

# The Effect of Transformational Leadership, Physical Work Environment and Motivation on Employee Morale

Ni Putu Adnyani Sari<sup>1</sup>, I Wayan Mudiarta Utama<sup>2</sup>

<sup>1,2</sup>Udayana University

<sup>1,2</sup> Faculty of Economics and Bussiness, Bali, Indonesia

---

**Abstract:** The purpose of this study was to analyze the effect of transformational leadership style, physical work environment, and motivation on employee morale at the Sila Mukti Savings and Loan Cooperative in Gianyar Branch. The population of this study were all Sila Mukti Savings and Loan Cooperative employees of Sila Mukti Gianyar Branch, except the Branch Manager. Sampling uses a saturated sample technique, so that the sample size is 50 people. The data analysis technique used is multiple linear regression analysis. Results show Transformational leadership style, physical work environment, and motivation have positive and significant effects on employee morale. The implication of this research is that if the transformational leadership style, physical and motivational work environment is able to be implemented and implemented properly, the employee morale will increase which will have a very large impact on improving and improving performance for the Sila Mukti Savings and Loan Cooperative in Gianyar Branch.

**Keywords:** transformational leadership, physical work environment, motivation, employee morale.

---

## I. INTRODUCTION

Companies need adequate human resources in the face of business competition. One of the conditions of the company today is to provide employee morale. Almigo (2014) states that by increasing morale, work will be completed faster, absenteeism can be reduced, damage to goods will be reduced, and perhaps the transfer of employees can be reduced. Employee morale is the relationship that an employee or group of employees have with their work and the organization they work in, high employee morale means employees are happy, and it reflects in the type of work they produce (Arunchand, 2013). Eddy (2010), every company must always strive so that its employees have high enthusiasm and work enthusiasm. Efforts to improve the quality and work behavior of employees generally aim at the end of efforts to increase employee productivity and one of the factors is morale (Elya, 2008). Andeniji (2007), in his research stated that: leadership style, perception of research, autonomous development, work environment and allowance for retirement benefits were considered as factors that determine employee morale.

Employee morale will emerge if a leader is able to maintain the comfort of his work environment. In addition to transformational leadership style, employee morale is also influenced by factors such as physical work environment (Moekijat, 2015: 49) physical work environment is something that is around the workers which includes light, color, air, sound and music that affects him in carrying out his duties task charged. The other factors that influence employee morale are motivation, employees who have high motivation will certainly have a high morale in the company (Mary, 2015).

The work environment where a company is located is an external factor that influences employee morale. Shidaye (2011) states that the work environment has a strong influence on an individual and will have a great effect on what is done. The physical condition of a work environment has a large influence on the level of employee morale. Organizations in order to reach a high level of worker productivity, need to ensure that the physical work environment supports the employees. Leblebici (2014) states that the work environment significantly influences employee morale of a company. According to Danny (2015) regarding labor, companies should make labor as one of the focuses of the development of the company's

strategy. This is because the company that will develop is a company that can maximize the potential of its workforce. Mary (2015) also explained that the physical work environment can affect the workforce in work, which implicitly if the work environment of the workforce is good, then the workforce will be more comfortable working and generating morale so that the performance will also be better. Motivation is described in intrinsic and extrinsic motivations that are related to patterns of behavior and needs (Manolopoulos, 2016). Motivation has the most dominant influence in increasing employee morale in the company.

The Sila Mukti Savings and Loan Cooperative in Gianyar Branch is a business entity that has been established since 2016. The Sila Mukti Savings and Loan Cooperative in Gianyar Branch has a fairly good development from the company's performance. Besides that the growth of workers is also quite significant where at the beginning of its establishment, the Sila Mukti Savings and Loan Cooperative in the Gianyar Branch only had 20 employees and continued to increase, until now in 2018 it already has 50 employees and members.

The increase in the number of employees is caused by an increase in business activities. The increase in the number of employees must be accompanied by an increase in leadership quality where to lead with a considerable number of employees, a transformational leadership style needs to be applied. Transformational leadership style is a leadership style that seeks to transform the values adopted by subordinates to support the organization's vision and goals. This is also because the leadership style is indicated to influence employee morale.

