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## **ANALYSIS ON RELATIONSHIP BETWEEN LEADERSHIP STYLE AND EMPLOYEE MOTIVATION IN CHURCH ORGANIZATION AT GMIM SOUTH MANADO AREA**

*ANALISA HUBUNGAN ANTARA GAYA KEPEMIMPINAN DAN MOTIVASI PEGAWAI DALAM ORGANISASI GEREJA DI GMIM WILAYAH MANADO SELATAN*

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### **ABSTRACT**

*Motivation is an internal force to satisfy the need and to accomplish specific goals, while leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. This study aims to learn and observe the connection between Leadership Style and Employee Motivation which in this case at Church Organization in GMIM South Manado Area. This research is a quantitative research associated with simple regression analysis technique. The respondents of this research are the employees working at the Churches in South Manado Area with total 32 people. The results show there is a significant relationship between Leadership Style and Employee Motivation. It concluded that way the leaders treat the employee is really important and does influenced the employee motivation to work and directly affected the working performances.*

*Keywords: employee motivation, leadership style*

### **ABSTRAK**

*Motivasi adalah peralatan yang kuat yang memperkuat perilaku serta memicu kecenderungan untuk melanjutkan sesuatu. Dengan kata lain, motivasi adalah dorongan dari dalam untuk mencukupi kebutuhan dan mencapai suatu tujuan tertentu. Kepemimpinan adalah proses dalam mempengaruhi orang lain untuk mengerti dan setuju dengan apa yang harus dilakukan dan bagaimana melakukannya, dan sebagai proses untuk memfasilitasi usaha bersama untuk mencapai suatu tujuan bersama. Tujuan utama dari penelitian ini adalah untuk mempelajari dan mengamati koneksi atau hubungan antara gaya kepemimpinan dan motivasi pegawai dalam hal ini di Organisasi Gereja GMIM Wilayah Manado Selatan. Penelitian ini menggunakan metode kuantitatif dengan teknik regresi linear sederhana. Responden untuk penelitian ini adalah pegawai gereja yang bekerja di gereja-gereja GMIM di Wilayah Manado Selatan dengan total 32 orang. Penelitian ini menemukan hubungan yang signifikan antara gaya kepemimpinan dan motivasi pegawai. Ini menyimpulkan bahwa cara pemimpin memperlakukan pegawai adalah sangat penting dan mempengaruhi motivasi pegawai untuk bekerja dan juga kinerja pegawai.*

*Keywords: motivasi pegawai, gaya kepemimpinan*

## 1. INTRODUCTION

### Research Background

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal said Northouse (2007). Leadership operates in a group. Means that leadership is about to influence a group of people with a same purpose or goals and engaged by it. According to Winston and Patterson (2012), "Leader is one or more people who selects, equips, trains, and influences one or more follower who have diverse gifts, abilities, and skills and focuses the follower to the organization's mission and objectives causing the follower to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives. A motivated employee has his/her goals aligned with those of the organization and direct his/her efforts in that direction. In an addition, these kind of organizations are more successful, as their employees continuously look for ways to improve their work performances. Helping the employees to reach their full potential at work under stressful condition is a difficult challenge, but that success can be achieved by motivating them. Leadership itself as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.

There are two kind of organizations exist in the world today. Profit oriented organization and Non-Profit organization. According to Schlais, Davis, Schlais (2011), A Profit-Oriented Organization is an organization that have owners, and seek for continual revenues to stay in business. Profit organization also must find a product or services that the market will purchase. Meanwhile, according to Anheier (2005), Non-Profit organization is the sum of private, voluntary, and nonprofit organizations and associations. It describes a set of organizations and activities next to the institutional complexes of government, state, or public sector on the one hand. There are several types of nonprofit organizations (which include the Church Organization), those are: Schools, Universities, Research Institutions, Health Organizations, Human Services, Environmental and Natural Resources, Human Rights Organizations, Rural Farmers, Religious Organizations, and so on. Non-Profit organization is the sum of private, voluntary, and nonprofit organizations and associations. It describes a set of organizations and activities next to the institutional complexes of government, state, or public sector on the one hand. There are several types of nonprofit organizations (which include the Church Organization), those are: Schools, Universities, Research Institutions, Health Organizations, Human Services, Environmental and Natural Resources, Human Rights Organizations, Rural Farmers, Religious Organizations, and so on. Church organization is included in the religious organizations.

