENT AND LEADERSHIP BEHAVIOR ON EMPLOYEE MORALE AT MATAHARI DEPARTMENT STORE MEGAMALL MANADO

PENGARUH LINGKUNGAN KERJA DAN PERILAKU KEPEMIMPINAN TERHADAP SEMANGAT KERJA KARYAWAN DI MATAHARI DEPARTMENT STORE MEGAMALL MANADO

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Abstract: Employees are producers who play an important role in the company's success. The dedication of employees to the company is very influential. Therefore, companies need to consider factors that affect employees at work. Occupational environment and good leadership behaviors factors can improve employee morale. This study aims to identify whether or not a significant effect of occupational environment and leadership behavior on employee morale at Matahari Department Store Megamall Manado. The researcher conducted this research through quantitative methods. The method of analysis used is the multiple linear regressions. The sample used is 69 employees with saturated sampling techniques. The results showed that occupational environment (X1) partially have a significant effect on employee morale (Y), leadership behavior (X2) partially have a significant effect on employee morale (Y) and occupational environment and leadership behavior simultaneously have a significant effect on employee morale at Matahari Department Store Megamall Manado.

Keywords: occupational environment, leadership behavior, employee morale

Abstrak: *Karyawan merupakan produsen yang memegang peranan penting dalam keberhasilan perusahaan. Dedikasi karyawan terhadap perusahaan sangat berpengaruh. Oleh karena itu, perusahaan perlu mempertimbangkan faktor-faktor yang mempengaruhi karyawan dalam bekerja. Faktor lingkungan kerja dan perilaku kepemimpinan yang baik dapat meningkatkan semangat kerja karyawan. Penelitian ini bertujuan untuk mengetahui ada tidaknya pengaruh yang signifikan antara lingkungan kerja dan perilaku kepemimpinan terhadap semangat kerja karyawan Matahari Department Store Megamall Manado. Peneliti melakukan penelitian ini menggunakan metode kuantitatif. Metode analisis yang digunakan adalah regresi linier berganda. Sampel yang digunakan adalah 69 karyawan dengan teknik sampling jenuh. Hasil penelitian menunjukkan bahwa lingkungan kerja (X1) secara parsial berpengaruh signifikan terhadap semangat kerja karyawan (Y), perilaku kepemimpinan (X2) secara parsial berpengaruh signifikan terhadap semangat kerja karyawan (Y) dan lingkungan kerja dan perilaku kepemimpinan secara simultan berpengaruh signifikan terhadap karyawan. semangat kerja di Matahari Department Store Megamall Manado.*

Kata Kunci*: lingkungan kerja, perilaku kepemimpinan, semangat kerja*

INTRODUCTION

Research Background

In the work world of organizations today, the existence of human resources is required to be more competent time by time. In today's competition, quality human resources is needed; because the success of a company is actually very depend on the quality of its human resources or employees. Employees are producers of work for the organization, so employee dedication to the organization is very influential. Therefore, self-development must be doing by giving training and learning platforms that match the roles and responsibilities of each employee in order to generate optimal work. Employees strive to achieve their goals in order to achieve maximum results while performing tasks in accordance with the expected responsibilities for achieving the company's goals. In order to develop human resources, In this case, the organization needs the morale of all employees and the factors are the occupational environment and leadership behavior of employees' morale.

In order to develop human resources, it is necessary to improve the quality of workers, that is, the human resources themselves, in order to achieve better job performance. The improvement of human resources in the work process and the results of the work depend on the management of human resources. Effective work is the hope that every company wants to have good quality resources. Employees strive to achieve their goals in order to achieve maximum results while performing tasks in accordance with the expected responsibilities for achieving the company's goals. Employees who have high morale like to face challenges, creative, discipline, not easily discouraged, and always need motivation and skill development to adapt to the best changes in their careers. In this case, the organization needs the morale of all employees and closely relate to the occupational environment and leadership behavior on employees' morale.

Research Objective

The research objectives are to identify the significant effect of:
1. To know the effect of occupational environment on employee morale partially.
2. To know the effect of leadership behavior on employee morale partially.
3. To know the effect of occupational environment and leadership behavior on employee morale simultaneously.

THEORETICAL REVIEW

Human Resource Management

Human Resource Management, a strategy in implementing management functions ranging from planning, organizing, leading, and controlling in each HR operational activities or functions starting from the process of withdrawal, selection, training and development, a placement whichincludes promotion, demotion, transfer, performance appraisal, compensation, relationships industrialization, to termination of employment, aimed at increasing the productive contribution of the organization's human resources to achievingorganizational goals more effectively and efficiently (Supomo and Nurhayati, 2018).

