

**THE ANALYSIS OF LEADERSHIP STYLE AND EMPLOYEE  
MOTIVATION: A CASE STUDY OF SIWAH HOTEL BANDA  
ACEH**

**THESIS**

**By**

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**010200800003**

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Bachelor Degree of Economics, Majoring in Management**



**President University**

**Cikarang Baru**

**Indonesia**

**February 2012**

## **DECLARATION OF ORIGINALITY**

I declare that this thesis entitled **“THE ANALYSIS OF LEADERSHIP STYLE AND EMPLOYEE MOTIVATION: A CASE STUDY OF SIWAH HOTEL BANDA ACEH”** is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree

*Dally Teguh Sesario*

## **PANEL OF EXAMINERS SHEET**

The panel examiners declare that the thesis entitled “**THE ANALYSIS OF LEADERSHIP STYLE AND EMPLOYEE MOTIVATION: A CASE STUDY OF SIWAH HOTEL BANDA ACEH**” that was submitted by Dally Teguh Sesario majoring in Hotel and Tourism Management from the faculty of Economics was assessed and approved to have passed the oral examination on February 20, 2012.

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This thesis entitled “**THE ANALYSIS OF LEADERSHIP STYLE AND EMPLOYEE MOTIVATION: A CASE STUDY OF SIWAH HOTEL BANDA ACEH**” prepared and submitted by Dally Teguh Sesario in partial fulfillment of the requirements for the tittle degree of bachelor degree in the faculty of Economics has been reviewed and found the have satisfied the requirements for a thesis fit to be examined, I therefore recommend this thesis for oral defense

Cikarang, Indonesia February 20, 2012

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## **ABSTRACT**

The purpose of this research is to analyze leadership style and employee motivation of Siwah Hotel Banda Aceh,

This research was designed using quantitative analysis, which involves analysis of numerical data in attempt to explain the matter observed. This research used questionnaire to collect the data. The researcher spread 50 questionnaire to employee in Siwah Hotel Banda Aceh in order to get precise information to respond the matter observed. The questionnaire consists of 35 questions which include 15 questions about leadership and 20 questions about motivation. The questionnaire used likert scale to measure the data.

The study has found that Democratic style is the dominant style of leadership that applied in Siwah Hotel Banda Aceh. The level of motivation in Siwah Hotel Banda Aceh is very good. The highest score for indicator of motivation is the desire to live and for the lowest is the desire for position.

From the research findings, it is suggested leadership style applied by Siwah Hotel Banda Aceh and the motivation of employee in Siwah Hotel Banda Aceh is good. The company should more concern about staff promotion, job security, staff training because that factor is the lowest level in motivation employee of Siwah Hotel Banda Aceh. For more improvement in the future, it is suggested to make long research with different methodology in order to have variety result and accurate conclusion.

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37	2	4	1	4	2	4	5	4	4	5	4	2	1	4	2	48
38	2	4	1	4	2	4	5	5	4	5	4	2	2	2	2	48
39	3	1	2	4	2	4	5	5	4	5	3	2	2	3	2	47
40	5	5	4	5	4	4	4	4	4	4	4	4	4	5	4	64
41	4	5	4	5	4	4	4	4	4	4	4	4	4	5	4	63
42	4	5	5	5	4	4	4	4	4	4	3	4	4	5	4	63
43	4	4	4	4	4	4	5	4	5	4	4	4	5	5	5	65
44	2	3	3	4	3	2	3	3	4	3	2	3	3	4	3	45
45	1	4	1	4	2	4	4	5	4	5	4	2	2	4	2	48
46	2	4	2	4	1	4	5	5	4	5	4	2	2	4	2	50
47	2	1	3	4	2	5	5	5	5	5	4	2	1	1	2	47
48	2	4	2	4	2	4	4	5	5	5	4	1	2	4	2	50
49	1	4	2	4	2	4	5	5	4	4	4	2	2	4	2	49
50	2	4	1	5	2	4	4	5	5	5	5	1	2	4	2	51



36	5	4	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	98	
37	4	5	5	5	4	4	5	5	5	4	4	4	5	4	5	5	5	5	4	4	91
38	4	5	5	5	4	4	5	4	3	4	4	4	5	4	5	5	4	5	4	4	87
39	4	5	5	5	4	4	3	4	4	3	4	4	5	3	5	5	5	5	5	4	86
40	4	5	5	5	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	4	90
41	4	5	5	5	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	4	90
42	4	5	5	5	4	4	4	4	4	4	4	3	5	5	5	5	5	5	5	4	89
43	4	4	5	5	4	5	5	4	4	4	4	5	5	5	5	5	5	5	5	4	92
44	4	4	5	5	4	5	5	4	4	4	4	4	3	5	5	4	3	5	4	4	85
45	4	5	5	4	4	4	4	4	4	4	4	4	4	5	4	4	5	2	4	4	82
46	4	5	4	5	5	4	4	4	4	4	4	4	5	5	4	4	5	5	4	4	87
47	4	5	5	5	4	4	2	4	4	4	4	4	5	5	4	4	5	5	4	4	85
48	4	5	5	5	4	4	4	4	4	4	4	4	5	5	4	4	5	5	3	4	86
49	4	5	5	5	4	4	4	4	4	4	4	4	5	5	4	4	5	5	4	4	87
50	5	5	5	5	4	4	5	4	4	4	4	4	5	5	4	4	5	4	4	4	88

## SPSS TABLE

### Frequency Leadership Style

**Autocratic Style 1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	14.0	14.0	14.0
	Disagree	21	42.0	42.0	56.0
	Neutral	4	8.0	8.0	64.0
	Agree	12	24.0	24.0	88.0
	Strongly Agree	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

**Autocratic Style 2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	14.0	14.0	14.0
	Neutral	5	10.0	10.0	24.0
	Agree	27	54.0	54.0	78.0
	Strongly Agree	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

**Autocratic Style 3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	16.0	16.0	16.0
	Disagree	17	34.0	34.0	50.0
	Neutral	6	12.0	12.0	62.0
	Agree	8	16.0	16.0	78.0
	Strongly Agree	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

**Autocratic Style 4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	2	4.0	4.0	6.0
	Agree	27	54.0	54.0	60.0
	Strongly Agree	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

**Autocratic Style 5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.0	4.0	4.0
	Disagree	23	46.0	46.0	50.0
	Neutral	3	6.0	6.0	56.0
	Agree	17	34.0	34.0	90.0
	Strongly Agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

**Democratic Style 1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	5	10.0	10.0	12.0
	Neutral	4	8.0	8.0	20.0
	Agree	26	52.0	52.0	72.0
	Strongly Agree	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

**Democratic Style 2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	8.0	8.0	8.0
	Disagree	2	4.0	4.0	12.0
	Neutral	3	6.0	6.0	18.0
	Agree	13	26.0	26.0	44.0
	Strongly Agree	28	56.0	56.0	100.0
	Total	50	100.0	100.0	

**Democratic Style 3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	4	8.0	8.0	10.0
	Neutral	3	6.0	6.0	16.0
	Agree	15	30.0	30.0	46.0
	Strongly Agree	27	54.0	54.0	100.0
	Total	50	100.0	100.0	



**Democratic Style 4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.0	4.0	4.0
	Neutral	4	8.0	8.0	12.0
	Agree	24	48.0	48.0	60.0
	Strongly Agree	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

**Democratic Style 5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	3	6.0	6.0	8.0
	Neutral	4	8.0	8.0	16.0
	Agree	15	30.0	30.0	46.0
	Strongly Agree	27	54.0	54.0	100.0
	Total	50	100.0	100.0	

**Leizess Faire Style 1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	6	12.0	12.0	14.0
	Neutral	5	10.0	10.0	24.0
	Agree	25	50.0	50.0	74.0
	Strongly Agree	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

**Leizess Faire Style 2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	14.0	14.0	14.0
	Disagree	20	40.0	40.0	54.0
	Neutral	6	12.0	12.0	66.0
	Agree	13	26.0	26.0	92.0
	Strongly Agree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

**Leizess Faire Style 3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	16.0	16.0	16.0
	Disagree	21	42.0	42.0	58.0
	Neutral	3	6.0	6.0	64.0
	Agree	7	14.0	14.0	78.0
	Strongly Agree	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

**Leizess Faire Style 4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	4	8.0	8.0	10.0
	Neutral	4	8.0	8.0	18.0
	Agree	23	46.0	46.0	64.0
	Strongly Agree	18	36.0	36.0	100.0
	Total	50	100.0	100.0	

**Leizess Faire Style 5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	10.0	10.0	10.0
	Disagree	23	46.0	46.0	56.0
	Neutral	4	8.0	8.0	64.0
	Agree	5	10.0	10.0	74.0
	Strongly Agree	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

## SPSS TABLE

### Frequency Motivation (Y)

#### The Desire To Live 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	1	2.0	2.0	4.0
	Agree	28	56.0	56.0	60.0
	Strongly Agree	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

#### The Desire To Live 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	2.0	2.0	2.0
	Agree	9	18.0	18.0	20.0
	Strongly Agree	40	80.0	80.0	100.0
	Total	50	100.0	100.0	

#### The Desire To Live 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	2.0	2.0	2.0
	Agree	13	26.0	26.0	28.0
	Strongly Agree	36	72.0	72.0	100.0
	Total	50	100.0	100.0	

#### The Desire To Live 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	2.0	2.0	2.0
	Agree	6	12.0	12.0	14.0
	Strongly Agree	43	86.0	86.0	100.0
	Total	50	100.0	100.0	

#### The Desire To Live 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Agree	41	82.0	82.0	84.0
	Strongly Agree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

**The Desire For Position 1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Agree	22	44.0	44.0	46.0
	Strongly Agree	27	54.0	54.0	100.0
	Total	50	100.0	100.0	

**The Desire For Position 2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	10.0	10.0	10.0
	Neutral	3	6.0	6.0	16.0
	Agree	19	38.0	38.0	54.0
	Strongly Agree	23	46.0	46.0	100.0
	Total	50	100.0	100.0	

**The Desire For Position 3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	3	6.0	6.0	8.0
	Agree	31	62.0	62.0	70.0
	Strongly Agree	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

**The Desire For Position 4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.0	6.0	6.0
	Neutral	4	8.0	8.0	14.0
	Agree	36	72.0	72.0	86.0
	Strongly Agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

**The Desire For Position 5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	6.0	6.0	6.0
	Agree	44	88.0	88.0	94.0
	Strongly Agree	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

**The Desire For Power 1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	4.0	4.0	4.0
	Agree	34	68.0	68.0	72.0
	Strongly Agree	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

**The Desire For Power 2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	6.0	6.0	6.0
	Agree	33	66.0	66.0	72.0
	Strongly Agree	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

**The Desire For Power 3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	3	6.0	6.0	8.0
	Agree	10	20.0	20.0	28.0
	Strongly Agree	36	72.0	72.0	100.0
	Total	50	100.0	100.0	

**The Desire For Power 4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	2	4.0	4.0	6.0
	Agree	11	22.0	22.0	28.0
	Strongly Agree	36	72.0	72.0	100.0
	Total	50	100.0	100.0	

**The Desire For Power 5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	8.0	8.0	8.0
	Neutral	2	4.0	4.0	12.0
	Agree	22	44.0	44.0	56.0
	Strongly Agree	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

**The Desire For Recognition 1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	2.0	2.0	2.0
	Agree	29	58.0	58.0	60.0
	Strongly Agree	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

**The Desire For Recognition 2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	6.0	6.0	6.0
	Agree	22	44.0	44.0	50.0
	Strongly Agree	25	50.0	50.0	100.0
	Total	50	100.0	100.0	