The Christian Evangelical Church in Minahasa is a Protestant and also Reformed church in Indonesia. It was founded in September 30<sup>th</sup> 1934 in North Sulawesi. Christianity was first introduced to Minahasa by J.F. Riedel and J. G. Schwartz, missionaries from the Netherland Missionary Society. Christian Evangelical Church in Minahasa (GMIM) is one of the member of CCI (PGI) and also the largest church organization in North Sulawesi, with present in membership 730.000 people, and 1.500 pastors, and 816 congregations. The Church also runs schools from kindergarten to secondary, and vocational training. The Church also runs a university major in school of theology. The Evangelical Christian Church in Minahasa also responsible for several hospitals, maternity clinics, and family clinics. The Church provides some educational scholarships for students who wants to continue their studies. So, The Christian Evangelical Church in Minahasa play an important role in church organization in North Sulawesi. All the churches that are part of The Christian Evangelical Church in Minahasa, unity in one Synod, called Sinode GMIM. The Synod responsible to take care of all the GMIM Churches existed in the North Sulawesi, including all the leaders or pastors, and people. The pastors are paid by the Synod, and assigned by the Synod, but the church employees are organized by the local church,

so the people that working for the local church, are paid by the church organization itself according to the church policy. South Manado Area is one of the biggest GMIM Area. Containing 42 people as the employees that work inside the organization, the churches has responsibility to pay the salary of all the employees. Church employees often get lower pay or salary compared to the employees of government institution or private sector company but according to the data from one of biggest GMIM Area, there are still many employees that working at the churches organization.

### **Research Objective**

This research objective is to identify the significant effect on Leadership Style to Employee Motivation in church organization at South Manado Area of GMIM.

### **Theoretical Review**

#### **Human Resource Management**

Human Resource Management is defined as a system of activities and strategies that focus on successfully managing employees at all levels of an organizations to achieve organizational goals (Byars and Rue, 2006). Employees are the human resources of an organization and its most valuable asset. To be successful, an organization must make employee productivity a major goal. The key to sustained survival and organizational success lies not only in the rational, quantitative approaches, but more to the commitment of employee's involvement and motivation to work (Sims, 2007). Successful management of human resources is one of the keys to the effective operation of an organizations (Mathis and Jackson, 2004). Excellent human resources practices (created by Human Resources Managers) influence the business growth and development (Rao, 2000). Huselied (1995) found that prior empirical work has consistently found that use of effective human resource management practices enhances firm performances. In order to get the organizational success the employee are required to have several skills that will help them finish the tasks and jobs right in time, and this skills will be resulted from a very discipline and successful in applying the HRM system itself.

#### **Leadership**

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal said Northouse (2007). Leadership operates in a group. Means that leadership is about to influence a group of people with a same purpose or goals and engaged by it. By having common goals, leadership includes the achievement of those goals, and by that leadership means directing a group of people to achieve the goals and accomplish the works and tasks together. Inside the group, leaders and followers/employee are sharing the objectives. Leadership means that the leaders work with their employee to achieve the objectives that they all share. The leader had to have the willingness of expend an extra time to direct the employee and determining an appropriate goal in order to achieve those goals easily and effectively.

#### **Church Organization**

According to Louthian and Miller (1994), the word "Church" implies that an otherwise organization bring people together as the principle means of accomplishing its purpose. To be a "church" a religious organization must engage in the administration of sacerdotal functions and the conduct of religious worship in accordance with the tenets and practices of particular religious body. Which means, Church is an organization that have one specific beliefs with a person in charge to serve and teaches the others as know as "Priest" and also as the leader in the church

organization. Church organization also mentioned to bring people together, means that everyone can join the church organization according to what they believe and what they want to believe, and it's the job of an organization to hold the people together inside their organization/ church organization.

