leadershp competency

by Ratih Indriyani

THE IMPACT OF LEADERSHIP COMPETENCY AND SUPPORTIVE WORK ENVIRONMENT ON EMPLOYEE WORK MOTIVATION OF PT SINAR SOSRO MARKETING DIVISION SURABAYA

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ABSTRACT

This study aims to investigate the impact of leadership competencies and supportive work environment on work motivation of marketing division employees at PT Sinar Sosro in Surabaya. The data is collected using the questionnaires that are distributed among the employees of the marketing division. There are 90 valid returned questionnaires from the respondents, who are selected using the census method. The results of the study show that leadership competencies have a significant and positive influence on the employees' work motivation. The supportive work environment has a significant and positive influence on the employees' work motivation. The leadership competency and the supportive work environment have a significant and positive effect on work motivation simultaneously.

Keywords: Leadership competency, supportive work environment, employee work motivation

INTRODUCTION

Human resources have become the main assets of an organization as they are the planner and the active actors of each organization's activity, and even now they have obtained a very strategic position in realizing the availability of goods or services, and in supporting the achievement of organizational goals. Katiandagho, Mandey, and Mananeke (2017) state that human resources need to be managed and developed continuously so that the quality of human resources can be maintained to reach the desired organizational goals. Here, quality means not only being smart but also complying all the required quality to complete the work as already planned.

Some main duties of a leader are to give directions and instructions to the subordinates, so that the subordinates can carry out the goals according to the guidance, the road map, and the time, and can be efficient in accordance with the mission of the organization. Thus, a leader must be able to move all human resources, facilities, funds and time effectively and efficiently into the management process. Aitken and Von (2014) explain that leadership is the key to communicate effectively the vision, mission, and values to the staff, stakeholders and society. In addition, the leadership competency and effective habits can develop the abilities of others, improve performance, and foster a positive work environment.

All organizations need competence leaders. According to Zenger and Folkman (2009), leadership competency puts some emphasis on the aspects of leader's abilities in mastery of knowledge, skills and characteristics to support the implementation of work which can affect the improvement of employee performance. The same concept of individual abilities of a leader is also proposed by Asree, Zain, and Rizal

(2010), by saying leadership competencies are used to assess the abilities and skills of individuals to become leaders or managers.

Consisting of physical and non-physical environments, the work environment is an important factor for the employees' work continuity in carrying out their duties which will then lead to interactions between individuals and the work environment. Yeh and Huan (2017) relate the work environment with social support and work regulation. The work environment is a place where employees carry out their activities, which can bring positive and negative effects to employees' achieved results. Pawirosumarto (2016) states that a conducive work environment has a good impact on the continuity of work, while a less conducive work environment has a negative impact on the sustainability of work.

If the employee is psychologically less supported and less motivated, this condition of an organization will affect the success of achieving the goals and objectives. The organizational success is very likely due to the contribution of leadership that is effective in making it possible for subordinates to complete their tasks properly. In this case, the leader must be able to influence his subordinates in various ways. The leader must be able to assign his subordinates to carry out certain tasks, delegate authority and perform responsibility. Besides, that leader must be able to motivate his subordinates so that they can carry out their duties with pleasure and good results without any sense of coercion and pressure. The results of the research by Beltrán-Martín and Bou-Llusar (2018) reveal that motivation will drive employees to perform their best effort because they believe that the success of the company in achieving its goals and objectives will fulfill the employee's goals in working, too. The motivated employees will shape the inner spirit to help them accomplish their task well.

This research was conducted on the marketing division employees of PT Sinar Sosro East Java Regional Office. The marketing department requires the employees who can work flexibly and creatively. With such conditions, certain leadership characteristics are needed that are able to encourage employees to work well. Kartono (2002) states some of the requirements that must be owned by leaders such as diverse skills and innovation so that the leaders have the added value in carrying out their duties and obligations as a leader. Besides, a supportive work environment within the marketing department also plays an important role in shaping the work motivation to achieve the organization goals.

The physical work environment of PT Sinar Sosro is less supportive for the marketing division, because of the site layout which makes the location of the equipment far from the employee's office. The non-physical work environment at PT Sinar Sosro is also not good, because the relationship between the leader and employees tends to be inflexible. According to Kartono (2002), leaders must be adaptive to their work environment, both physical and non-physical. The leader in PT Sinar Sosro's marketing division was not able to adapt to his subordinates, thus creating an awkward and tense work situation between the leader and subordinates. Based on the current situation, this study aims to inspect the effect of leadership competencies and supportive work environment to the work motivation of the marketing division employees of PT Sinar Sosro East Java in Surabaya.