**The Desire For Recognition 3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.0	4.0	4.0
	Neutral	1	2.0	2.0	6.0
	Agree	8	16.0	16.0	22.0
	Strongly Agree	39	78.0	78.0	100.0
	Total	50	100.0	100.0	

**The Desire For Recognition 4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.0	4.0	4.0
	Neutral	1	2.0	2.0	6.0
	Agree	24	48.0	48.0	54.0
	Strongly Agree	23	46.0	46.0	100.0
	Total	50	100.0	100.0	

**The Desire For Recognition 5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.0	4.0	4.0
	Neutral	1	2.0	2.0	6.0
	Agree	35	70.0	70.0	76.0
	Strongly Agree	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

**Leadership Style (X)**

## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.910	15

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Autocratic Style 1	51.3200	110.957	.668	.901
Autocratic Style 2	50.4000	112.000	.666	.901
Autocratic Style 3	51.1600	107.974	.700	.900
Autocratic Style 4	49.7800	121.971	.590	.906
Autocratic Style 5	51.1000	114.051	.615	.903
Democratic Style 1	50.1600	117.688	.578	.905
Democratic Style 2	49.9200	115.055	.547	.906
Democratic Style 3	49.8400	121.198	.383	.911
Democratic Style 4	49.8600	121.511	.518	.907
Democratic Style 5	49.8200	121.702	.376	.911
Leizess Faire Style 1	50.2400	116.594	.609	.904
Leizess Faire Style 2	51.3600	110.888	.717	.899
Leizess Faire Style 3	51.2600	106.686	.740	.898
Leizess Faire Style 4	50.0400	117.182	.603	.904
Leizess Faire Style 5	51.1400	106.123	.773	.897

## Motivation (Y)

## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	50	50.0
	Excluded <sup>a</sup>	50	50.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.892	20

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The Desire To Live 1	83.2400	47.370	.464	.889
The Desire To Live 2	82.8000	48.980	.394	.890
The Desire To Live 3	82.8800	47.577	.564	.886
The Desire To Live 4	82.7400	47.788	.650	.885
The Desire To Live 5	83.4600	48.417	.466	.889
The Desire For Position 1	83.0800	46.279	.610	.884
The Desire For Position 2	83.3800	44.649	.491	.890
The Desire For Position 3	83.3800	46.730	.529	.887
The Desire For Position 4	83.6400	46.847	.476	.888
The Desire For Position 5	83.5800	49.881	.355	.891
The Desire For Power 1	83.3400	48.066	.477	.888
The Desire For Power 2	83.3600	47.541	.521	.887
The Desire For Power 3	82.9600	45.549	.609	.884
The Desire For Power 4	82.9400	46.017	.590	.885
The Desire For Power 5	83.3400	44.760	.536	.888
The Desire For Recognition 1	83.2000	47.551	.537	.887
The Desire For Recognition 2	83.1400	48.286	.365	.891
The Desire For Recognition 3	82.9000	46.010	.542	.886
The Desire For Recognition 4	83.2200	45.971	.538	.887
The Desire For Recognition 5	83.4400	45.272	.707	.881



# I INTRODUCTION

## 1.1. Background of Study

Nowadays, Business industry not only focus on their product to sell but wider than that, they also concerned about their internal human resource. Human resource have big impact on the succes of companies. Based on Jim Collins, author of “Good to Great” mentioned

“Those who build great companies understand that the ultimate throttle on growth for any great company is not market, or technology, or competition, or products. It is one thing above all others: the ability to get and keep enough of the right people.”

A company should able to maximize the potency of their internal employee to support the organization to face business market. Human resource is an important strategy of organization to achieve suces in business market. By hiring the right people, make a company easier to get success in business market. The employee will work based on their ability and running the daily operational activities properly.

A leader is a figure that have important role for every organization. A leader is a figure who implement the company’s vision and mission. A leader is the point that determined is the company success or collapse. Based on Stephen P.Robbins and Timothy A.Judge (2011:410)

“An organization need strong leadership and strong management for optimal effectiveness. We need leader today to challenge the status quo, create vision of the future, and inspire organizational members to want to achieve the vision. We also need managers to formulate detailed plans, create efficient organizational structures, and oversee day-to-day operation. The goals and directions established by a leader are likely to exert prime influences on the cognitive choices that drive subordinate motivational decisions. Also, operations management requires the leader to make decisions regarding the allocation of organization resources, the design of work, and roles assigned to subordinates”.

A good leader should concern and understand about employee's needs . By fulfilling their needs, the motivation of employee will be good and it will impact to positive performance from employees in their workplace. Roberts D. Pritchard and Elissa L.Ashwood (2008:18) stated "Needs are the ultimate source of motivation". When the employee met their need they will have a motivation to give positive contribution to their company.

A leader can't perform well and achieve a goal of company by him or her self. A leader need support from their follower. Andrew J.Durbin (2010:27) stated

"A key role for follower is to collaborate with leaders in achieving organizational goals. Great leader are made by great groups: every organizational member needs to contribute energy and talent to help leaders carry out their roles successfully".

When a leader and follower can collaborate well, it can give positive impact to organization achieve the goals.

When a leader start to lead and make interaction with their subordinates , its have big possibility to have a conflict between the leader and subordinates. A conflict can influence motivation and performance of employee. When there is a conflict in organization, it will create dissatisfied from employee and it will follow to negative behavior of employee in their workplace. According to Chruden and Sherman (1984:269) "An organization frequently creates conflicts within and among its member that can be harmful to both employee and organization". A leader should have a proper behavior to minimize the conflict and create good environment among internal employee. By using proper style of leadership it will impact to work environment in an organization. According to John Adair (2006:7)

Leadership and motivation are like brother and sister. It is difficult to think of a leader who does not motivate others. But leadership embraces more than motivation.

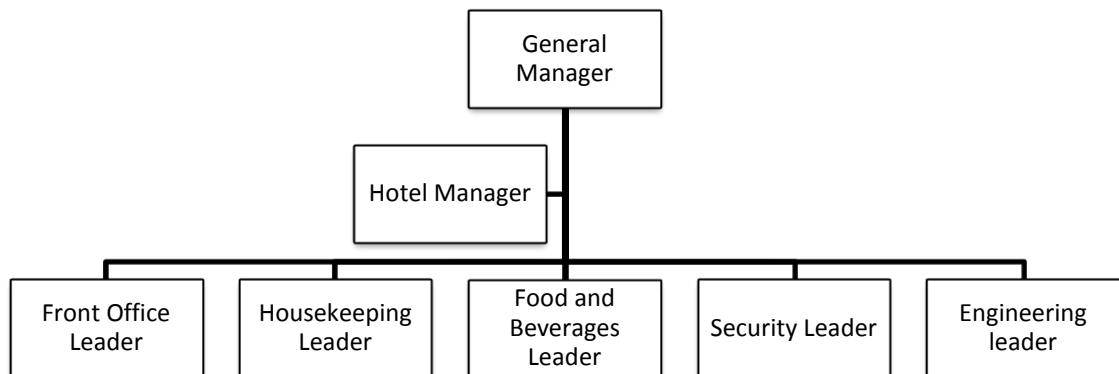
Based on Chen and Kanfer (2006) statement "leadership processes serve as prominent inputs to worker motivational choices and effort levels". When a leader have the right style of leadership, it will directly impact to subordinates behavior. The employees will have strong motivation to their organization and it will enhance their work performance.

Aceh.bps.go.id posted (2011) “Almost all sectors in Aceh have economic growth increased quarterly. The highest quarterly growth of III-2011 in the financial sector, rentals and services company of 2.46% while lowest growth in the mining sector and the excavation of 0.91%. Furthermore, on an annual basis of the highest growth in the trade sector, hotel and restaurant of 11.29%, while the lowest growth in the mining sector and the excavation of a minus 0.48%. Structure of GDP Aceh with oil and gas shows that two sectors provide the greatest role for the economy of Aceh that is the agricultural sector of 27,75% and trade sector, hotel and restaurant of 15.99%”. From the growth which already posted by Aceh.bps.go.id the researcher take a point of view that competition among hotels in Banda aceh very tight. A leader should able to drive the organization to face competition. To support the leader face the tight competition, the hotel needs employees who able to give deep commitment to hotels. A leader should understand the factors that enhance employee motivation. by having high motivation, the employees will give the best performance to support hotel survive in competition. According to Marry L. Tanke (2001:207) statement “the ability to motivate is a critical building in the development process” a good leader should able to maintain employees motivation. The researcher limit the case and decide the analysis of leadership style and employee’s motivation as a subject for this research.

## **1.2. Company Profile Siwah Hotel Banda Aceh**

Siwah Hotel established on December 1, 2008. Siwah hotel addressd in Twk.Muhammad Daudsyah street no.18-20,Banda Aceh. Siwah Hotel equipped with 33 rooms consisting of 2 Executive Room, 5 Deluxe Room, 26 Standard Room. Siwah Hotel located in the center of Banda aceh. The founder of siwah Hotel is Drs.Zainal sabri MM.

Organizational chart of Siwah Hotel Banda Aceh:



**Figure 1.1 Organizational chart of Siwah Hotel Banda Aceh**

Contact address:

Siwah Hotel Banda aceh

Twk.Muhammad daudsyah street no.18-20, Banda aceh

Telephone (0651) 21126-21128

In 2011, the founder of Siwah hotel wider their business market. They start to operated in health clinics the name of the clinic is Siwah Medica Center. Siwah Medica Center addressed in T.Panglima Polem street, Banda Aceh.

### **1.3. Problem Identified**

The researcher found a post from Aceh.bps.go.id (2011) “Almost all sectors in Aceh have economic growth increased quarterly. The highest quarterly growth of III-2011 in the financial sector, rentals and services company of 2.46% while lowest growth in the mining sector and the excavation of 0.91%. Furthermore, on an annual basis of the highest growth in the trade sector, hotel and restaurant of 11.29%, while the lowest growth in the mining sector and the excavation of a minus 0.48%. Structure of GDP Aceh with oil and gas shows that two sectors provide the greatest role for the economy of Aceh that is the agricultural sector of 27,75% and trade sector, hotel and restaurant of 15.99%”. Eksposnews.com

(2011) posted “hotel room occupancy rate in Banda Aceh increased by 70 percent in 2011 compared the same period the previous year”.

Siwah Hotel is a new comer in this industry. Siwah Hotel established in 2008. As a new comer in this industry, the management of Siwah Hotel should able to formulate the startegy to face this competitive competition. A newcomer in the industry should have strong leader to formulate the company’s vision and mission to face other organization which already exist in the market for long time. A leader need subordinates who willing to give their best performance to support the existency of Siwah Hotel. By having high motivation, the employees will give their best performance to guests of hotel to ensure quality of the service. To reach good level of employee motivation, a leader should enhance the motivation of employee by understanding what factors that related to motivation. leadership style play significant role for employee’s motivation in the workplace. This statement supported by Chen and Kanfer (2006) “leadership processes serve as prominent inputs to worker motivational choices and effort levels”.

This research designed to observe the analysis of leadership style and employee motivation. leadership exercised should be expected to produce high level of employee motivation that give positive impact to organization.

#### **1.4. Statement of Problem**

Leadership style from a leader have a strong power to influence employee’s motivation in their workplace. A leader should decide the best style of leadership to direct the subordinates and create a good interaction among leader and subordinates. Leadership style have strong corelation to create a positive or negative employee’s performance in their workplace. Leadership processes refer primarily to sets of leadership activities that are intended to foster effectiveness in organizations.

This reserch is made to learn and observe the analysis of leadership style and employee’s motivation. The researcher expected that the style of leadership will

impact the productivity and performance of employee to support their company facing business market.

