

THE ROLE OF LEADERSHIP IN INCREASING EMPLOYEE MORALE AT THE REGIONAL INSPECTORATE OF WEST KUTAI REGENCY

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Submitted: 27 April 2022,

Revised: 15 May 2022,

Accepted: 20 May 2022

Abstract. Human resources are a very important factor in an organization, both large and small organizations. In large-scale organizations, human resources are seen as a very decisive element in the business development process, the role of human resources is becoming increasingly important. This study aims to determine the personal role of the leader in increasing the morale of the employees of the Regional Inspectorate of West Kutai Regency, to determine the role of leader decision-making in increasing the morale of the employees of the Regional Inspectorate of West Kutai Regency and to determine the role of the leader in utilizing information sources in increasing the morale of the Regional Inspectorate's employees West Kutai Regency. This research is a type of research that uses a qualitative approach as a research procedure that produces a description in the form of written and spoken words of people and observable behavior, which is carried out at the Regional Inspectorate Office of West Kutai Regency. The research period is from 2020 to 2021. The Inspectorate of the Regional Inspectorate of West Kutai Regency has directly or indirectly provided decision making to its members so that their employees can find out from what has been given by the Regional Inspectorate of Kutai Barat Regency in order to increase employee morale at the Regional Inspectorate Office of West Kutai Regency, which is carried out The Inspectorate of the Regional Inspectorate of West Kutai Regency in making policies for his employees, namely the Regional Inspectorate of the West Kutai Regency Inspectorate always leaves the initial office of his employees and returns to the last office of his employees.

Keywords: leadership, morale, employees

INTRODUCTION

An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates (Lunenborg, 2012). So, a leader or head of an organization will be recognized as a leader if he can influence (Tannenbaum & Schmidt, 2017) and be able to direct his subordinates towards organizational goals (Dobre, 2013). Leadership is one of the issues in management that is still quite interesting to be discussed today (Banka et al., 2022). The mass media, both electronic and print, often present opinions and talks about leadership (Nord & van Krogh, 2021). The role of a very strategic leader and important for the achievement of the mission (Muliati et al., 2022a), vision and goals of an organization, is one of the motives that encourage people to always investigate the intricacies associated with leadership (Anggadwita et al., 2021).

Competition between organizations in the era of globalization is increasing rapidly (Hwihanus et al., 2022), so that human resources are required to continuously be able to develop themselves proactively (Jaiswal et al., 2022). Human resources must be human learners, namely individuals who are willing to learn (Budiarto & Salsabila, 2022) and work hard with enthusiasm, so that their human potential develops optimally (Bakti & Hartono, 2022). Leadership is one of the issues in management that is still quite interesting to be discussed today (Kwiotkowska et al., 2022). The mass media, both electronic and print, often present opinions and talks about leadership (Childers & Boatwright, 2021). The role of

a very strategic leader and important for the achievement of the mission, vision (Muliati et al., 2022b) and goals of an organization, is one of the motives that encourage people to always investigate the intricacies associated with leadership (Hassan et al., 2021).

Competition between organizations in the era of globalization is increasing rapidly (Mohamed Hashim et al., 2022), so that human resources are required to continuously be able to develop themselves proactively. Human resources must be human learners, namely individuals who are willing to learn and work hard with enthusiasm, so that their human potential develops optimally. Human resources are the main problem in every activity in it. Goals in an organization can be achieved well depending on the human factors that play a role in planning, implementing and controlling the organization.

This study aims to determine the personal role of the leadership in improving the morale of the employees of the Regional Inspectorate of West Kutai Regency, to determine the role of leadership decision-making in improving the morale of the employees of the Regional Inspectorate of West Kutai Regency. District and to determine the role of leadership in utilizing information sources in improving the morale of the employees of the Regional Inspectorate of West Kutai Regency. This research is expected to be a medium for applying various concepts learned during college so that apart from being useful in the development of science, new concepts and approaches from this research can enrich

the science of government. is expected to be one of the input factors or contributions of thoughts and suggestions for leaders to carry out leadership in the framework of future organizational arrangements. In particular, the Inspectorate of the Regional Inspectorate of West Kutai Regency. Hopefully the results of this study can also be used as feedback to determine the level of organizational success and things that need to be addressed by the Regional Inspectorate of Kutai Barat Regency in order to increase employee morale at the office so that the work culture in the future will be more effective and appropriate and is expected to become a study in the context of developing further research methods in accordance with practical and theoretical needs in the field of administration.