LITERATURE REVIEW

Leadership Competency

In facing the future challenges that are increasingly more complex and dynamic, leadership competencies are needed in the form of precise depiction, sufficient competence, extensive connections, and self-confidence are needed (Kanter, 1994). Bennis and Nanus (1985) explain that leadership competencies are the ability to manage vision, communication, trust, and commitment or willingness to take risks. Drucker (2006) also states that a leader should have 3 areas of ability or competency, namely personal ability, leadership ability, and organizational ability. According to Conrad, Ghosh and Isaacson (2015), the leaders

must be able to manage subordinates and establish relationships with their subordinates. The leader must pay attention to the subordinates in giving assignments to their subordinates. If the employees can perform their tasks according to their expertise, the employees will be more motivated to work better. Thach and Thompson (2007) also suggest that in order to achieve effective leadership, the leaders must have several competencies. Competency is defined as a skill, behavior, and attitude that are owned by a person and is used in to achieve an organization goal. Leadership competency is a leadership skill and behavior that has a role in improving superior performance (Ang, Koh, Lee, & Pua, 2016).

Joshi and Lazarova (2005) explain that there are seven indicators in measuring leadership competencies, namely the ability to give direction and goal setting, to communicate, to facilitate team work, to motivate and inspire, to manage cultural diversity, to empower, and to mentor and coach. Giving directions and goal settings consists of providing clear directions, assigning tasks and responsibilities to all team members, providing clear guidance on how to achieve the task, ensuring that employees do their tasks and responsibilities on time. Communication consists of building communication among team members properly, ensuring that the orders given can be understood by employees, making proactive communication with employees who are in the field, establishing good relationships with employees. Facilitating team work consists of resolving disputes among team members, and ensuring to fulfill the rights of all employees. Motivating and inspiring consists of leaders who give enthusiasm and motivation to their employees, and provide a strong goal achievement vision to the team. Managing cultural diversity consists of understanding employees, being sensitive to the work style of employees, appreciating the diversity of perspectives and skills possessed by each employee, giving examples to other employees to respect, and respecting cultural differences. Empowering is an effort to make employees feel that they have power to influence team decisions, and to ensure that all employees contribute as the team members. Mentoring and coaching consist of providing assistance and advice to employees. The current research is using these seven indicators to measure the leadership competences.

Supportive Work Environment

Untari and Wahyuanti (2015) state that the work environment is a set of situations or conditions of work environment of a company that become the place to work for the employees. Generally, the work environment in a company will be an environment where the employees carry out their daily tasks and work. The supportive work environment can increase the employee work motivation. A research by Kundu and Lata (2017) suggests that a supportive work environment is closely related to the relationship between employees, supervisors and their colleagues. Supports from the company and the work climate are the measurement for a supportive work environment.

Noah and Steve (2012) state that the work environment consists of 3 main components, namely the technical environment, the human environment, and the organizational environment. The technical environment covers elements such as equipment, technology, infrastructure, and all physical facilities in the workplace. The human environment includes items like formal or informal relationships in interacting among the organization members. This human environment is also influenced by the morale and commitment that exists in the relationship. The organizational environment comprises elements such as systems, procedures, implementation, values, atmosphere, and philosophy that work under the management control. These things will directly affect the work atmosphere in the workplace.

The research of Dharmanegara, Sitiari, and Wirayudha (2016) use different indicators to measure the supportive work environment. They explain that the work environment has three indicators of work atmosphere, relations with colleagues, and company support in the form of work facilities. As the first indicator, the work atmosphere is a surrounding condition around employees that can affect the accomplishment of the work. The second indicator is the relationship among coworkers, which is a harmonious relationship without any mutual intrigue among fellow workers. The harmonious relationship

is one of the reasons why the employees to stay in the organization. The third indicator is the availability of work facilities, which means the presence of proper work equipment to support the accomplishment of the job, and the availability of complete work facilities though not necessarily new. This research is using these indicators to measure the supportive work environment.

Work motivation

According to Rivai (2008), motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are something invisible that provide powers to encourage individuals to achieve goals. Hariandja (2009) argues that motivation acts as factors that direct and encourage a person's behavior or desire to carry out an activity shown by his strong or weak efforts. Wibowo (2010) states that motivation is a drive to a series of processes of human behavior in the achievement of goals.