### **Employee Motivation**

According to Bartol and Martin (1998), motivation is a powerful tool that reinforce behavior and triggers the tendency to continue. In other words, motivation is an internal force to satisfy the need and to accomplish specific goals. As Kalimullah (2010) said, a motivated employee has his/her goals aligned with those of the organization and direct his/her efforts in that direction. In an addition, these kind of organizations are more successful, as their employees continuously look for ways to improve their work performances. Helping the employees to reach their full potential at work under stressful condition is a difficult challenge, but that success can be achieved by motivating them. Deeprouse (1994) said that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. The absolute success for an organization is based on how an organization keep its employees motivated and how they evaluate the employee's performances for job compensation. There are 2 kinds of rewards that can be given to an employee, in order to motivate them, extrinsic and intrinsic. Extrinsic can be a tangible reward, such as salary/pay, bonuses, incentives, promotions, etc. while intrinsic are more intangible rewards, which are: psychological reward such like appreciation, positive and caring attitude from employer, and job rotation after achieving the goal.

### **Previous Research**

Watt (2004) explain that an effective church leadership, included several principles, which are: mission, conflict management, power and influence, collaboration, emotions are facts, forgiveness, reconciliation, and love. These principles will help the interactions of the church leader with the church people. Drushal (1998) suggest that in order to create success and excellence in ministry, the church leaders need to participate together with the church people, not only manage them, because the main focus of theory Z is about participation. So the success of the church organization is depending on the participation that both leaders and people are giving. Mathew Njuguna Swala and Joanes Kyongo (2015) found that motivation is needed in an organization to help them giving insight for the employee to perform effectively and efficiently. From this research, there are several factors that give a huge affection to the employee motivation, those are: compensation, work environment, communication and training of employees.

## **2. RESEARCH METHOD**

### **Type of Research**

This research uses a causal type of research. Causal research is the investigation of (research into) cause-and-effect relationships (Brains, 2011). It is to know whether the independent variable does influence and how it influence the dependent variable. The Simple Regression analysis will be used for this research. This method is to enable understanding the relationship between the independent variable (Leadership Style) and dependent variable (Employee Motivation). This research also will use associative method which is a method that is used for the purpose to know the influence or/ and relationship between 2 or more variables.

### **Place and Time of Research**

This research was conducted in all GMIM churches in South Manado Area – Manado, in between June – July 2016.

### **Population and Sample**

According to Sugiyono (2005) “Population is the generalization region consisting of the objects / subjects that have certain qualities and characteristic that is fixed by researcher to study and to gain conclusion”. The population of this research are the employees in GMIM South Manado Area. This research will use purposive sampling, according to Maxwell (1997), purposive sampling is a type of sampling in which, particular settings, persons, or events are deliberately selected for the important information they can provide that cannot be gotten as well from other choices. This sample method was used in this research in order to obtain relevant information efficiently, and the total sample based on the employees in South Manado Area are 42 people.

### **Data Collection Method**

#### **Primary Data**

Primary data are the data that the researcher collected directly from the research field for a specific research needs. In obtaining primary data, the researcher will have to had a direct contact with the original sources of the data. Primary data is data originated by the researcher specifically to address the research problem. The researcher gets primary data form the result of questionnaires. Questionnaires are distributed to respondents so they can respond directly on the questionnaire. There were two sections in the questionnaire. First section asked about the respondent identities and the second section asked about things that related with the variables.

#### **Secondary Data**

Secondary data are the data that obtained by the researcher not form the original sources of the research, but from the other sources like books, published journals, articles, library records, that are related to the research itself. The other sources for the secondary data that directly connected to the research are from the company or organizations for the research itself, like the information that already published by the company for the public needs, and also from the previous research with common title or problem.

### **Data Collection Method**

Sekaran and Bougie (2009) defined primary data as such data gathered for research from the actual site of occurrence of events. The primary data used in this research were collected by distributing questionnaire about the effect of perceived enjoyment on intention to shop online. Sekaran and Bougie (2009) defined secondary data as data gathered through such existing sources. Secondary data used in this research were gathered from several books, journals, and other relevant literatures from library and internet. The data source is anything that can provide information about the data needed for this research.