Transformational leadership style at the Sila Mukti Savings and Loan Cooperative in Gianyar Branch has not been able to run well at this time. This is because leader turnover had occurred where previous leadership had a good transformational leadership style, but its successor now did not implement a transformational leadership style, so many employees who felt lack of enthusiasm worked due to direct orders from leaders who did not pay attention to employee opinions like previous leaders. According to Ardana, et al (2014; 105), that the average attendance rate of 2-3 percent per month is still considered good, while attendance of 15-20 percent per month shows poor and inappropriate work discipline within the company. This level of attendance needs serious attention from the company, because this absentee level shows a low employee morale. Decrease in enthusiasm is indicated by the level of absence from workers. The attendance rate of the Gianyar Sila Mukti Cooperative in 2018 can be seen in Table 1 as follows:

**TABLE 1: THE ABSENANCE OF SILA MUKTI SAVINGS and LOAN COOPERATIVE EMPLOYEES IN GIANYAR BRANCH IN 2018**

Month	Employee	Working Days	Total Working days	Total days attendance	%
(1)	(2)	(3)	(4)	(5)	(6)
			$(4 = 2 \times 3)$		$(6 = 5 / 4)$
January	50	27	1350	38	2,81
February	50	25	1250	40	3,20
March	50	27	1350	42	3,11
April	50	26	1300	47	3,62
May	50	27	1350	44	3,26
June	50	26	1300	50	4,00
July	50	27	1350	41	3,04
Augustst	50	27	1350	45	3,33
September	50	26	1300	56	4,31
October	50	27	1350	48	3,56
November	50	26	1300	40	3,08
December	50	27	1350	43	3,19
Total	600	318	16.536	536	40,50
Average	50	26.5	1378	44,6	3,37

Source: Administration of Sila Mukti Savings and Loans Cooperative Gianyar, 2018

Table 1 shows the average absentee level of employees at the Sila Mukti Savings and Loans Cooperative in the Gianyar branch of around 3.37 percent, which indicates that the absentee level is quite good. Based on data from the attendance of the Sila Mukti Savings and Loan Cooperative in Gianyar Branch, there are 50 employees and members working in the period of 2018. Of the 50 employees, they must work for the number of working days. There was an increase in absentee

days from employees where in January there were only 38 absences from workers, but the attendance rate increased the most in September to 56 days. This increase will certainly affect the company's productivity. Thus, a sufficient level of attendance must be considered, if necessary, it should be reduced by Management or Chairperson of the Gianyar Sila Mukti Loan and Savings Cooperative by paying attention to the employee morale to reduce the current absentee level, to be a good absentee level. The high level of absenteeism was also due to the unfavorable physical work environment at the Sila Mukti Gianyar Branch Savings and Loan Cooperative. This is because the room of the Sila Mukti Savings and Loan Cooperative in Gianyar Branch is only designed to accommodate around 35 people, and when the increase in the number of employees is not accompanied by an increase in the number of work rooms. As a result workers feel the room is very narrow and hot during work. In addition to the issue of low employee attendance, indications of low employee morale can also be seen from the large number of employees who carry out work on time, then the number of employees who leave the workplace during working hours and a number of employees who do not carry out work according to supervisor instructions.

The results of interviews with 10 employees were interviewed, there were 37.5% of employees or as many as 15 employees of the Sila Mukti Savings and Loan Cooperative. They said they did not agree, and as many as 5% or 2 employees answered strongly disagree. This provides information that there are still quite a lot of employees who have low morale, because quite a lot of employees do not arrive on time while working, then cannot carry out work on time, then there are still a number of employees who leave the workplace during working hours. To strengthen the results of the interview, it can be seen from the data on the number of late and returning early employees during the period August 2018 to February 2019 in Table 2 below:

**TABLE 2: EMPLOYEE SILA MUKTI SAVINGS AND LOANS COOPERATIVE OF THE LATE AND EARLY HOME IN AUGUST 2018 - FEBRUARY 2019**

No	Month	Employee	Late	Early Go Home
1	August	50	16	17
2	September	50	18	17
3	October	50	17	14
4	November	50	17	18
5	December	50	15	19
6	January	50	16	16
7	February	50	18	13

*Source: Administration of Sila Mukti Savings and Loans Cooperative Gianyar, 2018*

Based on the data in Table 2, it can be explained that the discipline level of employee work hours is still very low and this shows the lack of employee morale and less than optimal employee performance. The low employee morale was due to the lack of good motivation to work for the Sila Mukti Savings and Loans Cooperative. The motivation of these employees has diminished, because the newest leader of the Sila Mukti Savings and Loan Cooperative in the Gianyar Branch is less responsive to complaints from employees, so workers feel less motivated to give the best performance.

## **II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT**

### **The Effect Of Transformational Leadership on Employee Morale**

Stewart et al. (2015) in his research stated that transformational leadership style has a positive and significant effect on employee morale. Purnamandari (2014) states that transformational leadership style has a positive and significant effect on employee morale. The research conducted by Andika (2015) found that there was a positive and significant influence on transformational leadership style on employee morale. Research conducted by Yudi (2014) states that traditional leadership style has a positive and significant effect on employee morale. Research conducted by Terrel (2013) and Surya (2015) states that transformational leadership style has a positive and significant effect on employee morale. Based on previous research studies, the following hypothesis formulations can be made:

**H<sub>1</sub>: Transformational leadership has a positive and significant effect on employee morale**

### **The Effect Of Transformational Leadership on Employee Morale**

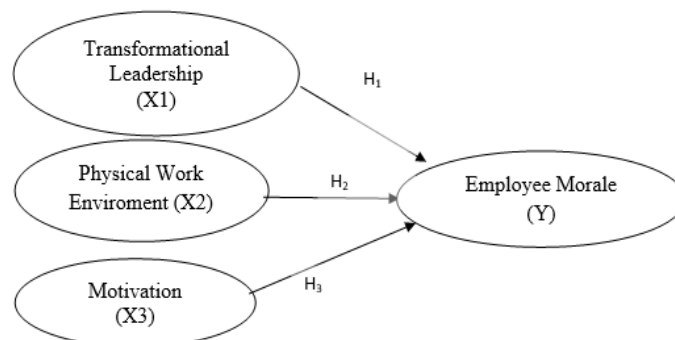
Utamajaya (2015) in his research states that the physical work environment has a significant effect on employee morale, with the direction of positive direction. This means that the better the physical work environment will increase employee morale. According to research conducted by Ningsih (2015) at PT Tirta Sari Surya Rengat, found that the employee's physical work environment had a significant effect on the employee morale of the production staff at the PT. Furthermore, the research conducted by Agustina (2016) and Anggreni et al. (2018) also states that there is a positive and significant relationship between the physical work environment and employee morale. The research conducted by Maulizal (2014) entitled the influence of motivation and work environment on employee morale at the Sekretariat Daerah Riau Province. The results of this study state that the work environment has a significant effect on employee morale. Based on previous research studies, the following hypothesis formulations can be made:

**H<sub>2</sub> : Physical work environment has a significant effect on employee morale**

### **The Effect Of Job Satisfaction on Organizational Commitment**

Utamajaya (2015) suggests that motivation has a significant effect on employee morale, the direction shown in this positive direction means that the motivation given to employees can increase employee morale. Yordi (2016) found in his research that motivation has a positive and significant effect on employee morale. Kusuma et al (2017) in their study revealed that motivation has a positive and significant effect on employee morale at the Tabanan District Health Office. Research conducted by Mary (2015) and Thaief et al (2015) states that motivation has a positive and significant effect on employee morale. Based on previous research studies, the following hypothesis formulations can be made:

**H<sub>3</sub>: Motivation has a positive and significant effect on employee morale**



**Figure 1: Conceptual Model**

## **III. RESEARCH METHODOLOGY**

The approach used in this study is an associative quantitative approach (relationship). This research was conducted at the Sila Mukti Savings and Loan Cooperative in Gianyar Branch, located at Jl. Dalem Samplangan No. 8x, Br. Temeluan Temesi - Gianyar. The technique used is a saturated sample or census used when all populations are made as respondents, provided that the population is less than 100 people (Sugiono 2010: 115). The population used in this study were all 50 employees and members who were all made respondents (saturated samples). This technique was chosen because the number of populations is small, so that the entire population is used as a sample in this study. The data collection techniques used are questionnaires that are measured using a Likert scale The data analysis technique in this study is the Multiple Linear Regression analysis technique. This analysis technique is used to determine the magnitude of the effect simultaneously and partially from the motivation variables, transformational leadership style, and physical work environment on employee morale.

## **IV. RESEARCH FINDING AND DISCUSSION**

The research data was obtained from the results of a questionnaire that had been distributed to the research respondents of 50 employees and members of the Sila Mukti Gianyar Branch Savings and Loan Cooperative. Characteristics of respondents included gender and age of respondents. A summary of the characteristics of respondents can be seen in Table 3

**TABLE 3: CHARACTERISTICS OF EMPLOYEE of SILA MUKTI SAVINGS AND LOANS COOPERATIVE GIANYAR BRANCH**

No	Characteristic	Classification	Respondent	(%)
1	Gender	Male	22	44
		Female	28	56
		Total	50	100
2	Age	21<30 years old	10	20
		31-40 years old	16	32
		> 40 years old	24	48
		Total	50	100
3	Education	High School	25	50
		Diploma	6	12
		Bachelor	16	32
		Postgraduate	3	6
		Total	50	100

Source: Primary data processed, 2019

The data in Table 3 shows that the employees of the Sila Mukti Savings and Loan Cooperative in the Gianyar Branch are dominated by female employees with a total of 28 people or 56 percent of the total employees. When viewed from the age of the respondents, it is seen that the majority of the Sila Mukti Savings and Loan Cooperative employees in Gianyar Branch are over 40 years old. This age range indicates that respondents have long worked at the Cooperative so that they are assumed to have understood the conditions at the Sila Mukti Savings and Loan Cooperative in Gianyar Branch. The grouping of respondents based on education levels shows that the majority of employees of the Sila Mukti Savings and Loans Cooperative in the Gianyar Branch have an education level at the level of SMA / SMK equivalent with a total of 25 people or 50 percent of the total employees. Someone who has graduated in the same level of high school / vocational school is assumed to have sufficient knowledge and ability to work.

The results of the validity test show that all instruments of this study are valid and appropriate to be used as research instruments. Reliability test results show that all research instruments have Cronbach's Alpha coefficients of more than 0.60. So it can be stated that all variables have met the requirements of reliability or reliability so that they can be used to conduct research.

Calculation of multiple linear regression coefficients is done by regression analysis through SPSS 18.0 for Windows software, the results obtained are shown in Table 4

**TABLE 4: THE RESULTS OF MULTIPLE LINER REGRESSION ANALYSIS**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-0,902	0,830		-1,086	0,283
Transformational Leadership	0,177	0,068	0,169	2,581	0,013
Physical Work Environment	0,288	0,044	0,530	6,530	0,000
Motivation	0,412	0,101	0,343	4,099	0,000
<i>R Square</i>			0,883		
<i>Adjusted R Square</i>			0,875		
F Statistic			115,655		
Sig. F			0,000		

Source: Primary data processed, 2019

Based on the results of multiple linear regression analysis as presented in Table 4, the regression equation can be made as follows:

$$Y = -0,902 + 0,177 X_1 + 0,288 X_2 + 0,412 X_3$$

Regression coefficient value of each independent variable is positive with a significance value of t test less than 0.05. This shows that all independent variables have a significant positive effect on the dependent variable. Furthermore, the coefficient of determination ( $R^2$ ) is used to determine and measure the ability of the model in explaining variations in the independent variables. The magnitude of the influence of independent variables on the dependent variable indicated by

the value of total determination (Adjusted R Square) of 0.875 means that 87.5% of the variation in employee morale at the Sila Mukti Savings and Loan Cooperative in Gianyar is influenced by variations in transformational leadership style, physical work environment and motivation, while the remaining 12.5% is explained by other factors not included in the model.