Occupational Environment

Taiwo (2010) stated that occupational environment is everything that happens, people and others that affect the way people work. The occupational environment is a collection of physical and non-physical factors, both of which affect the way employees work. The situation at work is a non-physical work environment, while people or equipment is an environment of physical work.

Leadership Behavior

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide benefits to individuals and organizations, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Rivai, 2013). Hersey and Blanchard (2010) stated that leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.

Employee Morale

Siagian (2010) stated that employee morale is the extent to which employees arepassionate about doing their duties and responsibilities within the company. Morale can be said as an emotional and mental reaction that arises in a person to try to do work more actively, enthusiastically, and truly so that the work can be completed better (Novianingsih, 2013).

Previous Research

Wahyu Ningsih, Machasin, and Ahmad Rifqi (2015) analyzed the extent of the effect of compensation, work environment and supervision of morale on PT.Tirta Sari Surya Rengat.While the techniques of data analysis in this study the authors used quantitative descriptive method with the help of SPSS (statistical package of social science). Based on the results of data analysis known that compensation, work environment and supervision significant effect on employeed morale in the production of PT. Tirta Sari Surya Rengat. The third independent variable is the dominant influencedeither partially nor simultaneously on employee morale at PT. Tirta Sari Surya Rengat.

Daniel NawoseIng'ollan and Josse Roussel (2017) explored the relationship between the leadership styles and performance of the Turkana County. The study adopted a mixed method approach and employs an exploratory survey design. Questionnaires were used to gather data from the employees Turkana County. Simple and multiple Regression Analysis was used to determine whether a relationship exists between the independent and dependent variables. On the other hand, qualitative data from the interview guide was analyzed by content analysis; this involved selecting and grouping the data according to emerging themes in line with objectives of the study. The study revealed that there is no perfect leadership style but the two leadership styles influences county government employees style in Turkana County and therefore the two styles should be adopted and not each style on its own

Salahudin, Lengkong, and Tulung (2018) determined the influence of Communication and Leadership Style and Organizational Culture on Organizational Commitment and Its Impact on Job Satisfaction of Civil Servants at Sub District of Kotamobagu. Population and Sample of this research is Civil Servant at District Office of Kotamobagu City. This research uses path analysis. The result of this analysis showed that in this study Communication, Leadership, Organizational Culture have no significant effect on Organizational Commitment. Communication, Leadership Style, and Organizational Commitment have no significant effect on Job Satisfaction while Organizational Culture have significant effect on Job Satisfaction.

Conceptual Framework
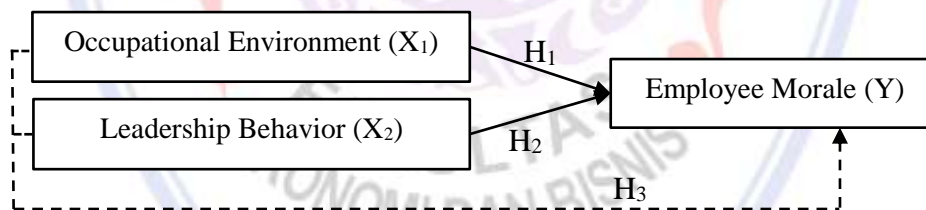
Figure 1. Conceptual Framework
Source: Literature Review

Research Hypothesis

H_1: Occupational environment (X1) has effect on employee morale (Y) partially
H_2: Leadership behavior (X2) has effect on employee morale (Y) partially
H_3: Occupational environment (X1) and leadership behavior (X2) on employee morale (Y) simultaneously.

RESEARCH METHOD

Research Approach

This type of research uses quantitative analysis methods. Quantitative research method can be interpreted as a research method based on a positivist philosophy, used to test population or specific samples, use research tools for data collection,and aim to test quantitative or statistical data analysis that has set hypotheses(Sugiyono, 2012). Quantitative research is quantitative data and objective statistical data obtained through scientific

calculations. These scientific calculations are drawn from a sample of people or residents who are asked to answer any questions about the survey to determine their frequency and percentage of answers.

Population, Sample, and Sampling Technique

The population in this study is people who work at Matahari Department Store Megamall Manado. The sampling criteria used in this study are supervisors and staffs (employees) only. The sampling technique is saturated sampling. Saturated Sampling is a non-random sampling method based on specific considerations based on the interests and goals of the research. The reason for taking saturated sampling is because according to Arikunto (2012) if the population is less than 100, then the number of samples taken as a whole. So the number of samples in the study was 69 respondents or employees at Matahari Department Store Megamall Manado requiring to the sampling technique which is less than 100 population and criteria made by researcher.

