

## **The Relationship Between Leadership and Organizational Commitment Towards Employee Morale**

**I Komang Oka Permadi, Ida Ayu Sintha Agustina**

Faculty of Economics and Business, Universitas Mahasaraswati Denpasar

Faculty of Economics and Business, Universitas Tabanan

\*Correspondence email: [okapermadi@unmas.ac.id](mailto:okapermadi@unmas.ac.id)

**Abstract.** *The success or failure of an organization in achieving a goal is largely determined by human resources. Although other factors are also important, such as capital and equipment, in the end it is humans who will act as managers and implementers, so that organizational goals can be achieved properly. The purpose of this study is to explain the relationship between leadership and organizational commitment to work morale and to confirm the variables of these relationships and also the effect of the influence of these variables. This study uses a non-probability sampling method with a saturated sampling technique (census), with a sample of 72 people from the entire population. Spearman rank correlation analysis, determination, t test, and test were used as data analysis techniques, and SPSS Version 22.0 was used to test the data obtained in this study. The results showed that leadership and organizational commitment had a positive and significant effect on employee morale, either partially or simultaneously.*

**Keywords:** *Employee Morale; Leadership; Organizational Commitment*

### **INTRODUCTION**

Human resources contribute significantly in an organization's success or failure to achieve a goal. In any organization, human resources are the most important factor. Although other factors such as capital and equipment are important, it is ultimately humans who will act as managers and implementers to ensure that organizational goals are met. The purpose of the company in general can be seen in the growth of profits, which are expected to rise over time. Companies achieve this in a variety of ways, one of which is by raising the morale of the company's employees. Employee morale, one of which can be seen in the quality of work done so far, namely the number of employee absenteeism rates that are expected to continue to decrease and the number of working days is expected to continue to increase and stabilize, but the facts on the ground are sometimes different, this is influenced by several factors including the leadership of a superior in making decisions on every condition faced and organizational commitment shown by employees through employee loyalty towards the company that is in line with the goals of the organization, so that the morale of employees is influenced by the leadership of a superior and the commitment of the organization.

Leadership factors can affect the morale of employees. In this regard, in an organization, a harmonious relationship between fellow human resources is needed in order to achieve organizational goals. Some studies that link leadership with employee morale are research conducted by Ngambi (2011), Fiona, et. al. (2015), Noor and Ampornstira (2019), Lesmana, et al (2019), Daminik (2019), Larasati and Martono (2020) who concluded the results that leadership has a positive effect on employee morale. In addition to leadership, another factor affecting the morale of employees is organizational commitment. Organizational commitment is a condition in which an employee supports a particular organization and its goals, and wants to remain a member of the organization (Robbins and Judge, 2012). Today, organizational commitment is very important. When it is difficult for companies to find employees with excellent qualifications for their work, organizational commitment is one of the methods for determining employees with good qualifications, loyalty and performance. Meanwhile, several studies have also linked organizational commitment with employee morale, including research conducted by Fatimah, et al (2015), Devi and Vijayakumar (2016), Rehatta (2016), Darmawan and Wibawa (2019), Koto and Saputra (2021) which concluded the results that organizational commitment has a positive effect on employee morale, but research conducted by Wardimansyah and Wulandari (2020) concluded the results that organizational commitment has no effect on morale.

PT. Sinarbali Binakarya is one of the national private companies engaged in construction services, and has paid attention to the importance of quality human resources. Based on the results of interim observations, PT. Sinarbali Binakarya needs to improve better human resources and more advanced equipment. Chairman of PT. Sinarbali Binakarya strives to increase the morale of its employees. Human resources in the company are one of the most important elements so that leaders must be able to encourage their subordinates to be willing to carry out their duties with enthusiasm. Many studies have been carried out in advance related to leadership and organizational commitment that can affect employee morale, but display various research results. Referring to this matter, this study aims to confirm and re-examine the influence of leadership and organizational commitment on employee morale.

*Literature review*

*Employee Morale*

Spirit or moral (moral) is a term that is widely used without a careful formulation. According to Zainudin (2007), morale is the ability to do work more vigorously by reducing mistakes, thickening the sense of responsibility, and completing tasks on time according to a predetermined plan. Meanwhile, Tohardi (2002) defines morals as the ability of a group to work together vigorously and sensibly, to pursue common goals.

*Organizational Commitment*

Commitment, according to Robbins and Judge (2015), is a situation in which an individual supports the organization and its goals and wishes to remain a member of the organization. Indra Kharis (2010) defines organizational commitment as "a condition in which an employee takes sides in a specific organization and his goals and desires to maintain membership in the organization." As a result, high work engagement necessitates a preference for the individual's specific work.

*Leadership*

According to Dubrin (2005), leadership is an attempt to influence many people through communication to achieve goals, a method of influencing people with hints or orders, actions that cause others to act or respond and cause positive changes, an important dynamic force that motivates and coordinates the organization in order to achieve goals, and the ability to create self-confidence and support among subordinates so that organizational goals can be reached. Meanwhile, according to Robbins (2008), leadership is the ability to influence a group to achieve a vision or set of goals.