Based on the background above, the researcher addressed the problem into some question below:

- a. How is the leadership style applied by leader of Siwah Hotel Banda Aceh?
- b. How is employee motivation in Siwah Hotel Banda Aceh?

## **1.5. Research Objectives**

This research objective of this problem are:

1. To observe the leadership style is applied by leader of Siwah Hotel Banda Aceh
2. To investigate employee motivation in Siwah hotel Banda Aceh.

## **1.6. Significance of the Study**

### **1.6.1. The Academic Community**

This reserach expected to give point of view for academic community about leadership style and employee's motivation in a organization. This research expected to give a valuable information in human resource side about the right of leadership style and employee's motivation.

### **1.6.2. The organization**

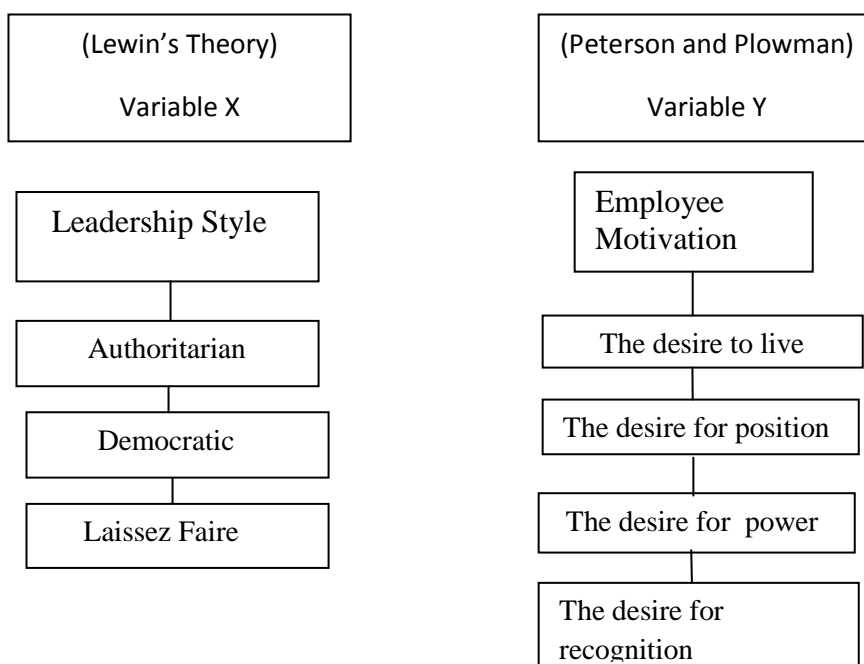
This research expected to give an information about the analysis of leadership style and employee's motivation in Siwah Hotel Banda Aceh. And this research provide valuable information about working environment in siwah hotel. And give some recomendations for leader in Siwah Hotel Banda Aceh to enhance their employee performance.

### 1.6.3. The Researcher

This research is a valuable opportunity for researcher to have knowledge about leadership style and employee's motivation. This information will be useful for researcher to maintain his job carrer in the future.

### 1.7. Theoretical Framework

Figure 1.1 show about the analysis of leadership style and employees motivation. Based on Peterson and Plowman cited by M.Manullang (2000:141) stated there are 4 factors that motivate people to work. the four factors are: the desire to live, the desire for position, the desire for power, the desire for recognition. The other variable is leadership style, as for the indicator variable of leadership style are the types leadership based on lewin's theory which are Authoritican, Democratic, lassiez Faire.



**Figure 1.2 Conceptual framework of the research**

Self Constructed by the Researcher

## **1.8. Scope and limitation of the study**

The limitation of this research is the researcher only limit the analysis of variables. The indicator for both of variables which stated in theoretical frameworks only a factor of a supporter of this research.

This research focused on the the style of leadership style applied by leader in Siwah Hotel Banda aceh. The researcher also investigate the motivation of employee in Siwah Hotel Banda Aceh.

## **1.9. Definition of Term**

Human Resource : The individual or group that focuse on recruitment of, give direction to people, and other activities that deals with people.

Organization : Something made up of elements with varied functions that contribute to the whole and to collective functions.

Performance : The act of someone to response the functions or roles.

Influence : The ability of someone or something to produce an effect on the actions.



## **II LITERATURE REVIEW**

### **2.1. Understanding of Leadership**

Garry Yukl stated (2006:4) researcher usually define leadership according to their individual perspectives and the aspect of the phenomenon of most interest to them. Based on statement from Rauch & Behling (1984:46) “leadership is the process of influencing the activities of an organized group toward goal achievement”. House et al., (1999:184) stated “leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization”.

Based from definition of leadership which mentioned before, we can conclude that, a leadership is an ability to influence people’s behavior in order to reach the goals that have been in the set.

#### **2.1.1. Four factors of leadership**

U.S. Army Military Leadership (1983) stated there 4 factors of leadership

##### **1. Leader**

A leader must clearly understand of who you are, what you understand, and what you can do. And also you have a follower. If the follower do not confidence in the leader, the leader can’t give influence that needed to them. A successful leader should understand the way to give positive influence to their follower. If the leader can give their influence and the followers confidence with their leader, that the leader is worthy of being followed

##### **2. Followers**

A leader must have good understanding of the follower. The leader can’t treat different people with the same method. For example a new employee need more

supervision from their leader than employee who have experience. A leader should confidence to face human nature such as emotions, motivation, needs.

### **3.Communication**

Communication is a crucial factor between leader and follower. wrong the way of your communicate with your follower it will harms the relationship with your follower. a leader should have fundamental understand how to communicate with their follower in order to create accurate result from the follower.

### **4.Situation**

A leader should understand about situation. All situation is not same. What the leader action in a situation will be useless in another situation. A leader should decide the best action and style of leadership needed for certain situation. According to Mischel (1968)

”The situation normally has a greater effect on a leader's action than his or her traits. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations”

From explanation above, we can conclude that to be a good leader we should adapt and applicant the four factors of leadership which already stated. Only extraordinary people can be a good leader.By fulfilling the four factor above, we already in the right track to be a good leader in an organization.

#### **2.1.2. Characteristics to be a good leader**

Sargent Shiver (1915-2011) stated there are some characteristics should be applied by a leader. He believed leader must act and infuse their organization with:

1. A sense of purpose: member in an organization should clearly understand about the value of an organization. The member of organization should act and maintain with their effective way.

2. Justice: every member should treat fairly with the same standard and regulation. The rules of an organization must be clear and consistence to all member of company
3. Temprance: A leader should able to maintain the temperance. A leader still a human who have emotions. A leader in demand to mantain their emotion properly and make it balance to minimize wrong perspective from thier follower.
4. Respect: Even though you are a leader, you should give a respect to your subordinates. . A respect can maintain your relation with all subordinates and the subordinates will have a confident with their leader.
5. Empowerment: a good leader should able to empower subordinates. Give an empower to subordinates can increase their skill. By influencing empowerment to subordinates, the employee feel they have important contribution to company development. Motivation to give best performance from employee to organization will be increase.
6. Courage: A leader in demand to have a courgae in difficult situation. According to Barbara White (2008):  
 “Courage begins on the inside. When a difficult situation occurs the first battle is within the leader. It is a battle with personal fears and insecurities. Courage does not mean that a leader is free from feeling fear. However, courage is doing the thing that the leader is afraid to do. It takes courage to move out of the familiar and tread into uncharted territory. Despite fear, courage is the power to move forward”.
7. Deep Commitment: a leader should have deep commitment to their organization. The leader should give their best commitment to reach organization’s goals. If the leader have deep commitment to the organization it will effected to follower.

From the statatement above, the researcher conclude that to be a good leader, someone should have some characteristics. The leader in demand to have complete ability. There are some characteristics that make a leader different from followers.

### **2.1.3. Leadership Theories**

#### **2.1.3.1. Contingency Theories:**

Contingency theories is concern about what the best suited leadership style in particular situation. According to Andrew J.DuBrin (2010:133) statement “leaders are most effective when they make their behavior contingent on situational forces, including group member characteristics”. In this theories a leader in demand to analyze a situation before decide their style of leadership. A leader should using different method in different situation.

#### **2.1.3.2. Situational Theories:**

Situational theories explain about the success of a leader was affected by the situation and condition. Andrew J.DuBrin (2010:133) stated “ the situation can influence the leadership behavior or style a leader emphasizes. Different style of leadership may be more appropriate for certain types of decision making.

#### **2.1.3.3. Participative Theories:**

According to Stephen P.Robbins and Timothy A.Judge (2011:419) statement “A leadership theory that provide a set of rules to determine the form and amount of participative decision making in different situation”. In this theory a leader give a big portion for the follower to give a contribution in decision making. Garry Yukl (2006:84) added

“Participative leadership involves the use of various decision procedures that allow other people some influence over the leader’s decision. Other terms commonly used to refer to aspect of participative leadership include consultation, joint decision making, power sharing, decentralization, empowerment, and democratic management”.

A leader should persuade subordinates to give their best contribution to organization.

#### **2.1.3.4. Relationship Theories:**

The concepts of relationship theories, also known as transformational theories, initially introduced by James MacGregor Burns. This theories assumed people

will follow a figure that can inspire and give influence to them. Stephen P. Robbins and Mary Coulter (2009: 396) mentioned:

“Transformational leadership develops from transactional leadership. Transformational leadership produces level of employee effort and performance that go beyond what would occur with a transactional approach alone”.

The leader will influence their energy and enthusiasm to subordinates. A leader who adapt this style usually have high standard of moral and ethical manner.

#### **2.1.4. Lewin’s style of Leadership**

Leadership style is the manner and the way applied by a leader to give a directions, decision making, and interact with their subordinates. A psychologist Kurt Lewin (1939) make a research group to identify different style of leadership. This early study was very influential and find the three majors of leadership style. The three of leadership style are : authoritarian, democratic, and laissez-faire.

#### **2.1.5. Authoritarian Leadership (autocratic)**

A leader with this style of leadership will tell what the leader want to be done and how they done the task without any advice from other people. This style will be effective when the time is limited, the leader gathered all the information of problem, and the subordinates in high motivation. In this case the leader have a absolute authority to dictate their subordinates.

Some people think this style is closely to arrogant. The leader dictate all the process of work flow. This style actually decrease the creativity of employee. By applied this style, the subordinates not allowed to give suggestion or input to their leader. The subordinates only doing a job based on the leader’s direction.

##### **2.1.5.1. Characteristics of authoritarian Leadership**

An authoritarian leadership has some characteristics such as:

1. No input from follower
2. Decision making made by the leader individually

3. Leader dictate all the process and method of work flow
4. less trust given to follower to take a decision or crucial tasks.

#### **2.1.5.2. Benefits of authoritarian style**

Autocratic leadership style can be give some benefits in some cases. For example when time is limited to take a decision. A leader do not take time to consult the problem with group member. Some projects require powerful leadership in order to get this job to be done quickly and efficiently.

In situation which is emergency situation, such as during military conflicts, this situation is more suitable with autocratic style. The subordinates can focus with their duty without concern about decision making. This style allow group member to become highly skilled at performing in their duties. It will give positive impact to the group.

#### **2.1.5.3. Weakness of Authoritarian Leadership**

Beside the positive impact of autocratic style of leadership, there are some weakness behind this style. A leader who applied this style is usually viewed as bossy, and dictator. Which can drive to antipathy among group member.

By applied this style of leadership style, a leader make a decision individually, people in this group may dislike with the group because the group member unable to give their optimal contribution to the organization. A group member will less creative in solving problem.

#### **2.1.6. Participative Leadership (Democratic)**

A leader who applied this leadership style will involves their subordinates during decision making process. In this style a leader still maintain the final decision making authority. By applied this style of leadership, the leader will receive a good respect from their subordinates.