Data Collection Method

The type data taken in this research is primary data, this data refer to information that is obtained directly through interviews, observations, and distributed questionnaire by researcher in relation to the engagement variable for a particular of the study. Authors also use secondary data. Secondary data is data obtained or used by researchers from existing sources.

Operational Definition of Research Variable

1. Occupational Environment. The workplace surroundings that encompasses the physical and social environment.
   (Indicators: Working Atmosphere, Relationships with co-workers, Relations between Employees and Leader, Facilities, and Security)
2. Leadership Behavior. Behavior change gives every leader a path forward to increasing effectiveness.
   (Indicators: Mentor or Supervisor, Communicative, Ideal, Integrity, and Mediator)
3. Employee Morale. Defined as the attitude, satisfaction and overall outlook of employees during their associate with an organization or a business.
   (Indicators: Attendance, Cooperation or Teamwork, Reward, Discipline and Satisfaction)

Validity and Reliability

Validity is the degree of determination between the data that occurs in research objects with data that can be reported by research. Thus, valid data is "no different" data between the data reported by the researcher and the data that actually happened to the research object (Sugiyono, 2012). Sugiyono (2012) stated that the reliability test is used to obtain valid and reliable research results and is used to measure many times to produce the same data (consistency). Gozali (2018) stated that a tool for measuring questionnaires, which is an indicator of variables or structures, if someone's answers to the statement are consistent or stable from time to time, the questionnaire is said to be consistent or reliable.

Multiple Linear Regression Model

Multiple regression analysis is a multivariate technique that is often used by doing research, using more than one independent variable to explain the variance in the dependent variable. The starting point of the multiple regression analysis is the conceptual model (and the hypothesis of that model) that was made by the researcher in the previous stage of the research process (Sekaran and Bougie, 2017). The analytical method used is the multiple linear regression models. The formula of multiple regression models in this research as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:
Y   = Dependent Variable (Employee Morale)
α = Constant
β_1 β_2 = The regression coefficient of each variable
X_1 = Occupational Environment
X_2 = Leadership Behavior
e   = Error

RESULT AND DISCUSSION

Result
Validity Test

This research use Pearson Correlation formula. The purpose of validity test is to know whether the instrument is valid or not. If the correlation coefficient between the value of one indicator and the total value of all indicators is positive and $\geq R_{table}$ (0.235) then the instrument is considered as valid.

Table 1. Validity Test

Variable	Item	R_{value}	R_{table}	Status
Occupational Environment (X_1)	$X_{1.1}$	0.751	0.235	Valid
	$X_{1.2}$	0.502	0.235	Valid
	$X_{1.3}$	0.578	0.235	Valid
	$X_{1.4}$	0.726	0.235	Valid
	$X_{1.5}$	0.728	0.235	Valid
	$X_{1.6}$	0.721	0.235	Valid
	$X_{1.7}$	0.521	0.235	Valid
Leadership Behavior (X_2)	$X_{2.1}$	0.409	0.235	Valid
	$X_{2.2}$	0.830	0.235	Valid
	$X_{2.3}$	0.706	0.235	Valid
	$X_{2.4}$	0.604	0.235	Valid
	$X_{2.5}$	0.797	0.235	Valid
	$X_{2.6}$	0.784	0.235	Valid
	$X_{2.7}$	0.761	0.235	Valid
Employee Morale (Y)	Y_1	0.804	0.235	Valid
	Y_2	0.588	0.235	Valid
	Y_3	0.841	0.235	Valid
	Y_4	0.804	0.235	Valid
	Y_5	0.822	0.235	Valid
	Y_6	0.639	0.235	Valid
	Y_7	0.649	0.235	Valid

Source: Data Processed, 2021

All the total values for each indicator for independent variables (occupational environment, leadership behavior) and dependent variables (employee morale) are above R_{table} (0.235). It means all the indicators are valid and can be used on this research.

Reliability Test

The reliability test is used to measure the extent to which an instrument and information can be trusted and in this study, the Cronbach Alpha formula or value is used where if the value is > 0.6, the questionnaire data is declared reliable or consistent, and the higher the value, the status of the questionnaire is declared the more consistent or stronger.

Table 2. Reliability Test

No	Variables	Cronbach's Alpha	Status
1	Occupational Environment	0.751	Reliable
2	Leadership Behavior	0.772	Reliable
3	Employee Morale	0.777	Reliable

Source: Data Processed, 2021

Table 2 shows the Cronbach's Alpha values of all indicators are above 0.60, it means that all the variables (occupational environment, leadership behavior and employee morale) in this research is considered reliable and can be used to retrieve data.