**METHODS**

The exogenous variables in this study are leadership (X<sup>1</sup>) and organizational commitment (X<sup>2</sup>), while the endogenous variables in this study are morale (Y). This research uses quantitative methods and the data used are primary data obtained and collected directly from the source. The population studied in this study was all 72 employees of PT. Sinarbali Binakarya. The sample selection method used in this study was a nonprobability sampling method with a saturated sampling technique (census), with a total sample of 72 people drawn from the entire population. The analysis was carried out on the data that had been obtained using multiple linear regression analysis. Multiple linear regression analysis according to Ghozali (2018) is used to determine the direction and magnitude of the influence of free variables on bound variables. The results of multiple linear regression analysis will determine how much influence the leadership and commitment of the organization have on the morale of employees. Multiple linear regression analysis is carried out by establishing the equation as follows:  $\hat{Y} = a + b_1X_1 + b_2X_2 + e$  With the provisions: Y = Dependent variable (morale); X<sub>1</sub> = Independent variable one (leadership); X<sub>2</sub> = Independent variable two (organizational commitment); a = Constant value; b<sub>1</sub> = Regression coefficient value X<sub>1</sub>; b<sub>2</sub> = Regression coefficient value X<sub>2</sub>; e = standard error.

**RESULTS**

The regression coefficient on the Leadership variable is 0.431 or 43% and indicates a positive direction. This means that if leadership increases while assuming other variables remain, then the employee Morale variable will increase by 43%. The regression coefficient in the Organizational Commitment variable is 0.338 or 33% and indicates a positive direction. This means that if organizational commitment increases while assuming other variables remain, then the employee's Morale variable will increase by 33%.

**Table 1**  
**Linear Regression Test Berganda**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	2,372	2,632	
Leadership (X <sup>1</sup> )	0,431	0,060	0,612
Organizational Commitment (X <sup>2</sup> )	0,338	0,099	0,288

Source: processed data

*t Test Results*

The u ji t result for Leadership was obtained t count of 7.237 with a significance t of 0.000. Since t counts > t table (7.237 > 1.666) or significance t less than 0.05 (0.000 < 0.05), then the result can be seen that partially

Leadership has a significant effect on Employee Morale. Meanwhile, the uji t result on Organizational Commitment was obtained t count of 3.402 with a significance t of 0.001. Since t counts > t table (3.402 > 1.666) or the significance of t is less than 0.05 (0.001 < 0.05), the result can be interpreted to mean that partially indikator Organizational Commitment has a significant effect on Employee Morale.

**Table 2**  
**Statistical t Test (Partial)**

Variable	B (Coefficient)	Beta	t Calculate	Itself. t
Leadership (X1)	0,431	0,612	7,237	0,000
Organizational Commitment (X2)	0,338	0,288	3,402	0,001

Source: processed data

#### *F Test Results*

Furthermore, the F test is carried out, namely testing together whether or not there is an influence of dependent variables on independent variables. The test results in Table 3 inform that the significance of 0.000 < 0.05 and a calculated F value of 38.224 was obtained, where F counted > F of the table (38.221 > 3.13). Therefore, from the analysis above, it can be concluded that together (simultaneously) the dependent variables consisting of Leadership (X1) and Organizational Commitment (X2) have a significant effect on the variable Employee Work Spirit (Y)

**Table 3**  
**Statistical F Test (Simultaneous)**

Model	Sum of Squares	df	Mean Square	F	Itself.
Regression	675,336	2	337,668	38,224	0,000 <sup>b</sup>
Residual	609,539	69	8,834		
Total	1284,875	71			

Source: processed data

The next test is to conduct an analysis related to how much influence the dependent variables have an influence on the independent variables. The value of the coefficient of determination is determined by the value of *adjusted R Square*. Based on the calculation results, it can be seen that the coefficient of determination (*adjust R square*) obtained is 0.512. This implies that 51.2% of employee morale is influenced by the variables Leadership (X<sup>1</sup>) and Organizational Commitment (X<sup>2</sup>), while the remaining 48.8% is explained by *errors* and influenced by variables not investigated in this study.

**Table 4**  
**Determination Analysis Test (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,725 <sup>a</sup>	0,526	0,512	2,972

Source: processed data

#### *The Relationship between Leadership and Employee Morale*

The test results showed that Leadership had a positive and partial significant effect on Employee Morale where t counted 7.237 with a significance t of 0.000. The test results obtained show that the hypothesis that has been developed is acceptable and supports the findings carried out by Ngambi (2011), Fiona, et. al. (2015), Noor and Ampornstira (2019), Lesmana, et al (2019), Daminik (2019), Larasati and Martono (2020) who concluded the results that leadership had a positive effect on employee morale. Employees will be more enthusiastic about working with leaders who prioritize influence, information, decision-making, and employee motivation.

#### *The Relationship between Organizational Commitment to Employee Morale*

The test results showed that Organizational Commitment had a positive and partial significant effect on Employee Morale where t counted 3.402 with significance t of 0.001. The test results obtained show that the hypothesis that has been developed is acceptable and supports the findings carried out by Fatimah, et al (2015), Devi and Vijayakumar (2016), Rehatta (2016), Darmawan and Wibawa (2019), Koto and Saputra (2021) who concluded that organizational commitment has a positive effect on morale. Employee morale will increase along with the growth

of organizational commitment within the company as a result of employee willingness, employee loyalty, and pride in the company.

#### *The Relationship between Leadership and Organizational Commitment to Employee Morale*

The test results showed that Leadership and Organizational Commitment had a positive and significant effect simultaneously on Employee Morale where the significance result was  $0.000 < 0.05$  and obtained a calculated F value of 38.224. The test results obtained show that the hypothesis that has been developed is acceptable and supports the findings carried out by Parmin (2018) and Febriani and Supartha (2019) which concluded the results that organizational commitment, leadership each had a positive and significant effect on morale. The morale of employees will increase along with the improvement of the company's leadership and organizational commitment.

#### **CONCLUSION**

Based on the discussion of research results as well as theoretical and empirical studies, the conclusion that can be drawn is that the leadership is able to have a positive and significant impact partially on employee morale and the organizational commitment shows results that have a positive and significant impact partially on employee morale. Independent variables of both leadership and organizational commitment were found to have a positive and significant impact together (simultaneously) on employee morale.

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