### **Operational Definition of Research Variables**

1. Employee motivation is an internal force that push someone to do something or increasing the tendency towards some particular activity.
2. Church leadership style defined as the way of leaders treating and organizing people that applied inside the organization.

### Measurement of Research Variables

This research variables will be measured by Likert Scale which is defined by Malhotra and Peterson (2006) as a measurement scale with five response categories ranging from “Strongly Disagree” to “Strongly Agree” which require respondents to indicate a degree of agreement or disagreement with each of a series of statements related to the stimulus object.

### Data Analysis Method

#### Reliability and Validity Test

Malhotra and Peterson (2006) stated that reliability refers to the extent to which a scale produces consistent results if repeated measurements are made. Nasution and Usman (2007) explained that the minimum value of Alpha Cronbach must be 0.6 or it is better if the value is above 0.8 (close to 1). If the reliability coefficient (alpha) is below 0.6, it means that the measurement is considered as not consistent or not reliable. Validity is the extent to which a construct measures what it is supposed to measure (Hair, et al 2007). According to Nasution and Usman (2007), test concluded by looking at the value of the MSA (Measures of Sampling Adequacy). If the MSA values above 0.5, then the data can be declared valid, so it can be used for further tests or analysis.

#### Simple Linear Regression Analysis Model

The equation model of Multiple Regression Analysis use in this research can be formulated as shown below:

$$Y = a + bX + e$$

Where :

Y = the predicted variable (employee motivation)

X = the variable used to predict y

a = the intercept or point where the line cuts the y axis and the X = 0

b = the slope or the change in y for any corresponding change in one unit of X

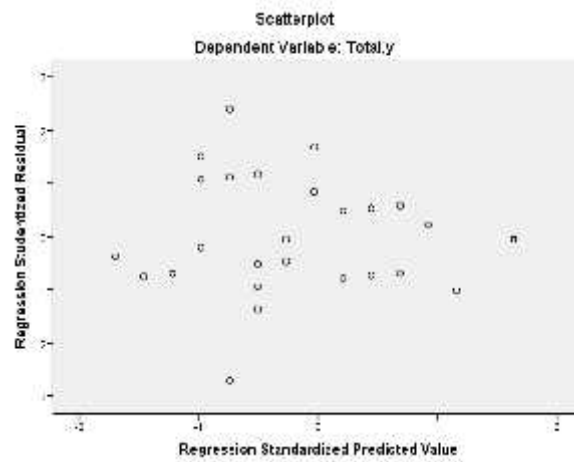
e = error term associated with the observation

## 3. RESULT AND DISCUSSION

### Reliability and Validity Test

Reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. In this research, researcher used Reliability Alpha Cronbach's test to test whether the research is reliable or not. Validity is evidence that the instrument, technique, or process used to measure a concept does indeed measure the intended concept. In this validity test, researcher used MSA correlation to show that whether the correlation index is valid or not in a research instrument by comparing with MSA correlation with significance level of 5%.

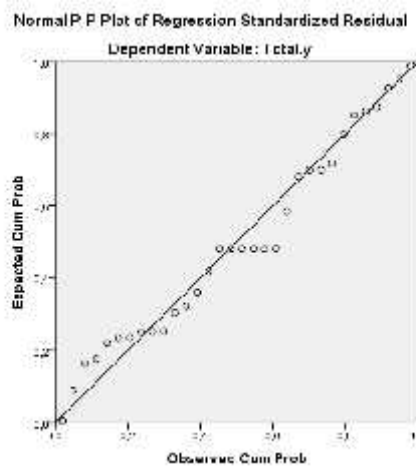
**Classical Assumption Test  
Heteroscedasticity Test**



**Grafik 1. Heteroscedasticity Test**  
*Source: Data Processed, 2016*

In this research, the pattern of the dots is spreading and do not create a clear pattern, and the dots is spreading above and below 0 (zero) in the Y and this is proved that the model is free from heteroscedasticity.