This is normally applied when the leader have a part of information, and the subordinate have other parts of problems. In this style a leader is not expected to know a whole part of problem. For this reason you choose to employ skillful employee. Using this style of leadership, make the subordinates feel that they are important for organization.

In democratic leadership style, the group member will be more active in decision making process. A leader will receive any inputs from their subordinates and compare before take the final decision. In researcher's opinion this style will increase problem solving skills and also will give positive influence to employee's motivation.

#### **2.1.6.1. Characteristics of participative leadership**

A democratic leadership has some characteristics such as;

1. A leader encouraged the group member to give any ideas, even though the final decision will be made by the leader.
2. The group member feel more engaged in their organization.
3. Creativity of group member are encourgaed and appreciated.

#### **2.1.6.2. Benefits of Participative Leadership**

By applied this style, a leader will receive variation of ideas to solve the problem. Group member also feel motivate and committed with the projects, making them to more care about the end results. This leadership style also impact to higher productivity among group member.

#### **2.1.6.3. Weakness of Participative Leadership**

Even thought democratic style drive to most effective leadership style, it has some weakness. In some case which time is limited or unclear roles. Democratic style can lead to communication failures and fail to complete projects. In some case the group member lack of skill to make quality contribution in decision making process.

This style will be more favorable when the group members are skilled and eager to share their knowledge. It is also may need longer time to allow group member to contribute, and sharing the ideas to take an action.

### **2.1.7. Delegative Leadership (Laissez-faire)**

This leadership style allow group member take a full control and make a decisions by them self. The leader will be passive in work operational. in this style skilled and experienced group member are needed to running work flow.

In this style less control from the leader in activities process. However the leader still receive any information and make a decision. This style applied when employee able to analyze the problem and know clearly how to do the tasks.

#### **2.1.7.1. Characteristics of Delegative Leadership**

Laissez-faire leadership is characterized by:

1. Less control and guidance from the leader.
2. Full of power for group member to take a decision.
3. Leader hire skilled and experienced employee.
4. Group member expected to take initiative to solve the problems.

#### **2.1.7.2. Benefits of Delegative Leadership**

Laissez-Faire leadership can be applied if the group members are highly skilled and experienced. Even thought the leader will be more passive in activities process, the leader still available for consultation and feedback in activities process.

#### **2.1.7.3. Weakness of Delegative Leadership**

Leissez-faire will be dangerous where the group members are lack of knowledge and experience. Some people unable to setting their own deadlines, managing the



time, and managing their own projects and solving problems on their own. In this situation, project can be fail and unable to meet the deadlines when the group member do not get enough direction and guidance from the leader.

A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation. Some examples include:

1. Applied autocratic style for a new employee who in learning process. The leader coach the employee directly. The employee is motivated to learn a new skill. The situation is a new environment to them and learn new skill from their leader directly.
2. Applied democratic style when the employee already know about their functions. The leader know some parts of problem, but not a whole part of information. The member will share with their leader and give some inputs for their leader before leader make a decision. The group member understand about their function and want to give valuable contribution.
3. Using laissez-faire when your employee an experts. They are more knowledgeable than you. You cannot do anything and the employee take a full of activities problem.
4. Applied all the style of leadership: telling your employee that a procedures not working properly and a new one must be applied (Autocratic). Sharing the ideas and creating a new procedure (Democratic). Allow them to implement the new process (Laissez-faire)

## **2.2. Understanding of motivation**

The term motivation is derived from the Latin word *movere*, meaning "to move." Many researcher defined word of motivation. According Kreitner(1995), motivation is the psychological process that gives behavior purpose and direction. Buford, Bedein, and Lindner (1995) defined motivation as a predisposition to behave in a purposive manner to achieve specific, unmet needs.

From the definition above, we can conclude motivation is inner power from someone to act and behave in order to achive the needs and goals which have been

set. Motivation is the most important aspect in the work place. Motivation is important because motivation are the things that affect employee behavior, to give the best permormance in order to achive a goal.

### **2.2.1. Intrinsic Factor of Motivation**

Hariandja (2002:323) stated “motif as a keyword of motivation can arise as a result of desire unfulfilled needs where those needs arise as internal drive such as: Hunger, thrist, sex, achievement, power, and other that are internal internal drive”. Intrinsic motivation means related with something integible rewards that create a motivation. This means we place more value on outcomes that are sourced from within ourselves, rather than from external factors. Intrinsic motivations can be linked to our feelings. For example:

- a. feeling satisfied
- b. feeling capable
- c. enjoying a sense of challenge
- d. re-inforcing self-esteem
- e. satisfaction at accomplishments
- f. general enjoyment in our work
- g. feeling appreciated
- h. satisfaction at realizing our potential
- i. taking pleasure at being treated with care and consideration.

Intrinsic motivation comes from within. A leader should ensure all the intrinsic needs are met.

### **2.2.2. Extrinsic factor of Motivation**

Beside internal needs, human also have external needs. According to Hariandja (2002:347) “This motivation factor is influenced by the environment or envolve through a process of interaction with the environment through learning process”. Extrinsic motivation refers to motivation by tangible things. The employees have a motivation to give a contribution by something that employee’s needs which come from others people. Typically these include:

- a. Salary and the value of salary
- b. Benefits

- c. Security
- d. Work promotion
- e. The physical work environment;
- f. Environment of workplace

A good leader in demand to understand beside internal needs the employee have external needs. A leader should concern fairly to external need to keep motivation of employee motivation.

### **2.2.3. Motivation Theories**

Motif of a motivation to appear as a result of the desire to meet the unfulfilled needs. A needs can be psychological needs such as need for self-esteem or physical needs such as foods,thrist.

Unfulfilled needs from someone resulting in an uncomfortable situation. Resulting from that uncomfortable situation, encourage a person to meet all these needs which then leads to a destination in which to achieve the objectives an act is needed. process of motivation is not visible directly from the person. shown is the behavior to something so as to see the motivation, can be seen from the level of effort a person. The higher level of effort that given by a person for an activities, it can be said the person have higher level of motivation.

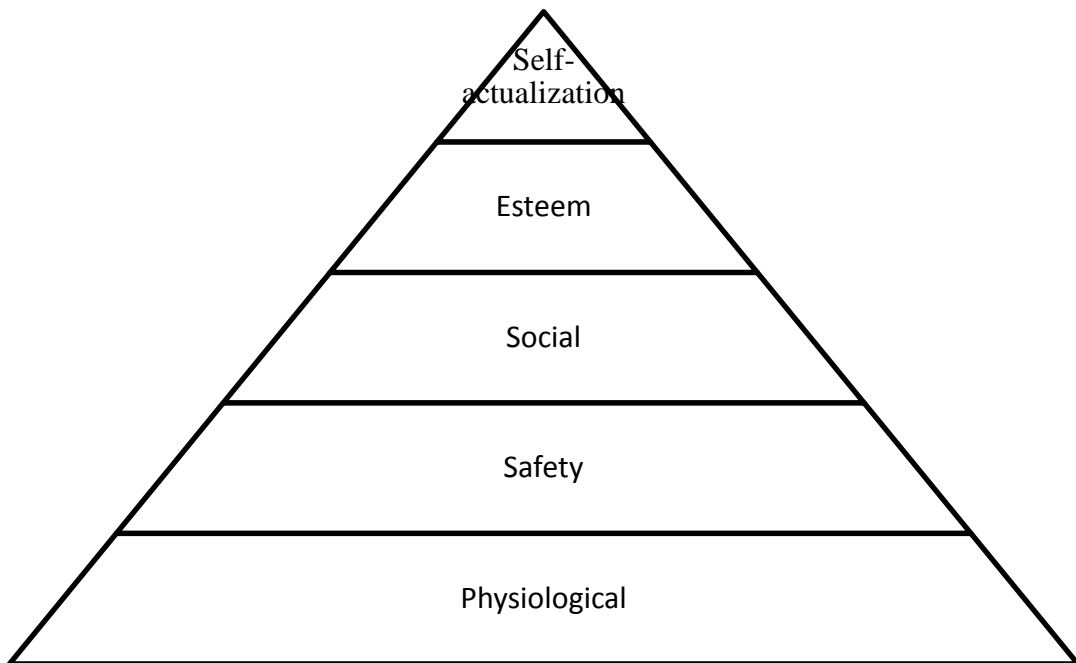
There are some motivation theories that accordance with the above explanation. The researcher will give some theories about motivation to support this research.

#### **2.2.3.1. Hierachy of Needs Theory**

Abraham Maslow (1908 – 1970) along with Frederick Herzberg (1923-2000) introduced the Neo-Human Relations School in the 1950's, which focused on the psychological needs of employees. Maslow put forward a theory that there are five levels of human needs which employees need to have fulfilled at work.

This hierachy structured by all of the needs. When an employee met the lower level of need in this hierachy, the employee will motivate to fulfill the next level of needs in this hierachy. For instance, when an employee needs to fulfill their needs of food they will motivate to achive a salary to buy some foods after the

employee can meet that needs, they motivate to achieve to a job security in their organization.



**Figure 2.1 Maslow's Hierachy of Needs**

Source: Stephen P.Robbins and Timothy A.Judge, Organizational Behavior 14th ed, page:239

The explanation of maslow's hierachy (Stephen P.Robbins and Timothy A.Judge2011:239):

- 1. Physiological:** Includes hunger, thirst, shelter, sex, and other bodily needs
- 2. Safety:** Security and protection from physical and emotional harm.
- 3. Social:** Affection, belongingness, acceptance, and friendship
- 4. Esteem:** Internal factors such as self-respect, autonomy, and achievement, for external factors such as status, recognition, and attention
- 5. Self-actualization:** Drive to become what we are capable of becoming; include growth, achieving our potential, and self-fulfillment.

Maslow separated the five needs into higher level to lower level. Physiological and safety needs were lower needs and social, esteem, and self-actualization were

higher level needs. We can differentiate that lower order needs satisfied externally such as wage and contract. And higher order needs satisfied internally such as belongingness, attention.

#### **2.2.3.2. Herzberg's two-factor theory**

Frederick Herzberg (1923-2000) give an understanding the motivation in work place. There are two factors theory that lead motivation. Two factor theory called motivation and hygiene theory. Herzberg separate two needs of employee from hierarchy of needs from Maslow. First lower level needs (physiological and security, social) and higher level needs (esteem, self actualization).

In his two-factor theory, Herzberg identifies two sets of factors that impact motivation in the workplace:

1. **Hygiene factors:** This factor related to extrinsic needs. This assumption related to salary, job security, working condition. If this factor missing, it can cause dissatisfaction. These factors do not motivate employee.
2. **Motivators factors:** This factor related to intrinsic needs. It include achievement, growth opportunities, and recognition. This factor is a key to job motivation. This factor lead employee to show their best performance in workplace. This is higher value than hygiene factors.

#### **2.2.3.3. Theory X and Theory Y**

Douglas McGregor develop theory X and theory Y. This theory assumed two different attitude toward workforce motivation. Theory X is a negative view of people which describe employee lack of ambitions., avoid their roles, need more control to work effectively. Theory Y is positive behavior which assume that employee accept their role, enjoy doing their work, and self direction.

##### **1. Description of Theory X**

This theory assumed employee are lazy and ignore work if they can. Because of this case, the employee need monitor closely by his supervisor or other employee. Based on this theory, employee have lack of ambition without an enticing incentive program and avoid their responsibility if they can.

The managers applied theory X will blaming someone for every failure. The leader tend to blame their subordinate in every failure with any consult about source of failure itself such as lack of training, wrong policy.