The results of the model accuracy test using the SPSS program obtained a Fstatistic value of 115,655 with a significance of 0,000 <0,05, so it can be concluded that the groups tested had significant differences. This result means that the transformational leadership, physical work environment, and motivation simultaneously influence employee morale at the Sila Mukti Savings and Loan Cooperative in Gianyar Branch.

#### **The Effect Of Transformational Leadership on Employee Morale**

Based on the results of the analysis of the influence of transformational leadership style on morale obtained a significance value of 0.013 with a positive regression coefficient of 0.177. The significance value of 0.013 <0.05 indicates that H1 is accepted. This result means that transformational leadership style has a positive and significant effect on employee morale. These results indicate that employee morale will emerge if the leadership is implemented by a leader who is able to influence, direct and mobilize employees, so they want to work together to achieve organizational goals. For this reason, a company is required to have a leader who is able to influence, direct, and mobilize his employees so as to increase employee morale at work. The results of this study support the research findings of Purnamandari (2014), Yudi (2014), Stewart et al. (2015), Subudi (2015) and Surya (2015) which state that transformational leadership style has a positive and significant effect on employee morale.

#### **The Effect Of Transformational Leadership on Employee Morale**

Based on the results of the analysis of the influence of the physical work environment on employee morale obtained a significance value of 0,000 with a positive regression coefficient of 0.288. Significance values of 0,000 <0.05 indicated that H2 was accepted. This result means that the physical work environment has a positive and significant effect on employee morale. These results indicate that the presence of a good, comfortable and pleasant physical environment can make employees work quietly, feel at home to be at work and active in doing their work. The good condition of the physical environment of the office will increase employee morale in completing their work. The results of this study support the findings of the Utamajaya (2015) study in his research stating that the physical work environment has a significant effect on employee morale, with a positive direction of influence. This means that the better the physical work environment will increase employee morale. This result is also in line with the research of Maulizal (2014), Ningsih (2015), and Agustina (2016) which states that there is a positive and significant relationship between the physical work environment and employee morale.

#### **The Effect Of Job Satisfaction on Organizational Commitment**

Based on the results of the analysis of the influence of Motivation on the enthusiasm of work obtained a significance value of 0,000 with a positive regression coefficient of 0.412. A significance value of 0,000 <0.05 indicates that H3 is accepted. This result means that motivation has a positive and significant effect on employee morale. The results of this study support the findings of Utamajaya's research (2015) suggesting that motivation has a significant effect on employee morale, the direction shown in this positive direction means that the motivation given to employees can increase employee morale. The results of this study are also in line with the research of Mary (2015), Yordi (2016), and Kusuma et al (2017) which states that motivation has an influence on employee morale. This is because if the motivation possessed by employees is high, then the employees of the company should do their work to the maximum extent possible and their morale will increase.

### **V. CONCLUSIONS AND SUGGESTIONS**

**Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:**

- 1) Transformational leadership style has a positive and significant effect on work morale. This means that the better the transformational leadership style that is applied to employees, it will be able to shape the increasing employee morale.
- 2) Physical work environment has a positive and significant effect on work morale. This means that the better the physical work environment, it will be able to produce increasing employee morale.
- 3) Motivation has a positive and significant effect on work morale. This means that the higher the work motivation of employees, the morale generated by employees will increase.