**Normality Test**



**Grafik 2. Normality Test**  
*Source: Data Processed, 2016*

In this research, the data represented by the dots are spreading near and follow the direction of diagonal line. This proves that regression model of the effect of church leadership style (X) on employee motivation (Y) fulfills the condition and passed the normality test.

**Simple Linear Regression Analysis**

In this research, the researcher is using Simple Linear Regression. According to Sekaran and Bougie (2009), simple regression analysis is used in a situation where one independent variable is hypothesized to affect one dependent variable. The calculation of simple linear regression is using SPSS software.

**Table 1. Simple Linear Regression Result**

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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,090	3,447		1,477	,150
1 Church Leadership Style	,876	,103	,840	8,479	,000

a. Dependent Variable: Total.y

Source: Data Processed, 2016

Table 1 shows the result of simple linear regression analysis. Based on the analysis result, the equation of simple regression model in this research is shown as follows:

$$Y = 5,090 + 0,876X$$

The interpretation of the simple regression analysis result:

1. Constant value of 5,09 shows the influence relationship between Church Leadership Style (X) to Intention to Employee Motivation (Y).
2. Coefficient value of 0.876 means that if the independent variable in this research which is Church Leadership Style (X) increase by one point or one scale, it will increase the Employee Motivation (Y) by 0.876.

**Coefficient Correlation and Coefficient Determination**

The coefficient correlation (R) is used to measure the level of relationship between independent and dependent variable. The coefficient of determination (R<sup>2</sup>) measures how good is the ability of a model in explaining variation of dependent variable.

**Table 2. Result of R and R<sup>2</sup>**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,840 <sup>a</sup>	,706	,696	2,41194	1,729

a. Predictors: (Constant), total.x

b. Dependent Variable: Total.y

Source: Data Processed, 2016

According to the table 4.4, the value of R is 0.840. It means that the independent variable Church Leadership Style has positive relationship with Employee Motivation. The coefficient determinant (R<sup>2</sup>) is the contribution percentage of independent variable to dependent variable. The value of R<sup>2</sup> is 0.706 or 70.6% means that Employee Motivation influenced by Church Leadership Style as much as 70.6% and the remaining percentage of 29.4% is not included in this research.

**Hypothesis Testing**

**F-Test**

Testing was conducted to determine the effect of all the independent variables included in the model together (simultaneously) on the dependent variable (Salkind, 2010). This test is done by comparing the value of F<sub>count</sub> with value of F<sub>table</sub> at α = 0.05.



**Table 3. F-Test Result**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	418,195	1	418,195	71,886	,000 <sup>b</sup>
Residual	174,523	30	5,817		
Total	592,719	31			

a. Dependent Variable: Total.y

b. Predictors: (Constant), total.x

*Source: Data Processed, 2016*

Table 3 shows that  $F_{count}$  is 71.886 with level of significance 0.000. By using the level of significant of 0.05 ( $\alpha = 0.05$ ), the table also shows that the significant value is  $0.000 < 0.05$ . The value of  $F_{table} = 4.170$ , it can be concluded that  $F_{count} = 71.886 > F_{table} = 4.170$ . The overall influence of Church Leadership Style (X) toward Intention to Employee Motivation (Y) is very significant. Thus, in this test,  $H_0$  is rejected and  $H_1$  is accepted meaning that the independent variable influences the dependent variable significantly.

**T-Test**

T-test basically shows how far the influence of independent variable individually in explaining the variation of dependent variable (Ghozali, 2011). T-test value is obtained by comparing the value of  $t_{count}$  with  $t_{table}$  at the significance level of 5% ( $\alpha = 0.05$ ).

**Table 4. T-Test Result**

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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,090	3,447		1,477	,150
total.x	,876	,103	,840	8,479	,000

a. Dependent Variable: Total.y

*Source: Data Processed, 2016*

Table 4. shows that  $t_{count}$  for Church Leadership Style (X) is 8.479. Value on  $t_{table} = 1.697$ . The result for Church Leadership Style (X) is  $t_{count} = 8.479 > t_{table} = 1.697$  meaning that  $H_0$  is rejected and  $H_1$  is accepted. The result of this test can be used to declare that Church Leadership Style (X) influences the Employee Motivation (Y) significantly.