METHODS

This research is a type of research that uses a qualitative approach as a research procedure that produces a description in the form of written and spoken words of people and observable behavior, which is carried out at the Regional Inspectorate Office of West Kutai Regency. The research period is from 2020 to 2021. To obtain the data needed in this study, data collection instruments were used in the form of interviews, observations and documentation. In this study, there are 3 data analysis techniques, namely data reduction, data presentation and verification.

RESULTS AND DISCUSSION

In this role, the leader of the

Inspectorate of the Regional Inspectorate of Kutai Barat Regency carries out his role as a figurehead where the Inspectorate of the Regional Inspectorate of Kutai Barat Regency is diligent in carrying out legal and social activities such as ceremonies acting as the leader of the ceremony with the employees of the Regional Inspectorate of Kutai Barat Regency every day. Monday and attend invitations from public organizations that invite him as a speaker or presenter Interview about the role of figureheads:

According to the Head of Sub. The general section of the Regional Inspectorate of West Kutai Regency said that:

"Every Monday, father must attend the ceremony with Monday as long as he leads, he never does not attend the ceremony and is related to invitations from outside or from within he must also attend but sometimes his invitation as a presenter usually collides so he is the one who choose one of them. (Interview on April 5, 2022)

According to an employee of the Regional Inspectorate of Kutai Barat Regency said that:

"When there are activities held at the office, he will definitely be present to enliven these activities such as go green activities, go cycling every Sunday, he will definitely attend, and he also always invites us when there are activities like that." (interview on April 5, 2022)

From the excerpt of the interview, it was explained that the role of the leader of the Regional Inspectorate of Kutai Barat Regency as a figurehead was carried out very well where to increase the morale of his employees he had to set an example for

his employees to run the organization seriously.

The results showed that the Inspectorate of the Regional Inspectorate of West Kutai Regency in carrying out the role of an interpersonal leader measured by figure was quite good. It is proven that the Inspectorate of the Regional Inspectorate of West Kutai Regency can carry out its role as a figurehead, namely the role that is carried out to represent the organization under his leadership in every opportunity and problem that arises formally.

Leader: a role that is responsible for motivating and directing subordinates

In this role, the leader of the Regional Inspectorate of Kutai Barat Regency carries out his role as a Leader where the Regional Inspectorate of Kutai Barat Regency continues to motivate the employees he meets and monitors the progress of his employees and provides effective direction for his employees.

Interview about the role of the leader: According to the Head of Sub-Division of Finance, the Regional Inspectorate of West Kutai Regency said that: "We are here every time we meet him, he always tells us to work sincerely, work professionally, always innovate in carrying out the main tasks and that's what motivates us. ourselves as his subordinates to work better." (interview on April 5, 2022).

According to an employee of the Regional Inspectorate of Kutai Barat Regency said that: "when we were at work and encountered problems. He is very easy to find and gives us guidance to deal with these obstacles and also he gives us hints that can be useful for our work, such as doing cooperation" (interview on 05 April

2022).

From the interview excerpts, it proves that the leader's role is carried out well by the Regional Inspectorate of Kutai Barat Regency because it is in the leader's role that the leader can motivate his employees so that employee morale can increase.

The results of the study indicate that in carrying out its role, the interpersonal leader is measured by the leader as a driver is quite good. This is evidenced by the Inspectorate of the Regional Inspectorate of West Kutai Regency in mobilizing his subordinates.

Liasion: a role that maintains a network of outside contacts who provide information and support

In this role, the leader of the Regional Inspectorate of Kutai Barat Regency carries out his liasion role, which means that the Inspectorate of the Regional Inspectorate of West Kutai Regency always maintains communication with other organizations. Interviews about the role of liaison.

According to the Head of the Sub-Division of Planning for the Regional Inspectorate of West Kutai Regency, he said that: "He performs this role by interacting with colleagues, staff and other people who are outside this institution, to obtain information, because this institution does not stand alone, he must have had a lot of information. associated with a number of individuals or certain groups who are outside the institution. (interview on 05 April 2022).