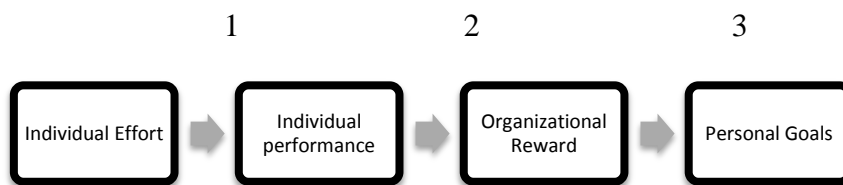
## **.2. Description of Theory Y**

Theory Y assume the employee have high motivation, ambitious, empowerment, and self-control. The leader believe every employees enjoy their work. this theory allow employee to give big contribution to organizations' development. By give freedom to employees, it increase their creativity and productivity.

Theory Y believe that, employees will give their best performance at work , they believe that the satisfaction of doing good job is a strong motivation in itself. Theory Y allow an employee to give the best contribution and advice to organization . Many people assume this theory is positive view about worker. This theory assumed every employee have a same right to give contribution and give any input needed to their leader.

### **2.2.3.4. Expectancy theory**

Victor Vroom a business school professor at the Yale School of Management introduced one of the most widely accepted explanations of motivation. Very simply, the expectancy theory says that an employee will be motivated to exert a high level of effort when he or she believes that:



1. Effort performance relationship
2. Performance-reward relationship
3. Rewards-personal goals relationship

**Figure 2.2. Expectancy theory**

Source: Stephen P.Robbins and Timothy A.Judge, Organizational Behavior 14th ed, page:260

1. Effort will lead to a good performance appraisal.
2. A good appraisal will lead to organizational rewards.
3. The organizational rewards will satisfy his or her personal goals.

The key to this theory is an employee's goals and the correlation between employee's effort and employee's performance, between rewards and performance, and the last is between the rewards and employee's goal satisfaction. When employee has high expectancy and the reward is acceptable, motivation of employee will be high.

To motivate the subordinates, leaders must strengthen employee's perception of their effort as both possible and worthwhile, clarify expectations of employee's performance, reward to performance, the leader's make sure the reward is attractive to employees.

#### **2.2.5. The relationship between leadership style and motivation**

John Adair (2006:7) stated " Leadership and motivation are like brother and sister. It is difficult to think of a leader who does not motivate others. But leadership embraces more than motivation". From the statement from John Adair the researcher have a point of view that leadership has a strong influence to employee motivation. A leader who implement the proper leadership style to the team and team member accept the style, it will impact to motivate team member to give their best performance to their organization.

When a leader give a full of his trust to employee, the leader will give authority to their subordinates to running work activities by them self. It may create high level of employee's motivation. The employee feel they have a important contribution to organization's development. The employee will enhance their creativity to improve the productivity. And it will give positive impact to organization.

On the contrary, there is a leader have less faith to their employee. The leader always monitor the activities and employee will do their job based on their leder's

direction. It will stick to their leader to running the work activities. In this situation, the subordinates will fear to give some inputs or use their creativity to face some problems or activities. Because employees in demand to use direction from their leader without any excuse. It will decrease the motivation level of employee. The employees feel that they dont have any freedom to use their creativity.

There is a leadership that using the combination of leadership style above. The leader still give some direction and take a responsibility in decision making. But, the team member still can give any inputs or ideas to their leader to finding the best way in some problems or activities. The leader encourage their team member to give their contribution and the leader always available to listen any inputs from their subordinates. It will increase the motivation of employee. The employee feel their leader very appreciate with them and the leader create competitive work environment. This style allow their staff and leader to create collaboration and interaction in workplace.

The bottom line is a leader should use the suitable leadership to increase employee motivation. A leader should understand what employee's needs, extrinsic needs and intinsic needs. A leader in demand to create good environment in work place and minimize the conflicts among member. John adair (2006) stated "He is clear that leaders cannot motivate others unless motivated themselves - motivation is caught, not taught, he says. His 50:50 rule states: 50 percent of motivation comes from within and 50 percent from a persons environment, especially their leader". From the statement we can conclude leadership has strong effect to employee motivation. if the leader can understand what employee's need and then using the suitable leadership style to their employee it will crete high level of motivation from employees.

#### **2.2.6. 4 factors that motivate people to work**

Based on Peterson and Plowman cited by M.Manullang (2000:141) stated there are 4 factors that motivate people to work



1. **The desire to live.** The desire to live is the primary need of people. People work to have something to eat and drink to continue their life.
2. **The desire for position,** People have a motivation to work to reach a position. This is the second motivation of people to work
3. **The desire for power.** People motivated to work to have the power.
4. **The desire for recognition.** The desire for recognition is the last of motivated people to work. People motivated to work to gain recognition and respect in their social life.

The questionnaire of motivation will be made based on these statements. The researcher will develop the questions based on each point of statements above to support this research.

## **III RESEARCH METHOD**

### **3.1. Research Design**

According to Goubner,D. Et al (2008:21) Quantitative is measurement whose values are inherently numerical. this research will used quantitative method. The purpose of this research to measure the analysis of leadership style and employee motivation.

### **3.2. Research Instrument**

In order to support this research, the researcher using two type of data

1. Secondary data

Secondary data used in this research to give economic growth data in Aceh which stated in first chapter. The data gathered from aceh.bps.go.id. and the researche take data from eksposnews.com to gather percentage of room hotel percentage in Banda Aceh.

2. Primary data

Primary data used in this research to conduct questionnaire in Siwah Hotel Banda Aceh. The questionnaire distribute for internal staff of Siwah Hotel Banda Aceh.

According to sugiyono (2011:142) “Questionnaire is a data collection technique that is done by giving a number of question to respondent to be answered”. The researcher make two types of questionnairer: the first questionnaire related to leadership style. The questionnaire of leadership style made based on lewin’s theory. This questionnaire consist of 15 questions which is constructed based on the variable of leadership style: Autrocratic style, democratic style, and leizess faire style. The second questionnaire based on motivation. The questionnaire of motivation made based on Peterson and Plowman cited by M.Manullang This questionnaire consist of 20 questions which is constructed based on the variable of

motivation: The desire to live, The desire for position, the desire for power, the desire for recognition.

### 3.3. Operationalization of the variables

A variable is any entity that can take on different values. According to Kurniawan (2008) variable needed to be translated into indicators that enable the data to be directly measured in empirical world, known as operationalization.

The type of leadership style is the first variable for this research. The questionnaire of leadership style constructed based on Lewin's theory including autocratic style, democratic style, and laissez faire style. In every leadership style content consist of 5 questions. This questionnaire was assessed by the method of rating scale

**Table 3.1**  
**Questionnaire for leadership style**

<b>Authoritarian</b>	<b>Democratic</b>	<b>Leiszz-Faire</b>
Leader does not care about any input from employees	Leader does not limit the scope of employment	Leader gives a large portion of employees in decision making for day-to-day
Leader takes a decision based on their own thinking	Leader always listen a feedback from all employees	Leader does not show the power in the company's attitude
Leader gives an order to employees regardless of the conditions and atmosphere of work environment	Leader maintains good relations to the employee	Leader rarely monitor the daily work of employees
Leader has full control of the working environment of employees	Leader does not force his own will without thorough consideration	Leader gives full of trust to employee to initiate a work program
Leader always dictate the work activities of employee	Leader giving out portions that are fair to all employees	Leader does not play an active role in the daily work activities

Motivation is the second variable for this research. The questionnaire of motivation constructed based on Peterson and Plowman cited by M.Manullang including The desire to live, The desire for position, The desire for power, The

desire for recognition. In every motivation content consist of 5 questions. This questionnaire was assessed by the method of rating scale.

**Table 3.2**  
**Questionnaire for motivation**

The Desire To Live	The Desire for Position	The Desire For Power	The Desire For Recognition
By working, I can meet all of my needs (food and beverages, clothing, shelter and other needs)	HRD put the right person in the right position based on their ability	Every employee have a power to make a decision in daily activities	Co-workers always create friendly environment in workplace
Leader guarantee every employee get a monthly salary on time with the actual amount	Job security exist in the company	I have more power in my neighbourhood since I joint in my company	My leader always make good interaction with their subordinates
Intensive or bonus will increase my motivation to work better	Management always give employee promotion fairly	The management gives big opportunity for potential employee to have higher power position in the management structure	My social life give good respect to me since I joint in my company
Management give reasonable salary for every employees	Management give training in variety position to increase my skills	Co-workers always give positive influence to increase my job performance	The leader always have a program to strenghten relationship among employees
Management give reasonable periodical increase in salary	I feel my position is important for company development	My management give big power for every employee in decision making process	Leader always show their careness for every employees

### 3.4. Scaling

For both of the questionnaire the researcher use 5-likert scale method in rating questionnaire. Likert scale consist of statement that express either a strongly agree

or strongly disagree toward the question. The respondent are asked to give their opinion regarding each question. For conclusion, the score may be summed to measure the respondent's overall attitude.

The format of a typical five-level Likert item is

Score 1 for “strongly agree”

Score 2 for “agree”

Score 3 for “Neutral”

Score 4 for “Disagree”

Score 5 for “strongly Disagree”

### **3.5. Sampling Design**

The population of in this study is employee of Siwah Hotel Banda Aceh which consist of 50 employees. In this research the sampling design is census. According to Groebner,D. Et al (2008:15) ‘Census is an enumeration of the entire set of measurements taken from the whole population’. The research use population the employee in Siwah Hotel Banda aceh still reachable. 50 employees consist of 9 staffs from front desk agent, 14 staffs from Houskeeping, 10 staffs from security, 8 staffs from Food and beverages department, 4 staffs from kitchen and 4 staffs from engineering. 1 staff from finance. Employee in Siwah Hotel Banda Aceh not much because this hotel still new comer and catagorized small hotel.

### **3.6. Validity and Realibility**

#### **3.6.1. Validity**

According to Sarwono (2006:218) a scale of measurement is valid if the scale is used to measure what should be measured. Daniel Muijs (2004:66) stated “validity is probably the single most important aspect of the design of any measurement instrument in educational research. However good our research design or sophisticated our statistical analysis, the

results will be meaningless if we aren't actually measuring what we are purporting to measure”.

For testing the validity of the research instrument in the form of scores they have levels, the formula used is the coefficient of correlation coefficients of the validity of a item-total, namely:

$$r_{i(x-i)} = \frac{r_{ix}S_x - S_i}{\sqrt{[S_x^2 + S_i^2 - 2r_{ix}S_iS_x]}}$$

where  $r_{ix}$  is a correlation product moment :

$$r_{ix_1} = \frac{n\sum ix - \sum i \sum x}{\sqrt{(n\sum i^2 - (\sum i)^2)(n\sum x^2 - (\sum x)^2)}}$$

$r_{ix}$  : correlation between overall question instruments

$S_i^2$  : Variance answers of respondents to the instruments to the i

$S_x^2$  : Variance answers of respondents overall instrument

$\sum X$  : the number of answers of respondents for the whole instrument

$\sum i$  : the number of answers of the respondents to the i instruments

$\sum X^2$  : number of answers of respondents for the whole instrument squared.

$\sum i^2$  : The number of answers of the respondents to the i instruments squared

The basic of decision making:

- a. If r Positive, and  $r \geq r_{tabel}$  the item of the questionnaire is valid
- b. If r negative, and  $r < r_{tabel}$  the item of questionnaire is unvalid

### 3.6.2. Realibility

According to Sarwono (2006:219) “realibility refers to consistency and stability of the results of the measurement scale”. Daniel Muijs (2004) stated “unrealibility is clearly a problem. If we measure something unreliably our

results are untrustworthy and any conclusions tainted. Unreliable instruments will also lead to relationships with other variables being lower than if they were more reliable, thus harming our ability to come to clear research findings. Low reliability of our instruments is one of the reasons why many of the relationships we find in educational research are low”.