**Suggestions that can be given based on the results of the study are as follows:**

- 1) Based on the respondents' lowest answers to transformational leadership style variables, it is recommended that the leader of the Gianyar Sila Mukti Savings and Cooperative Cooperative be able to encourage employees to be passionate about working by paying attention to the opinions of employees and rewarding employees who have worked so employees feel cared for and employee morale will be formed and it is also recommended that employee leaders be more often in branch offices so that they can give encouragement to employees so they can be passionate about working.
- 2) Based on the respondents' lowest answers to physical work environment variables, the Gianyar Sila Mukti Savings and Loan Cooperative should pay attention to the temperature conditions of the Sila Mukti Branch of the Savings and Loans Cooperative in Gianyar by expanding the workspace to make it cool and comfortable.
- 3) Based on the respondent's lowest answer points to employee work motivation variables, it is recommended that the leader of the Gianyar Sila Mukti Savings and Loan Cooperative be able to motivate employee morale by rewarding employees who have performed well so employees feel more motivated to work better and more enthusiastically Employee work will be formed, and as the chairman of the Sila Mukti Savings and Loan Cooperative in Gianyar to be able to listen to and respond to employee complaints and also accept opinions from employees.
- 4) Based on the respondent's lowest answer points to the variable work morale for the better, then the Sila Mukti Savings and Loan Cooperative in the Gianyar Branch should provide strict sanctions that can give deterrent effects to employees who arrive late. With the existence of strict disciplinary sanctions it is expected to motivate employees to work better and morale will increase. Further research is recommended to add other variables that can influence morale in addition to transformational leadership style variables, physical work environment and motivation.

**REFERENCES**

- [1] Agustina, Sinta dan Nanik Suryani. (2016). Pengaruh Kompensasi, Komunikasi dalam Organisasi, dan Lingkungan Kerja Fisik Terhadap Semangat Kerja Guru Tidak Tetap. *Economic Education Analisis Journal*.4(5). Hal- 6.
- [2] Almigo, Nuzsep. (2014). Hubungan Antara lingkungan Kerja Dengan semangat Kerja Karyawan. *Jurnal Ekonomi dan Bisnis Malang*.2(12). hal53-54
- [3] Andeniji and D.I Akintayo. (2007). Analysis of Determinants of Workers Morale and Satisfaction among Industrial Workers in South-Western Nigeria. *Internasional Journal New Mexico State University USA*.3(2). Hal-11.
- [4] Andika, Putra Pratama Kadek dan Made Subudi. (2015). Impact of Transformational Leadership, Physical Work Environment, and Job Placement to Employee Morale *Jurnal ekonomi dan Bisnis Universitas Udayana*. 39(4).pp.:4..
- [5] Anggreni, N.W., N.W Sitiari, N.L.P Indiani, and N.P. Pertamawati, (2018). The Effect of Leadership and Work Environment on Employee Performance Through Mediation of Work Spirit at Prama Sanur Beach Hotel. *Economic and Business Journal*.6(2) Pp: 84-91
- [6] Ardana, Komang, N. W. Mujiati dan I. W. Mudiarta Utama. (2014). *Manajemen Sumber Daya Manusia*. Edisi pertama. Yogyakarta. Graha Ilmu
- [7] Arunchand, C H dan Ramanathan, Hareesh N.(2013). Organizational Culture and Employee Morale: A Public Sector Enterprise Experience *Journal of Strategic Human Resource Management* ;New Delhi 55(2). pp1-8
- [8] Danny, Albert. (2013). Lingkungan kerja fisik dan Semangat Kerja Sumber Daya Manusia Pada Restoran A&W Di City Of Tomorrow Surabaya. *Jurnal Program Manajemen Bisnis*.4(1). Pp:22-23
- [9] Eddy, Madiono. (2000) Peranan Gaya Kepemimpinan yang Efektif Dalam Upaya Meningkatkan Semangat dan Kegairahan Kerja Karyawan di Toserba Sinar Mas Sidoharjo. *Jurnal Manajemen dan Kewirausahaan*. 3(2), hal-2, September 2000.29-43.
- [10] Elya, Dwi (2008). Pengaruh Faktor-Faktor Yang Mempengaruhi Semangat Kerja Karyawan Tetap dan Karyawan Kontrak. *Jurnal Ekonomi Universitas Airlangga*. 4(18). hal-4.