According to an employee of the Regional Inspectorate of West Kutai Regency, he said that: "Very true, he was when we were in a meeting he did something like that, he became a

liaison between us and the Regional Irbans here. And everyone is given the opportunity to express their opinion.” (interview on April 5, 2022)

From the interview excerpts, it proves that the Regional Inspectorate of Kutai Barat Regency carries out a liaison role in leading an institution in which this role builds and maintains contacts within and outside the organization to provide information to its employees so that the information obtained can be used as support for carrying out the main duties of an employee so that increase work morale.

Based on the results of the study, it can be said that the role of the interpersonal leader as measured by the role of the leader as a liaison has been quite well carried out by the Regional Inspectorate of Kutai Barat Regency as evidenced by the establishment of good cooperation among employees.

The role of the leader in Decison Making (the role of making decisions)

This role makes the leader must be involved in a strategy-making process within the organization he leads. This strategy-making process is simply referred to as a process that makes organizational decisions made significant and related. The role of decision-making by the leader is a role that should not be carried out, after all, this role can distinguish between leaders and implementers. According to some leaders, they were paid dearly for this decision.

Entrepreneur: a role that seeks renewal of opportunities in the organization and

the environment and initiates projects that lead to change.

In this role, the Inspectorate of the Regional Inspectorate of West Kutai Regency is expected to carry out his role such as identifying reform ideas that function for the institution and implementing them so that innovations emerge in the Regional Inspectorate of West Kutai Regency.

Interview about the role of entrepreneur: According to the Pembatu Inspector Region 1, the Regional Inspectorate of West Kutai Regency said that:

“He always encourages his fellow employees to make innovations and he also brings out his ideas and immediately told us if he thought it was important to be implemented immediately such as making our work environment comfortable and relaxed when he saw his employees at work look stiff he must usually make some kind of announcement that next Sunday there will be competitions every Irbans to make us even more excited.” (Interview on 11 April 2022).

According to an employee of the Regional Inspectorate of Kutai Barat Regency said that: “when there are activities in the office he is very active and relaxed activities can encourage us, he certainly agrees and almost every week on Sunday mornings he will definitely do anything together. - with us at the office ” (Interview on April 11, 2022)

From the interview excerpts it proves that the role of the entrepreneur is carried out well by the Regional

Inspectorate of Kutai Barat Regency because this role is very influential on employee morale. for employees.

Disturbance Handler: the role responsible for corrective action when the organization encounters a sudden and important disruption.

In this role, the Inspectorate of the Regional Inspectorate of West Kutai Regency carries out its role as a distraction handler where the Regional Inspectorate of West Kutai Regency is directly related if there are disturbances that arise which can have a direct impact on the institution.

Interview about the role of disturbance handler: According to the Assistant Inspector of Region II, the Regional Inspectorate of West Kutai Regency said that:

"He must be like that every time there are institutional problems, he is certainly very responsible for solving these problems. Usually a problem that occurs when an employee is in conflict with his fellow employees must be looking for a strategic solution." (Interview on April 11, 2022)

According to an employee of the Regional Inspectorate of Kutai Barat Regency said that:

"Every meeting he would ask what obstacles were encountered and he also together with us immediately found a way out to eliminate these obstacles." (Interview on April 11, 2022).

From the interview excerpt, it can be seen that the Regional Inspectorate of Kutai Barat Regency carries out the role of a negotiator in which the Regional Inspectorate of Kutai Barat Regency

participates directly in negotiating activities with other organizations and individuals.

The role of the leader in the informational role (the role of the source of information)

Monitor and disseminator: the role of receiving information is very diverse, serves as a nerve center for external information in the organization and transmits information received from outside or from other subordinates to members of the organization.

In this role, the Regional Inspectorate of Kutai Barat Regency carries out its role as a monitor and disseminator where the Regional Inspectorate of Kutai Barat Regency sorts out information from outside the organization and provides information that can be useful for the institution to be conveyed to its employees.

Interviews about monitors and disseminators According to the Regional Inspectorate Staff of West Kutai Regency said that:

"He always monitors or collects information from his employees such as directly asking us and if the information is considered important for the organization he immediately tells all of us or tells us to pass it on to other friends." (Interview on April 13, 2022)

From the interview excerpts, it can be seen that by carrying out the role of monitor and disseminator, the Regional Inspectorate of Kutai Barat Regency can know the state of the institution well and can know directly internal problems in employees so that it is beneficial for the morale of the employees.