To test reliability in this research, the author uses the Alpha reliability coefficients include Cronbach,:

$$\alpha = \left[ \frac{k}{k-1} \right] \left[ 1 - \frac{\sum S_i^2}{S_x^2} \right]$$

Where:

K : The number of instruments in question

$\sum S_i^2$  : The amount of variance from each instrument

$S_x^2$  : Variance of the whole instrument

### 3.7. Statistic Descriptive Method

According to sugiyono (2011:147) “Descriptive statistics are statistics used to analyze the data by describing the data has been collected without any intention to make decision”. Research instruments to gather the data used in this research is questionnaire, the response to the questionnaire from respondents classified into 1 until 5. The values are follows

Strongly Agree (SA)	5 points
Agree (A)	4 points
Neutral (N)	3 points
Disagree (D)	2 points
Strongly Disagree (SD)	1 points

Based on Sugiyono (2011: 92) “scale of measurement is an agreement that is used as reference for determining the size of the existing interval in measuring instruments, so, when we use the measuring device it will produce quantitative data”. In this research, the researcher use likert scale as scale of measurement. By using likert scale, we can translate the variable into component that can measured.

The format of a typical five-level Likert item is

Score 1 for “Strongly Agree”

Score 2 for “Agree”

Score 3 for “Neutral”

Score 4 for “Disagree”

Score 5 for “Strongly Disagree”

Based on the results of the questionnaire, then it can be used the formula percentages as follows;

$$\text{Percentage (\%)} = \frac{\text{Frequency(f)}}{\text{Number of Responden (n)}} \times 100 \%$$

In this research we also use interval formula. Based on Sugiyono (2011: 172) interval formula as follows

$$\text{Long Interval class} = \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Number of interval class}}$$

Based on formula above, the long interval class is:



$$\text{Long Interval class} = \frac{5 - 1}{5} = 0.8$$

From interval calculation above, we can make a classification:

1,00 – 1,79 = Very Poor

1,80 – 2,59 = Poor

2,60 – 3,39 = Moderate

3,40 – 4,19 = Good

4,20 – 5,00 = Very Good

## **IV ANALYSIS OF DATA AND INTERPRETATION OF RESULTS**

### **4.1. Testing Research Instrument**

#### **4.1.1. Validity Test**

Validity test needed for this research to determine the feasibility of the construct of questions to define a variable. The validity of the testing performance using SPSS software by comparing the corrected item-total correlation of each questions with the r table. According to Sarwono (2006:215) If the value of corrected item-total correlation greater than r table, we can define the questions is valid.

According to Riduwan and Sunarto (2007:348) “validity is a measure that indicates the level of validity and realibility of an instruments”. Based on the above definition above, the researcher considered that a study is considered valid if the measurement of the concept is done accurately. Validity is a proven validity of this research. To prove that our questionnaire is valid, the researcher use SPSS software.

For the research instruments that measure the leadership style and motivation filled by Siwah Hotel’s employee. The number of respondents were 50 respondents(df=48), then the table value of r is equal to 0,279.

Based on the calculation from SPSS software, the researcher get a result of validity testing for this reseach with 50 respondents of employee’s Siwah Hotel Banda Aceh.

**Table 4.1****Validity of the variable X (Leadership Style)**

<b>Variabel</b>	<b>Corrected Item Total Correlation</b>	<b>r tabel</b>	<b>Conclusion</b>
Autocratic Style 1	0,668	0,279	Valid
Autocratic Style 2	0,666	0,279	Valid
Autocratic Style 3	0,700	0,279	Valid
Autocratic Style 4	0,590	0,279	Valid
Autocratic Style 5	0,615	0,279	Valid
Democratic Style 1	0,578	0,279	Valid
Democratic Style 2	0,547	0,279	Valid
Democratic Style 3	0,383	0,279	Valid
Democratic Style 4	0,518	0,279	Valid
Democratic Style 5	0,376	0,279	Valid
Leizess-Faire Style 1	0,609	0,279	Valid
Leizess-Faire Style 2	0,717	0,279	Valid
Leizess-Faire Style 3	0,740	0,279	Valid
Leizess-Faire Style 4	0,603	0,279	Valid
Leizess-Faire Style 5	0,773	0,279	Valid

Source: SPSS and Primary Dara by Researcher

From the result of validity checking from SPSS and corrected item- total correlation compare r table above shows from each questions of the questionnaires greater than r table, so we can conclude every questions in the questionnaires of leadership style is valid. So we can state that all of the question can be define as variable of leadership style in Siwah Hotel Banda Aceh.

**Table 4.2****Validity of Variable Y (Motivation)**

<b>Variabel</b>	<b>Corrected Item Total Correlation</b>	<b>r tabel</b>	<b>Conclusion</b>
The Desire To Live 1	0,464	0,279	Valid
The Desire To Live 2	0,394	0,279	Valid
The Desire To Live 3	0,564	0,279	Valid
The Desire To Live 4	0,650	0,279	Valid
The Desire To Live 5	0,466	0,279	Valid
The Desire For Position 1	0,610	0,279	Valid
The Desire For Position 2	0,491	0,279	Valid
The Desire For Position 3	0,529	0,279	Valid
The Desire For Position 4	0,476	0,279	Valid
The Desire For Position 5	0,355	0,279	Valid
The Desire For Power 1	0,477	0,279	Valid
The Desire For Power 2	0,521	0,279	Valid
The Desire For Power 3	0,609	0,279	Valid
The Desire For Power 4	0,590	0,279	Valid
The Desire For Power 5	0,536	0,279	Valid
The Desire For Recognition 1	0,537	0,279	Valid
The Desire For Recognition 2	0,365	0,279	Valid
The Desire For Recognition 3	0,542	0,279	Valid
The Desire For Recognition 4	0,538	0,279	Valid
The Desire For Recognition 5	0,707	0,279	Valid

From the result of validity checking from SPSS and corrected item- total correlation compare r table above shows from each question of the questionnaire greater than r table, we can conclude every questions in the questionnaires of motivation is valid. So we can state that all of the questions in the questionnaires can be define as variable of motivation in Siwah Hotel Banda Aceh.

#### 4.1.2. Realibility Test

**Tabel 4.3**

**Results of Reliability Testing of Research Instruments**

<b>Variable</b>	<b><i>Cronbach's Alpha</i></b>
Leadership Style	0,910
Motivation	0,892

Source: SPSS and Primary Data by Researcher

The results of reliability testing of assessment instruments variables of leadership Style and motivation shown in Table 4.16. According to Sarwono (2006:219) statements “ if the correlation  $\geq 0,8$  the instrument is reliable”. From the table we can see that the Cronbach's Alpha values greater than 0.8. So, it concluded that the Questions in the instrument is reliable or has the realibility dependently, and consistency as a measurement tool

#### 4.2. Respondent Characteristic

In this research, the researcher distribute 50 questionnaire to the Siwah Hotel Banda Aceh employee. The questionner consist of three parts. First parts contains the characteristics of respondent who in this research the respondent are employees of Siwah Hotel Banda Aceh. Second parts contains the statement of respondent about the leadership style of Siwah Hotel Banda Aceh. While third section contains the statements of respondents about motivation on Siwah Hotel Banda Aceh.

In first questionnaires consists of the gender of correspondents, the age of correspondents, the education level of respondents, and the period of employment of respondents in Siwah Hotel Banda Aceh.

The researcher obtained data concerning the characteristics of the respondents were as follows:

**Table 4.4**

**Grouping respondent by gender**

<b>Gender</b>	<b>F</b>	<b>%</b>
Male	28	56,00
Female	22	44,00
<b>Total</b>	<b>50</b>	<b>100,00</b>

Source: primary data

Based on gender characteristic above, male respondents were 28 respondents (56%), for female respondents were 22 respondents. It can be seen that the most gender characteristics in Siwah Hotel Banda Aceh is male. The researcher assumed male is dominant because, hotel is busy industry. Some of departments needs a worker who can work for midnight shift, from midnight until morning. From that assumption, it can conclude a hotel needs more male employee to fulfill midnight shift.

**Table 4.5**

**Grouping respondents by age**

<b>Age Range</b>	<b>F</b>	<b>%</b>
< 20 year	0	0,00
20-25 year	21	42,00
26-30 year	23	46,00
31-35 year	5	10,00
>35 year	1	2,00
<b>Total</b>	<b>50</b>	<b>100,00</b>

Source: primary data

Based on age characteristic above, it can be seen that the most age range characteristic in Siwah Hotel Banda Aceh is 26-30 year. The total is 23 respondents (46%), the second one is 20-25 year, the total respondents in the 20-25 year are 21 respondents (42%). The range of 31-35 year were 5 respondents (10%). Then the range of > 35 year only 1 respondents (2%). And there is no employee in Siwah Hotel Banda Aceh under 20 year. The researcher take an assumption hotel needs young people because in hotel industry is very busy young employee more energetic and it suitable with hotel industry condition. My assumption supported by Garry Mitchel (2006) young worker have a lot of energy and exuberance. According to Bob Selden (2006) Young employees can be classified around 20 years old until 30 years old.

**Table 4.6**

**Grouping respondents by education level**

<b>Education level</b>	<b>F</b>	<b>%</b>
Junior High School	0	0,00
Senior High School	4	8,00
Academy D1/D2/D3	36	72,00
Bachelor Degree	10	20,00
Other	0	0,00
<b>Total</b>	<b>50</b>	<b>100,00</b>

Source: primary data

Based on education level of respondents above, it can be seen that the most education level of employee in siwah hotel were Academy D1/D2/D3. The total of respondents were 36 respondents (72%). The next is Bachelor Degree were 10 respondents (20%). Then is Senior High School were 4 correspondents (8%). And for Junior High school and others is no respondents (0%). The researcher take an assumption the hotel needs more employee graduate from diploma who ready to work. generally, in Indonesia hotel and tourism people graduated from diploma. For who garduated from diploma they more concern to study in operational section such as front desk, housekeeping, waitrees. So, to fulfill operational position, hotel needs a student who graduate from diploma who ready to work.

**Table 4.7**

**Grouping respondents by the period of employment**

<b>Period of employment</b>	<b>f</b>	<b>%</b>
< 1 year	5	10,00
1-2 Year	26	52,00
3-4 Year	19	38,00
5-6 Year	0	0,00
>6 year	0	0,00
<b>Total</b>	<b>50</b>	<b>100,00</b>

Source: primary data

Based on period of employment above, it can be seen that the highest period of employment in Siwah Hotel were 1-2 year. The total of respondents were 26 respondents (52%). The next 3-4 year were 19 respondents (38%). Employee who work < 1 year were 5 respondents (10%). No respondents who work for 5-6 year and >6 year (0%). The researcher assumed Siwah Hotel is small hotel and new comer in hospitality industry. Some employee who work in Siwah Hotel commonly work in Siwah Hotel for take an experience and looking for new job which give more benefit for them.

**4.3. Leadership Style Variable(X)**

To understand about perception of 50 respondents to leadership style variable (X). We use deskriptif analysis category. There are 3 sub variables in leadership style questionnaire: Autocratic ( $X_1$ ), Democratic ( $X_2$ ), leizess Faire ( $X_3$ ). For each variables contains 5 questions.