Meanwhile, the elements contained in motivation include some items of awakening, directing, maintaining, showing intensity, being continuous, and having goals. Miao, Evans, and Shaoming (2007) explained that there are four indicators to measure work motivation. First, it is challenge seeking, in which a person will feel motivated if he does complicated tasks and solves new problems with the aim of increasing his knowledge and skills. The second indicator is task enjoyment in which a person will feel motivated if he does the tasks he likes, with the aim of expressing himself and gaining new experiences. The third indicator is compensation seeking, in which a person will feel motivated if he can make money or other compensations from the results of his work, with the aim of fulfilling personal needs. The fourth indicator is recognition seeking, in which a person will feel motivated if the work he does can be recognized and appreciated by others, with the aim of knowing his performance.

HYPOTHESES DEVELOPMENT

Leadership competency and employee motivation

According to Conrad et al. (2015), leaders must be able to manage and establish relationships with their subordinates. The leader must pay attention to the subordinates when giving assignments to their subordinates. If the employees can perform the tasks according to their expertise, they will be more motivated to work better.

In order to become a competence leader, Bird (2013) explains leaders must be able to establish relationships with their subordinates. Doing so, the leaders can fulfill the social needs of employees, and the employees will feel more appreciated. One other effort is to manage well the subordinates, then the employees will be more involved in the organization. Besides, the employees will also be motivated, because employees have responsibility to finish the assigned tasks.
H1: Leadership competency has an impact on the employee work motivation

Supportive work environment and employee motivation

Suprihatmi and Sulistyaningsih (2006) explains that the ideal and conducive work environment can increase employees' work motivation and morale. They tend to optimize their time to complete their tasks in certain work atmospheres, such as quiet, cozy, safe, and peaceful. To maintain highly motivated employees, the organization has to create supportive work environments.

According to Noah and Steve (2012), a supportive work environment has to comply with three aspects, namely the technical environment, the human environment, and the organizational environment. Fulfilling

these three aspects will enable an organization to create a pleasant work environment that will encourage work morale and work discipline to achieve better employee performance.

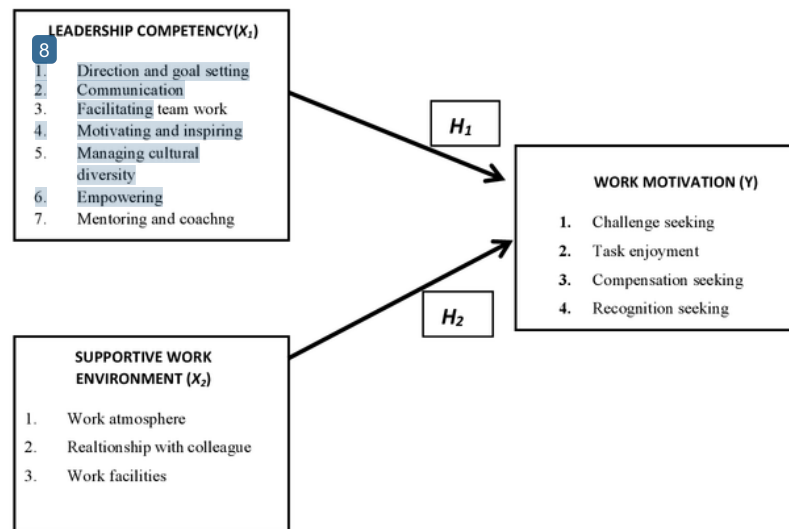H2: Supportive work environment has an impact on employee work motivation

Figure 1. Research Framework
Sources: Joshi and Lazarova (2005), Miao et al. (2000), Dharmanegara et al. (2016)

RESEARCH METHODS

1. Types of research

This research is a quantitative research. This research examines the causal relationship among variables, so the type of research is called a causal research (Sugiyono, 2017). A questionnaire is constructed and used to collect the primary data. Questionnaire is a technique of data collection conducted by giving a set of written statements to the respondent to answer (Cooper & Schindler, 2013). The primary data collection is to obtain data on the impacts of leadership competency and supportive work environment to the work motivation in PT Sinar Sosro marketing division in Surabaya. The questionnaire format is divided into 2 parts; the first part is about the general information and the personal data of the respondents, while the second part is a list of questions about the items of indicators for every variable. The second part is measured using the Likert scale. The Likert scale provides a clear gradation of very positive and very negative. By using a Likert scale, respondents indicate their choices and opinions about a statement by choosing how much they agree with the statement. The scale used is scale 5 with categories (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree (Cooper & Schindler, 2013).