Test of Classical Assumption
Normality Test
Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		69
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.89880103
Most Extreme Differences	Absolute	.098
	Positive	.098
	Negative	-.096
Test Statistic		.098
Asymp. Sig. (2-tailed)		.096[c]

Source: Data Processed (2021)

Table 3 shows that the significant value which is Asymp. Sig (2-tailed) is 0.096 which is greater than 0.05, it shows that the distribution of the data in this research is accepted and normally distributed.
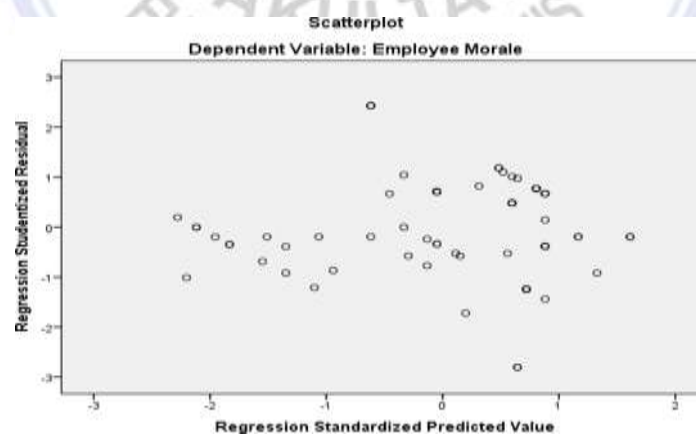
Table 4. Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Occupational Environment	.749	1.334
Leadership Behavior	.749	1.334

Source: Data Processed, 2021

Table 4 shows that the tolerance and VIF values. The tolerance value of occupational environment and leadership behavior are more than 0.1. The VIF value is less than 10. Since all the tolerance value is more than 0.1 and the VIF value is less than 10, there is no symptoms from those independent variables, so this research is free from multicollinearity.

Heteroscedasticity
Heteroscedasticity test aims to test whether in the regression model occurred inequality variance from one observation to another observation. A good regression model that is homoscedasticity or there is no heteroscedasticity . Figure 3 below shows the result of hetereoscedasticity test.

Figure 2. Heteroscedasticity Test
Source: Data Processed, 2021

Figure 2 shows the result of heteroscedasticity test. The scatterplot does not form in a clear pattern and spread above and below 0 in Y axis is said no symptom. It means the result of this test is no heteroscedasticity problem.

Multiple Linear Regression Analysis
Table 5. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients
	B	**Std. Error**	**Beta**
1 (Constant)	.378	3.281	
Occupational Environment	.638	.109	.537
Leadership Behavior	.362	.099	.336

Source: Data Processed, 2021

The result in the Table 5 can be expressed in regression equation as:

$$Y = 0.378 + 0.638 \, X_1 + 0.362 \, X_2 + e$$

The interpretation of the equation is:
1. Constant value of 0.378 means that in a condition of ceteris paribus, if all independents variables equal to zero, then employee morale (Y) as dependent variable is 0.378.
2. X_1 coefficient value of 0.638 means that if there is one unit increase in occupational environment (X_1) then employee morale (Y) will improve and increase by 0.638.
3. X_2 coefficient value of 0.362 means that if there is one unit increase in leadership behavior (X_2) then employee morale (Y) will improve and increase by 0.362.

Hypothesis Testing
Table 6. T-Test

Variables	T_{count}	T_{table}	Description
Occupational Environment (X_1)	5.848	1.998	Accepted
Leadership Behavior (X_2)	5.848	1.998	Accepted

Source: Data Processed, 2021

1. Table 6 shows that t_{count} is 5.848 and since the level of significant is 5% (0.05) then the t_{table} is 1.998, the result is $t_{count} = 5.848 \geq t_{table} = 1.998$. Since the t_{count} is higher than t_{table} H_1 is accepted. It means that variable occupational environment is significantly effect on employee morale.
2. Table 6 shows that t_{count} is 5.848 and since the level of significant is 5% (0.05) then the t_{table} is 1.998, the result is $t_{count} = 5.848 \geq t_{table} = 1.998$. Since the t_{count} is higher than t_{table} H_2 is accepted. It means that variable leadership behavior is significantly effect on employee morale.

Based on the result, in conclusion the two independent variables (occupational environment and leadership behavior) have a significant effect on the dependent variable (employee morale) and was partially accepted.