**4.3.1 Sub variable Autocratic Style ( $X_1$ )**

To Find a picture of 50 respondents perception of the sub variable of autocratic style ( $X_1$ ) used descriptive analysis categories, Based on the research, the results of respondents's perception for the sub variable of autocratic style ( $X_1$ ) and contained 5 questions below:



**Table 4.8**  
**Leader does not care about any inputs from employees**

	<b>Frequency (f)</b>	<b>Score (s)</b>	<b>f x s</b>	<b>Percent(%)</b>
Strongly Agree	6	5	30	12,0
Agree	12	4	48	24,0
Neutral	4	3	12	8,0
Disagree	21	2	42	42,0
Strongly Disagree	7	1	7	14,0
Total	50		139	100
Mean	$= \sum (f \times s) / T$	=	2,78	
Clasification	=	Moderate		

Source: Questionnaire Statement Number 1

Based on Table 4.8 with the indicator “Leader does not care about any inputs from employees”. Respondents who answered strongly agree were 6 respondents (12%) Respondents who answered agree were 12 respondents (24%), 4 respondents who answered neutral (8%), 21 respondent answered disagree (42%). 7 respondents who answered strongly disagree (14%). The total mean of this question is 2,78 which is include Moderate clasification. The researcher found the average value of moderate in this statement, The researcher assume in some situation a leader needs to making a decision in short time. Its suitable with situational theories which assume the success of leader was affected by the situation and condition. Hotel is one of busy industry so that, in some cases the leader have a little time to make a decision to ensure the operational running well.

**Table 4.9**  
**Leader takes a decision based on their own thinking**

	<b>Frequency (f)</b>	<b>Score (s)</b>	<b>f x s</b>	<b>Percent(%)</b>
Strongly Agree	11	5	55	22
Agree	27	4	108	54
Neutral	5	3	15	10
Disagree	0	2	0	0
Strongly Disagree	7	1	7	14
Total	50		185	100
Mean	$= \sum (f \times s) / T$	=	3,7	
Clasification	=	Good		

Source: Questionnaire Statement Number 2

Based on Table 4.9 with the indicator “leader takes a decision based on their own thinking”. Respondents who answered strongly agree were 11 respondents (22%), 27 respondents who answered agree (54%), 5 respondents who answered neutral (10%). 7 respondents who answered strongly disagree (14%). The total mean of this question is 3,7 which is include good clasification. The researcher take an assumption for this statement has good score because in some situation a leader doesn't have much time to discuss about making decision process. They tend to take a decision based on their own thinking to ensure making decision process running quickly. Especially in daily operational problem.

**Table 4.10**  
**Leader gives an order to employees regardless of**  
**the conditions and atmosphere of work environment**

	<b>Frequency (f)</b>	<b>Score (s)</b>	<b>f x s</b>	<b>Percent(%)</b>
Strongly Agree	11	5	55	22
Agree	8	4	32	16
Neutral	6	3	18	12
Disagree	17	2	14	34
Strongly Disagree	8	1	8	16
Total	50		127	100
Mean	$= \sum (f \times s) / T$	=	2,54	
Clasification	=	Poor		

Source: Questionnaire Statement Number 3

Based on Table 4.10 with the indicator “Leader gives an order to employees regardless of the conditions and atmosphere of work environment”. Respondents who answered strongly agree were 11 respondents (22%). Respondents who answered agree were 8 respondents (16%), 6 respondents who answered neutral (12%), 17 respondents who answered disagree (34%). 8 respondents who answered strongly disagree (16%). The total mean of this question is 2,54 which is include poor clasification. the researcher take a conclusion for this statement the average score is poor because even hotel is busy industry, the leader want to decrease the stress level of employee. If the level of stress high, it will create a conflict. According to Chruden and Sherman(1984) “an organization frequently creates conflicts within and among its member that can be harmful to both employee and organization. The leader would create good environment in workplace. By having good environment in workplace, it will followed by optimal performance by their subordinates.

**Table 4.11**

**Leader has full control of the working environment of employees**

	<b>Frequency (f)</b>	<b>Score (s)</b>	<b>f x s</b>	<b>Percent(%)</b>
Strongly Agree	20	5	100	40
Agree	27	4	108	54
Neutral	2	3	6	4
Disagree	1	2	2	2
Strongly Disagree	0	1	0	0
Total	50		216	100
Mean	$= \sum (f \times s) / T$	=	4,32	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 4

Based on Table 4.11 with the indicator “Leader has full control of the working environment of employees”. Respondents who answered strongly agree were 20 respondents (40%). Respondents who answered agree were 27 respondents (54%), 2 respondents who answered neutral (4%), 1 respondent who answered disagree (2%). The total mean of this question is 4,32 which is include very good clasification. The researcher conclude for this statement have very good score because the leader has full control of working environment to ensure the employee do their job properly. In some cases, leader applied Authoritarian style to make sure the activities running well. The behavior is an effect from situation. According to J.Dubrin (2010) “the situation can influence the leadership behavior or style a leadership emphasizes”.

**Table 4.12**  
**Leader always dictate the work activities of employee**

	<b>Frequency (f)</b>	<b>Score (s)</b>	<b>f x s</b>	<b>Percent(%)</b>
Strongly Agree	5	5	25	10
Agree	17	4	68	34
Neutral	3	3	9	6
Disagree	23	2	46	46
Strongly Disagree	2	1	2	4
Total	50		150	100
Mean	$= \sum (f \times s) / T$	=	3,00	
Clasification	=	Moderate		

Source: Questionnaire Statement Number 5

Based on Table 4.12 with the indicator “Leader always dictate the work activities of employee”. Respondents who answered strongly agree were 5 respondents (10%). Respondents who answered agree were 17 respondents (34%), 3 respondents who answered neutral (6%), 23 respondent who answered disagree (46%). 2 respondents who answered strongly disagree (4%). The total mean of this question is 3,0 which is include moderate clasification. The researcher take an assumption for this statement has moderate score because the leader think they should active in some work activities in order to minimize the mistake from their subordinates. The leader use this behavior maybe for new employee. According to J.Durbin (2010) “leader are most effective when they make their behavior contingent on situational forces, including group member characteristics.

**Table 4.13**  
**Frequency Distribution Table Category Perceptions of Respondents**  
**Regarding Sub Autocratic Style System variables (X<sub>1</sub>)**

	<b>Frequency (f)</b>	<b>Score (s)</b>	<b>f x s</b>	<b>Percent(%)</b>
Strongly Agree	53	5	265	21,2
Agree	91	4	364	36,4
Neutral	20	3	60	8
Disagree	62	2	124	24,8
Strongly Disagree	24	1	24	9,6
Total	250		837	100
Mean	$= \sum (f \times s) / T$		=	3,35
Classification	=		Moderate	

Source: research result 2011

Based on Table 4.13 with the indicator of total respondent's perception for autocratic style (X<sub>1</sub>) Respondents who answered strongly agree were 53 respondents (21,2%). Respondents who answered agree were 91 respondents (36,4%), 20 respondents who answered neutral (8%), 62 respondents who answered disagree (24,8%). 24 respondents answered strongly disagree (9.6%). The total mean is 3,35 which is include moderate clasification. the researcher assume autocratic get moderate score because in some situation a leader should use autoratian style in order to ensure the decision making proccess take short time so the employee can do the direction as soon as possible. The leader also use authoritarian style to mentoring new staff. Hotel is busy industry and meet their consumer directly. To ensure the consumer get a good service in shortest time, a leader need use autocratic style in some cases.

#### **4.3.2. Sub Variable Democratic Style (X<sub>2</sub>)**

To Find a picture of 50 respondents perception of the sub variable of democratic style (X<sub>2</sub>) used descriptive analysis categories, Based on the research, the results of respondents's perception for the sub variable of democratic style (X<sub>2</sub>) and contained 5 questions below:

**Table 4.14**

**Leader does not limit the scope of employment**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	14	5	70	28
Agree	26	4	104	52
Neutral	4	3	12	8
Disagree	5	2	10	10
Strongly Disagree	1	1	1	2
Total	50		197	100
Mean	$= \sum (f \times s) / T$	=	3,94	
Clasification	=	Good		

Source: Questionnaire Statement Number 6

Based on Table 4.14 with the indicator “Leader does not limit the scope of employment”. Respondents who answered strongly agree were 14 respondents (28%). Respondents who answered agree were 26 respondents (52%), 4 respondents who answered neutral (8%), 5 respondents who answered disagree (10%). 1 respondent who answered strongly disagree (2%). The total mean of this question is 3,94 which is include good clasification. The researcher assume for this statement has good score because the leader would make the subordinates to feel free when their do their job. this statement suitable with participative theories. Participative theories assume a leader give a freedom for employee to give their contribution to organization.

**Table 4.15**

**Leader always listen a feedback from all employees**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	28	5	140	56
Agree	13	4	52	26
Neutral	3	3	9	6
Disagree	2	2	4	4
Strongly Disagree	4	1	4	8
Total	50		209	100
Mean	$= \sum (f \times s) / T$	=	4,18	
Clasification	=	Good		

Source: Questionnaire Statement Number 7

Based on table 4.15 the indicator “leader always listen a feedback from all employees”. Respondents who answered strongly agree were 28 respondents (56%). Respondents who answered agree were 13 respondents (26%). 3 respondents who answered neutral (6%). 2 respondents who answered disagree (4%). 4 respondents who answered strongly disagree (8%). The total mean of this question is 4.18 which is include good classification. The researcher assume for this statement has good score because the leader would to create good communication between leader and subordinates there are 4 factors of leadership according to U.S. Army Military Leadership (1983), one of the factors is communication. Communication is the crucial factor between leader and employee. By listen a feedback from subordinates, the leader would to maintain active communication to their subordinates.



**Table 4.16**

**Leader maintains good relations to the employee**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	27	5	135	54
Agree	15	4	60	30
Neutral	3	3	9	6
Disagree	4	2	8	8
Strongly Disagree	1	1	1	2
Total	50		213	100
Mean	$= \sum (f \times s) / T$	=	4,26	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 8

Based on Table 4.16 with the indicator “Leader maintains good relations to the employee”. Respondents who answered strongly agree were 27 respondents (54%). Respondents who answered agree were 15 respondents (30%), 3 respondents who answered neutral (6%). 4 respondents who answered disagree (8%). 1 respondent who answered strongly disagree (2%). The total mean of this question is 4.26 which is include very good clasification. The researcher take a conclusion for this statement has very good score because making a good relationship is the important factor to increase motivation level of employee. By having good motivation it will follow by good performance. This statement suitable with relationship theories. Relationship theories assume people will follow a figure that can inspire and give influence to them. By having good relationship with their leader, subordinates will be confident with their leader and give them positive influence.

**Table 4.17**

**Leader does not force his own will without thorough consideration**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	20	5	100	40
Agree	24	4	96	48
Neutral	4	3	12	8
Disagree	2	2	4	4
Strongly Disagree	0	1	0	0
Total	50		212	100
Mean	$= \sum (f \times s) / T$	=	4,24	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 9

Based on Table 4.17 with the indicator “Leader does not force his own will without thorough consideration”. Respondents who answered strongly agree were 20 respondents (40%). Respondents who answered agree were 24 respondents (48%), 4 respondent who answered neutral (8%). 2 respondents answered disagree (4%). The total mean of this question is 4.24 which is include very good clasification. The researcher take an assumption for this statement has very good score because if the leader give force to employee it make their loss their confidence in their workplace. The leaader applied participative theories, which assume leader give big portion to subordinates to contribute to organization. this is the criteria of democratic leadership, the leader listen any suggestion from subordinates befor taking decision. The leader avoid to take decision by themself.