2. Research population and sampling

The population of this research is all employees of PT Sinar Sosro marketing division in Surabaya, consisting 90 permanent employees who have been working for over one year. Sampling is a process of using a small portion of the population to make a conclusion about the population (Cooper & Schindler, 2013). Since the primary data collection is obtained from all 90 permanent employees or the population, the sampling technique is often called a census or a saturation survey (Sugiyono, 2017). According to

Cooper and Schindler (2013), there are two conditions which a census is more appropriate; the number of population is small and the elements are quite different from one another.

3. Data collection method and Data analysis technique
The data collection method used in this research is a research questionnaire, which is distributed to 90 permanent employees of PT Sinar Sosro marketing division in Surabaya. All questionnaires are feasible for further processes. Data analysis techniques in this research use the following tests: validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple regression analysis, coefficient of determination, hypothesis test (F test and t test). The results of these test are explained in the discussion.

RESULTS AND DISCUSSION

Based on the validity test, all items in the questionnaires are valid because the value of corrected item-total correlation is higher than the r_{table} of 0.207. The result of the reliability test can be observed in Table 1, which shows the three variables having the value of Cronbach's Alpha higher than 0.60, so they are reliable. Therefore, the classic assumption tests can be conducted.

Table 1. Reliability test

Variable	Cronbach Alpha	Critical value	Notes
Leadership competency (X_1)	0,887	0,60	Reliable
Supportive work environment (X_2)	0,852	0,60	Reliable
Work motivation (Y)	0,875	0,60	Reliable

Classical assumption test
1. Normality test

Table 2. Normality test

	Unstandardized Residual
Test Statistic	0,047
Asymp. Sig. (2-tailed)	0,200

The Kolmogorov-Smirnov test is used to detect the normality of the residuals. If the significance value of the Kolmogorov-Smirnov > 0,05 (α=5%), it can be concluded that the residual model is normally distributed. The Table 2. shows that the value of unstandardized residual is 0.200, which is higher than 0.05, therefore the model is normally distributed.

2. Multicollinearity test

Table 3. Multicollinearity test

Variable	Tolerance	VIF
Leadership competency (X_1)	0,701	1,427
Supportive work environment (X_2)	0,701	1,427

Multicollinearity shows the occurrence of a strong correlation between independent variables in the regression model. Regression analysis assumes that there is no multicollinearity in the model. Detecting the

presence or absence of multicollinearity is done by looking at the value of VIF. If the VIF value is <10, there is no multicollinearity in the regression model. Table 3. shows that the VIF of both variables are lower than 10, therefore the regression model has no milticollinearity.

3. Heteroscedasticity test

Table 4. Heteroscedasticity test

Variable	t	Sig.
Leadership competency (X_1)	1,035	0,304
Supportive work environment (X_2)	0,969	0,335

Detecting the presence or absence of heteroscedasticity is done by the Glejser test, which is to express the dependent variable to the absolute residual value. If the Glejser test produces a significance value of t > 0.05, it is concluded that in the regression model there is no heteroscedasticity. The Glejser test produces a t significance value of the leadership competency and the supportive work environment higher than 0.05, so there is no heteroscedasticity in the regression model.

Multiple linear regression

The regression model between leadership competency (X_1) and supportive work environment (X_2) employee work motivation (Y) in PT Sinar Sosro marketing division yields a regression equation as follows: $Y = 1.365 + 0.382\ X_1 + 0.245\ X_2$

The regression coefficient value of leadership competency (X_1) is 0.382, which shows a positive impact from leadership competency to work motivation (Y). If the leadership competency goes up one point, the employee work motivation will increase 0.382 point, under the unchanged work environment. The regression coefficient value of supportive work environment (X_2) is 0.245, which indicates a positive impact from supportive work environment to work motivation (Y). If the supportive work environment goes up one point, the employee work motivation will increase 0.245, under the unchanged leadership competency.

Tabel 5. Coefficient of determination

R^2	Adjusted R^2
0,411	0,398

In Table 5., the adjusted R^2 shows the value of 0.398, indicating that 39,8% of the employee work motivation of PT Sinar Sosro marketing division can be explained by the leadership competency and the supportive work environment, meanwhile 60,8% of the motivation is influenced by other variables.