The results of the study indicate that the role of the leader is informational as measured by the role of the leader as a monitor is quite good. It is proven that the Inspectorate of the Regional Inspectorate of West Kutai Regency is able to carry out a role as a monitor on every activity. And from the role of an informational leader as measured by the leader's role as an information provider, it is quite good. This can be seen in conveying information from outside into the organization, and information coming from subordinates or staff to other subordinates or staff.

Spoke person: a role that transmits information to the outside about the organization's plans, policies, actions, and results; serves as a guide regarding organizational morale.

In the role of the spoke person, the leader is expected to be able to convey information about his organization to outside organizations.

Interview about the spoke person. According to an employee of the Regional Inspectorate of West Kutai Regency said that:

"He usually conveys to other organizations about the Regional Inspectorate of West Kutai Regency when he is invited as a speaker or presenter in the organization he must convey the plans, policies, and work spirit of the organization." (Interview on April 13, 2022)

From the interview excerpt, it can be ascertained that the Inspectorate of the Regional Inspectorate of West Kutai Regency carries out the role of the spoke person in this role.

Employee Work Spirit

Morale or work performance (performance) is defined as an expression of ability based on knowledge, attitudes, skills and motivation in producing something. Thus, work spirit is something that is done or a product or service produced by a person or group, how is the quality of work, accuracy and neatness of work, assignments and fields of work, use and maintenance of equipment, initiative and creativity, discipline, and enthusiasm for work. Employee morale can also be realized through several factors, namely: cooperation, initiative, responsibility, discipline, quality of work/results.

From the results of the study, it can be concluded that the morale of the employees of the Regional Inspectorate of Kutai Barat Regency has increased and is quite well implemented by the employees. The problem of morale always gets attention in management because it is closely related to the productivity of the institution or organization. In this regard, the effort to conduct an assessment of Work Morale is very important. It is recognized that many people are able but not willing, so it still does not produce optimal work spirit. Likewise, many people want but cannot afford it and still do not produce any work spirit.

CONCLUSIONS

Based on the research, it can be concluded that the Inspectorate of the Regional Inspectorate of West Kutai

Regency has directly or indirectly provided decision making to its members so that their employees can find out from what has been given by the Regional Inspectorate of Kutai Barat Regency in order to increase employee morale at the Regional Inspectorate Office of West Kutai Regency, which is carried out The Inspectorate of the Regional Inspectorate of the West Kutai Regency in making policies for his employees, namely the Regional Inspectorate of the West Kutai Regency Inspectorate always leaves the initial office of his employees and returns to the last office of his employees. As the Inspectorate of the Regional Inspectorate of West Kutai Regency, they are not forced, meaning that they can see what the Regional Inspectorate of Kutai Barat Regency has given their subordinates to participate in achieving common goals. The Inspectorate of the Regional Inspectorate of West Kutai Regency carries out an interpersonal role (personal role) able to provide continuous assistance and is able to facilitate the smooth running of activities in order to speed up a process to achieve certain outputs. What the Inspectorate of the Regional Inspectorate of Kutai Barat Regency does as a facilitator, if the team has communication difficulties, the Inspectorate of the Regional Inspectorate of Kutai Barat Regency as a leader will go directly to the relevant departments. And it is supported by his subordinates because it is not just anyone and as the Inspectorate of the Regional Inspectorate of West Kutai Regency will map out who has the potential, because it will use sources of funds, resources and time. The Inspectorate of the Regional Inspectorate of West Kutai

Regency as a leader is able to manage these existing resources effectively and efficiently in order to achieve organizational goals. The Inspectorate of the Regional Inspectorate of West Kutai Regency as an informational role (the role of the source of information) asks structural officials for opinions, after getting the same decision then all employees will contribute, so that there is a contribution in making that decision. As the Inspectorate of the Regional Inspectorate of West Kutai Regency, which is carried out with conflict management, conflict management is used to encourage and increase work morale. What will be done is mediation, bridging between different interests to unite a good work spirit in an organization. The factors that support the implementation of increasing employee morale are honesty, integrity, objectivity (impartiality), independence, capability and willingness to be invited to move forward.

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