**Discussion**

Leadership is a crucial thing inside an organization, because there is no way to organize an organization without leadership. It is a primary needs of an organization to have a leadership. The existing operation, and sustainability of an organization is fully supported by leadership. It is as one and only tool to control and organize people and manage them to work their best for an organizational success. Leadership also simply as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Means that the leadership itself is about influence. The ability of the leaders to influence the employee or subordinates in an organization context. Leadership without influence is simply just impossible because there is no way for the leader to control the people if there is no influence. Having influence means that there are real effects felt by the employee or people that given by the leaders, and that is a crucial thing inside leadership.

The employee inside an organization give their performances differently, according to their desire, but what most importantly is their motivation to work. According to Maslow's theory of needs, there are 5 stages that need to be filled in order for a person or in this case an employee to work at their best. When employee meet their needs in an organization, it will be a greatest motivation for them to work and giving up their best performance and bring out all the ability and capability. These theories help to develop the curiosity is there any relation between the organizational leadership style to their employees motivation to work, and also to simply know what needs to be done by the organization in order to fulfill the needs of the employees to keep them motivated in working. This study was conducted to analyze the relationship between the leadership style and employee motivation.

In this research, data were collected from 32 respondents that were categorized by gender, and age. The data were taken from the employees of the churches in GMIM South Manado Area. According to the data, most of the respondents are dominated by male (62%) while the rest 38% are female. The age range of the respondents are most in >50 group of age (50%), on the second level is 36-50 group of age (41%) and 20-35 group of age are the lowest (9%). This research provides the reliability test to test whether the research is reliable or not by using Reliability Cronbach's Alpha test . The result shows that the value of Cronbach's Alpha in this research is 0.943, it means that it is greater than 0.8. It indicates that the research instrument is good or stated as reliable. Besides reliability test, this research also provides the validity test. In this validity test, researcher used MSA correlation to show that whether the correlation index is valid or not in a research instrument by comparing with MSA correlation with significance level of 5%. The result shows that the results of MSA correlation on each instruments are more than 0.5, which means that the data result for all variables are valid.

Based on the result of F-test, there is a linear relationship in this simple regression model, in other words the independent variable (Church Leadership Style) influences the dependent variable (Employee Motivation) simultaneously. The influence of Church Leadership Style (X) toward Employee Motivation (Y) is very significant. Thus, in this test,  $H_0$  is rejected and  $H_1$  is accepted, meaning that the independent variable influences the dependent variable significantly. The result of T-test shows that the independent variable (Church Leadership Style) has significant effect on Employee Motivation as the dependent variable. T-test value is obtained by comparing the value of  $t_{count}$  with  $t_{table}$  at the significance level of 5% ( $\alpha = 0.05$ ). The result shows that Church Leadership Style (X) partially influences the Intention to Employee Motivation (Y) significantly. Thus,  $H_0$  is rejected and  $H_1$  is accepted.

Finally, Church Leadership Style have been proven to influence the Employee Motivation. Once the employee get comfortable with the leadership style applied by the leaders, they will keep on being motivated to work and there is much more probability for them to give their best performance.

#### 4. CONCLUSION AND RECOMMENDATION

##### Conclusion

From this research, it can be concluded that:

1. Church Leadership Style significantly influences the Employee Motivation. According to the result from the respondent's answer, most of the Leadership Style statement that clarify the leader to have impacted the working performance of the employee were answered agreed. This indicates the significant influence from the leadership style to the motivation to work of the employee itself.

## Recommendations

There are two practical recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. The Leader of the Church Organization need to consider about giving more trusts to the employee, because once they feel trusted by the leaders, they feel more free to do the job and create creativity to their job. According to this study, the employee did not do much creativity of their work because of the lack of trust from the leader to the employee.
2. The Leader of the Church Organization need to consider in increasing the amount of salary of the employee, since in this study there are many respondents that felt that their salary was not enough. Salary plays a big role in every working space and it is also as one important tool to help the employees fulfil their needs.

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