Hypothesis test

1. The F-test

Table 6. The F test

Model	Sum of Squares	df	Mean Square	F value	Sig.
Regression	7,194	2	3,597	30,373	0,000
Residual	10,303	87	0,118		

Total	17,497	89

To test the simultaneous impact of the both independent variables to the dependent variable, the F-test is used. Table 10. shows the F-value of 30.373, which is higher than F-table of 3.101, with a significant value of 0.0000. Therefore, H_0 is rejected and H_1 is accepted. It means that both leadership competency and supportive work environment simultaneously bring impacts to employee work motivation. The increase in the leadership competence and the supportive work environment will significantly increase the employee work motivation of PT Sinar Sosro marketing division.

2. The t test

Table 7. The t-test

Variable	B	Beta	t_{value}	Sig.
Constant	1,365			
Leadership competency (X_1)	0,382	0,412	4,195	0,000
Supportive work environment (X_2)	0,245	0,315	3,205	0,002

To test the partial effect of the independent variables to the dependent variable, the t-test is used. When the t-test makes the t-value higher than the t-table and the significance value lower than 0.05 ($\alpha = 5\%$), the H_0 is rejected and H_a is accepted. It means that the independent variables partially have a significant effect on the dependent variable.

Testing the impact of the leadership competency (X_1) on the work motivation (Y) produces the t-value of 4.195, higher than t-table 1.989, and the significance value of 0.000, lower than 0.05, therefore H_0 is rejected and H_1 is accepted. It can be inferred that the leadership competency has a significant impact on the employee work motivation of PT Sinar Sosro's marketing division. This means that an increase in the leadership competency will significantly increase the employee work motivation of PT Sinar Sosro's marketing division.

Testing the impact of the supportive work environment (X_2) on the work motivation (Y) produces the t-value of 3.205, higher than t-table of 1.988, and the significance value of 0.002, lower than 0.05, therefore H_0 is rejected and H_2 is accepted. Based on the t-test, it can be stated that the supportive work environment has a significant impact on the employee work motivation of PT Sinar Sosro's marketing division. This means that an increase in the work environment will significantly increase the employee motivation at PT Sinar Sosro's marketing division.

Based on the value of B (*Beta*) between leadership competency and supportive work environment, the independent variable giving a dominant impact to employee work motivation is leadership competency. It is confirmed by the B value of leadership competency of 0.412, which is higher than supportive work environment.

Discussion

The impact of leadership competency on employee work motivation
The results show that leadership competency has a direct significantly positive impact on employee work motivation. Decent leadership competency can influence work motivation of employees. Leadership competency includes the ability to give direction and goal setting, to communicate effectively, to

facilitate good team works, to motivate and inspire subordinates, to manage cultural diversity, to empower, and to mentor and coach subordinates.

This research is in accordance with the research of Conrad et al. (2015) saying leaders must be able to manage and establish relationships with their subordinates. The leaders must be able to pay attention to the subordinates and provide appropriate tasks to their subordinates. If the employee can perform well a given task according to his expertise, the employee will be more motivated to work better.

The impact of supportive work environment on employee work motivation

The results of the research show that work environment has a significant positive direct impact on employee work motivation. Proper supportive work environment includes a work atmosphere, relationships among coworkers, and availability of supportive work facilities. It can create more confidence in employees, and they can be motivated to work more optimally. On the contrary, the lack of proper working environment support, such as a poor workplace environment and the absence of work facilities, will demotivate most employees, therefore, the employees will be reluctant to work better.

This is in accordance with the statement of Suprihatmi dan Sulistyaningsih (2006), which explains the work environment bringing impacts on employee work motivation. The ideal work environment can meet the needs of employees so that employee are more motivated at work. In addition, relationship among coworkers are also very necessary in fulfilling a good work environment, because good relationship among coworkers creates a pleasant and comfortable workplace.

CONCLUSION

Leadership competency has a positive and significant effect on employee work motivation in the marketing division of PT Sinar Sosro Surabaya. Leaders competency in motivating their subordinates is the strongest aspects in leadership competency Supportive work environment has a positive and significant effect on employee work motivation in the marketing division of PT Sinar Sosro Surabaya. Employees relationship with their college is found to be the biggest support on their work environment . The variable of leadership competency has a greater impact on employee work motivation than the variable of supportive work environment.

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