Table 7. F-Test

ANOVAª					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	341.641	2	170.821	45.985	.000ᵇ
Residual	245.170	66	3.715		
Total	586.812	68			

Source: Data Processed, 2021

Table 7 shows that in this research the F_{count} is higher than F_{table}, $F_{count} = 45.985 \geq F_{table} = 3.15$, H_3 is accepted. Independent variables occupational environment and leadership behavior have a significant effect on employee morale as dependent variable simultaneously.

Discussion
The Effect of Occupational Environment on Employee Morale

According to Wursanto (2005), occupational or work environment is the environment that affects the formation of a person's behavior in the work, the work environment can be divided into two, which are: a physical

working environment that is building and the offices gave and the area of structures and foundation. While, the non- physical work environment is a suspicion that all is well and good from hurt, safe from layoffs, faithfulness to the leaders and subordinates, and a feeling of occupation fulfillment in the employee environment. Both physically or non- physical will boost the spirit of work and affecting to the employee morale by doingtheir work effectively and efficiently. It can be concluded that the occupational environment (X1) variable has a significant positive effect on employee morale at Matahari Department Store Megamall Manado. These results support research conducted by Srizalmi, Dharma, and Kamela (2016), which found Occupational Environment has a positive influence on Morale at the agricultural, livestock, and forestry office in Padang. Regarding these result, are consistent with the theory put forward applied by Shidhaye et al. (2011) that the work environment has a strong influence on an individual, and will have a large effect and the physical and non-physical conditions of the work environment have a big influence on the level of employee morale, it means that the conducive and safety of working atmosphere, the good connection between employee, the good communication between leaders and coworkers in building up the better relationshipwhile working and the security that employees feel of the company they work for, the higher the morale of workers.

The Effect of Leadership Behavior on Employee Morale

Kartono (2005) said that the dimension of Leadership Behavior consists of five, which are, mentor or supervisor, communicative, ideal, integrity and mediator. These five dimensions used as indicators to build employee morale.Leadership is an activity designed to influence the behavior of others, or art that influences the behavior of individuals and groups (Thoha, 2010). It shows that the leadership behavior (X2) variable has a significant positive effect on employee morale at Matahari Department Store Megamall Manado. It means that having good leadership in mentoring and supervising, having goodcommunication, being responsible, awakening the trust of employees, and having an ideal leader, can instill in the morale of the employee. It means that good leadership supports employees working spirit. These results support research conducted by I wayan Sugiantara (2019), which found that the leadership partially has a positive and significant effect on employee work discipline. Leadership plays an important role in determining an employee's work spirit in that a leader shall be an example for his subordinates.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result of analyzing and dicussing, the conclusion are:
1. The result shows that the Occupational Environment partially has a significant effect on Employee Morale at Matahari Department Store Megamall Manado. A peaceful working atmosphere or safe occupational environment plays an important aspect that will boost or increase the work spirit or morale.
2. The result shows that the Leadership Behavior has a significant effect on Employee Morale at Matahari Department Store Megamall Manado. A positive behavior from the leaders will bulid a positive condition to the employee morale and these results imply that good leadership strongly supports spirit of work or employee morale.
3. The result shows that the Occupational Environment and Leaderhip Behavior simultaneously have a positive and significant effect on Employee Morale at Matahari Department Store Megamall Manado.

Recommendation

Recommendation made as a complement to the research results that can be given are as follows:
1. Matahari Department Store Megamall Manado should aware with the environmental aspect of physical and non-physical in the company, as the variable that influences employee morale by creating a conducive environment and safe through setting up the air temperature, circulation, space/place arrangement and security in order to increase employee morale such as discipline and satisfaction at work and with the good environment also will affect the customer satisfaction.
2. The leadership aspect should be a reference for company leaders at Matahari Department Store Megamall Manado. The leaders in carrying out leadership behavior in company must own being honest, care and responsible attitude. Leaders can be better supervising employees by evaluating employees who often neglect their responsibilities on a weekly or monthly basis so that there will be no conflict between diligent and disciplined employees.

3. Occupational Environment variable on indicator of temperature in the workplace it is comfortable to work has the lowest score, matahari department store megamall manado should be with the work condition to make the employees more enjoyable and have the spirit to do their job.

4. Leadership Behavior variable on the leader indicator communicates clearly to employees in order to increase the employee morale has the lowest score, suggesting to the company that they need to evaluate to make it clearly about the communication between the leaders and employee's so that there is no misunderstanding while working.

5. This research can use as a reference for future study or research to develop or build a new concept that can be implemented into the study of human resources.

6. The future researcher can have more samples (can use another object/location) and develop that research using other independent variable or factor that affects employee morale for further analysis.

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