- [11] Kusuma, Jaya, Adnyana Sudibya, dan Nyoman Sudharma. (2017). Pengaruh Lingkungan Kerja dan Motivasi serta Kompensasi terhadap Semangat Kerja Karyawan Dinas Kesehatan Kabupaten Tabanan. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*.6(2). Hal:02. ISSN 2580-3067.
- [12] Leblebici, Demit. (2014). Impact Of Workplace Quality On Employee's Productivity: Case Study Of a Bank In Turkey. *Journal Of Businnes, Economic & Finance*. 1(1) pp:38-49
- [13] Manolopoulos. (2016). An Evaluation Of Employee Motivation In The Extended Public Sector In Greece. *Journal Of Bussines, Econimic & Finance*. 30(1) :pp:63-85
- [14] Mary, Adele. (2015), Motivasi Kerja dan Disiplin Kerja Dampaknya terhadap Semangat Kerja Karyawan pada Kantor Dinas Pengelolaan Sumber Daya Air Provinsi Jawa Barat, *Jurnal Ekonomi dan bisnis Riau*. 7(6) hal 33
- [15] Maulizal, Siti. (2014). Pengaruh lingkungan kerja dan disiplin kerja terhadap semangat kerja karyawan pada serketariat daerah provinsi Riau. *Jurnal Jurusan Manajemen Fakultas Ekonomi Universitas Riau*.1(1) hal-14.
- [16] Moekijat (2015) *Manajemen Personalial dan Sumber Daya Manusia*, edisi, dua, Yogyakarta, BPFEE.
- [17] Ningsih, Wahyu. (2015). Pengaruh kompensasi lingkungan kerja dan pengawasan terhadap semangat kerja karyawan bagian produksi pada PT. Tirta Sari Surya Rengat. *Jurnal Ekonomi Universitas Riau*. 46(2).Hal-1
- [18] Shidaye, Sahlanet *al.* (2011).Semangat Kerja dan Gaya Kepemimpinan.*Jurnal Psikologi Universitas Persada Indonesia*.25(2).Hal-87.
- [19] Stewart-Banks, Kuofie, Hakim, Branch, Robert. (2015). Education Leadership Styles Impact on Work Performance and Morale of Staff.*Journal of Marketing and Management*, Beverly Hills.. 6, Iss (2), pp:87-105
- [20] Sugiyono. (2010).*Metode Penelitian Kuantitatif dan Kualitatif R&D*. CV. Alfabet Bandung.
- [21] Surya, Rasmi Rawat. (2015) Impact of transformational leadership over morale and motivation. *Universal Journal of Educatuonal Researth*.4(11) pp: 26606-2617
- [22] Terrel, Nicole Rose. (2013). The effect of leadership on job morale for graduate students. *Journal Human Resource Development James Madison University*. 16(2), pp:1-16
- [23] Thaief, Ilham. Priyono, and HMS. Idrus. (2015). Effect of Leadership Style, Work and Spirit Motivation on the Performance of Employees. *International Business Management*. 9(6). Pp:1035-1041
- [24] Utamajaya. (2015). Pengaruh Motivasi, Komunikasi, Serta Lingkungan kerja Fisik Terhadap Semangat Kerja Karyawan Pada Fuji Jaya Motor Gianyar. *E-Jurnal Manajemen Universitas Udayana*. 34(4), hal-6.ISSN 2302-8912.
- [25] Yordy Kusuma Wisnu. (2016). Pengaruh Motivasi Kerja dan Insentif terhadap Semangat Kerja Karyawan Cv. F.A Management. *E-Jurnal Ilmu dan Riset Manajemen*. Volume5, Nomor 2, ISSN : 2461-1593
- [26] Yudi Triyana ; I Made Artha Wibawa (2014). Pengaruh Gaya Kepemimpinan Trasformasional, Insentif Finansial dan Komitmen Organisasional Terhadap Semangat Kerja Karyawan The Stones Legian Bali Hotel. *Manajemen E-Jurnal Universitas Udayana*, [S.I.], 12(3), hal-11.