**Table 4.18**

**Leader giving out portions that are fair to all employees**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	27	5	135	54
Agree	15	4	60	30
Neutral	4	3	12	8
Disagree	3	2	6	6
Strongly Disagree	1	1	1	2
Total	50		214	100
Mean	$= \sum (f \times s) / T$	=	4,28	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 10

Based on Table 4.18 with the indicator “Leader giving out portions that are fair to all employees”. Respondents who answered strongly agree were 27 respondents (54%). Respondents who answered agree were 15 respondents (30%), 4 respondent who answered neutral (8%). 3 respondents who answered disagree (6%). 1 respondent who answered strongly disagree (2%). The total mean of this question is 4.28 which is include very good clasification. The researcher assume for this statement has very good score because the leader will treat their subordinates fairly. According to Sargent Shiver there are some characteristics to be a good leader, one of the criteria is justice. The leader should treat every subordinates fairly. If the leader trait the subordinates fairly it will create positive environment in workplace.

**Table 4.19**  
**Frequency Distribution Table Category Perceptions of Respondents**  
**Regarding the Democratic Style Sub System variable (X<sub>2</sub>)**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	116	5	580	46,4
Agree	93	4	372	37,2
Neutral	18	3	24	7,2
Disagree	16	2	32	6,4
Strongly Disagree	7	1	7	2,8
Total	250		1015	100
Mean	$= \sum (f \times s) / T$		=	4,06
Clasification	=	Good		

Source: Research Result 2011

Based on Table 4.19 with the indicator of total respondent's perception for democratic style (X<sub>2</sub>) Respondents who answered strongly agree were 116 respondents (46.4%). Respondents who answered agree were 93 respondents (37.2%), 18 respondents who answered neutral (7,2%), 16 respondents who answered disagree (6,4%). 7 respondents answered strongly disagree (2,8%). The total mean is 4.06 which is include good clasification. the researcher take an assumption democratic style has good clasification because leader would to make the subordinates feel they have important contribution for hotel development. Siwah Hotel is a new comer in hospitality industry. So that the leader encourage the subordinates to give their contribution to support the existancy of Siwah Hotel in hospitality industry. The leader also listen any input from employees before making decision.

#### **4.3.3. Variable Sub Leizess Faire Style (X<sub>3</sub>)**

To Find a picture of 50 respondents perception of the sub variable of leizess Faire style (X<sub>3</sub>) used descriptive analysis categories, Based on the research, the results of respondents's perception for the sub variable of Leizess Faire style (X<sub>3</sub>) and contained 5 questions below:

**Table 4.20**

**Leader gives a large portion of employees in decision making for day-to-day**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	13	5	65	26
Agree	25	4	100	50
Neutral	5	3	15	10
Disagree	6	2	12	12
Strongly Disagree	1	1	1	2
Total	50		193	100
Mean	$= \sum (f \times s) / T$	=	3,86	
Clasification	=	Good		

Source: Questionnaire Statement Number 11

Based on Table 4.20 with the indicator “Leader gives a large portion of employees in decision making for day-to-day”. Respondents who answered strongly agree were 13 respondents (26%). Respondents who answered agree were 25 respondents (50%), 5 respondents who answered neutral (10%). 6 respondents answered disagree (12%). 1 respondent who answered strongly disagree (2%). The total mean of this question is 3,86 which is include good clasification. The researcher assume for this statement has good score because in operational department such as front desk, housekeeping the employe have to take a decision based on their own thingking without need to consult with their leader. That action is needed when the guest have a problem with the facility of hotel to ensure the problem solve in short time, the employee need move fast to handle the complaints of the guests and make the mood of the guests better. This situation suitable with contingency theories which assume a leader in demand to analyze a situation before decide their action. The leader should have variety treatment in different condition.

**Table 4.21**  
**Leader does not show the power in the company**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	4	5	20	8
Agree	13	4	52	26
Neutral	6	3	18	12
Disagree	20	2	40	40
Strongly Disagree	7	1	7	14
Total	50		137	100
Mean	$= \sum (f \times s) / T$	=	2,74	
Clasification	=	Moderate		

Source: Questionnaire Statement Number 12

Based on Table 4.21 with the indicator “Leader does not show the power in the company”. Respondents who answered strongly agree were 4 respondents (8%). Respondents who answered agree were 13 respondents (26%), 6 respondents who answered neutral (12%). 20 respondent answered disagree (40%). 7 respondents who answerd strongly disagree. (14%). The total mean of this question is 2,74 which is include moderate clasification. The researcher take an assumption for this statements has moderate score because the leader sometimes has a trust with the employees to take an action without any direction from leader but for some cases the leader still need monitor the employee to decrease the level of mistake. In this situation, leader as a mentor for employee. As mentioned in U.S.Army Military Leadership (1983) a leader should have good understanding of the follower. a leader will use this action for experienced employee.

**Table 4.22**

**Leader rarely monitor the daily work of employees**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	11	5	55	22
Agree	7	4	28	14
Neutral	3	3	9	6
Disagree	21	2	42	42
Strongly Disagree	8	1	8	16
Total	50		142	100
Mean	$= \sum (f \times s) / T$	=	2,84	
Clasification	=	Moderate		

Source: Questionnaire Statement Number 13

Based on Table 4.22 with the indicator “Leader rarely monitor the daily work of employees”. Respondents who answered strongly agree were 11 respondents (22%). Respondents who answered agree were 7 respondents (14%), 3 respondents who answered neutral (6%). 21 respondent answered disagree (42%). 8 respondents who answered strongly disagree (16%). The total mean of this question is 2,84 which is include moderate clasification. The researcher conclude for this statement has moderate score because the leader sometimes has a trust to employee. The leader believe even the leader not monitor the daily activities the employee will work well. For experienced employee, if the leader always monitoring them, it will cause dissatisfaction. Beacuse the subordinates already know the action what they will be taken without any monitoring from leader. Leisezz-faire can be used in this condition. This statement suitable with theory Y in motivation theories. Employee who include in theory Y will have high level of initiatives to do their daily activities.

**Table 4.23**

**Leader gives full of trust to employee to initiate a work program**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	18	5	90	36
Agree	23	4	92	46
Neutral	4	3	12	8
Disagree	4	2	8	8
Strongly Disagree	1	1	1	2
Total	50		203	100
Mean	$= \sum (f \times s) / T$	=	4,06	
Clasification	=	Good		

Source: Questionnaire Statement Number 14

Based on Table 4.23 with the indicator “Leader gives full of trust to employee to initiate work program”. Respondents who answered strongly agree were 18 respondents (36%). Respondents who answered agree were 23 respondents (46%), 4 respondents who answered neutral (8%). 4 respondents answered disagree (8%). 1 respondent answered strongly disagree (2%). The total mean of this question is 4,06 which is include good classification. The researcher assume for this statement has a good score because the leader has a trust with employee and make employee will more comfort work with their fredom. The initiatives of employee will increase the creativity of employee in problem solving skill.



**Table 4.24**

**Leader does not play an active role in the daily work activities**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	13	5	65	26
Agree	5	4	20	10
Neutral	4	3	12	8
Disagree	23	2	46	46
Strongly Disagree	5	1	5	10
Total	50		148	100
Mean	$= \sum (f \times s) / T$	=	2,96	
Clasification	=	Moderate		

Source: Questionnaire Statement Number 15

Based on Table 4.24 with the indicator “Leader does not play an active role in the daily work activities”. Respondents who answered strongly agree were 13 respondents (26%). Respondents who answered agree were 5 respondents (10%), 4 respondents who answered neutral (8%). 23 respondent answered disagree (46%). 5 respondents who answered strongly disagree (10%). The total mean of this question is 2,96 which is include moderate clasification. The researcher assume for this statement has a moderate score because even the leader let employee work freely, the employee still need a direction from employee in some problems.

**Table 4.25**

**Frequency Distribution Table Category Perceptions of Respondents  
Regarding Sub Leizess Faire Style System variables (X<sub>3</sub>)**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	59	5	295	23,6
Agree	73	4	292	29,2
Neutral	22	3	66	8,8
Disagree	74	2	148	29,6
Strongly Disagree	22	1	22	8,8
Total	250		823	100
Mean	$= \sum (f \times s) / T$	=	3,29	
Clasification	=	Moderate		

Source: Research Result 2011

Based on Table 4.25 with the indicator of total respondent's perception for leizess Faire style (X<sub>3</sub>) Respondents who answered strongly agree were 59 respondents (23,6%). Respondents who answered agree were 73 respondents (29,2%), 22 respondents who answered neutral (8,8%), 74 respondents who answered disagree (29,6%). 22 respondents answered strongly disagree (8,8%). The total mean is 3.29 which is include moderate clasification. leizess faire has moderate score. The researcher take an assumption that in some situation the leader has a trust with the employee but in some case the employee still need direction from the leader. So that, this style appllied in some situations. But in some situation the leader still has to direct the employee. Even the leader passive in daily activities, the leader will be avaiable to give suggestion or listen any problems or feed back from their subordinates.

After each sub variable on leadership style (X) known, the researcher will shown the overall calculation of leadership style variable (X)

**Table 4.26**

**Distribution Table of Respondents's Perception for Leadership Style's Variables**

<b>Leadership Style Variable (X)</b>		
<b>Sub Variable</b>	<b>Score</b>	<b>Clasification</b>
Autocratic Style (X1)	3,35	Good
Democratic Style (X2)	4,06	Good
Leissez Faire Style (X3)	3,29	Moderate
$= \sum (f \times s) / t$	<b>3,56</b>	<b>Good</b>

Source: Research Result 2011

Based on table 4.26 it can conclude, the leadership style in Siwah Hotel Banda Aceh which is applied by the management is already good with average score 3.56. Democratic style is dominant style in Siwah Hotel Banda Aceh with average score is 4,06 which is the dominant score between two other leadership style indicator. Democratic style can be known by some criteria such as: leader encourage their employee to give some opinions, the leader create close relationship with their subordinates, every input will be appreciated. Mostly employee in Siwah Hotel are young. According to Maria Walker (2011) "Taping into young employees enthusiasm, different perspective, and creativities enhance an organization's performance". The leader believe if the leader let the employee give some inputs or suggestion in some problems it will make the employee feel comfortable in workplace. Democratic style also create good wok environment and incerase the togetherness of employees. Democratic style also will improve problem solving skill of employee.

#### 4.4. Motivation Variable (Y)

To find the responds from respondents about motivation to work in Siwah Hotel Banda Aceh. The researcher distribute 50 questionnaire about job motivation. There are 4 sub variables in motivation's questionnaire: the desire to live (Y<sub>1</sub>), the desire for position (Y<sub>2</sub>), the desire for power (Y<sub>3</sub>), the desire for recognition (Y<sub>4</sub>). For each sub variables contains 5 questions.

##### 4.4.1. The Desire to live (Y<sub>1</sub>)

**Table 4.27**

**By working, I can meet all of my needs (food and beverages, clothing, shelter and other needs)**

	Frequency (f)	Score (b)	f X s	Percent(%)
Strongly Agree	20	5	100	40,0
Agree	28	4	112	56,0
Neutral	1	3	3	2,0
Disagree	1	2	2	2,0
Strongly Disagree	0	1	0	0,0
Total	50		217	100
Mean	$= \sum (f \times s) / T$	=	4,34	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 1

Based on Table 4.27 with the indicator “By working, I can meet all of my needs (food and beverages, clothing, shelter and other needs)”. Respondents who answered strongly agree were 20 respondents (40%). Respondents who answered agree were 28 respondents (56%), 1 respondent who answered neutral (2%). 1 respondents who answered disagree. The total mean of this question is 4.34 which is include very good clasification. the researcher assume for this statement the score is very good because leader understand this factor is basic needs of employee. To have employees who motivate to performance well in company, the organization should fulfill this needs. This statements related to lowest level in hierachy needs which stated the physiological is basic needs of employee. The

physiological needs include food and beverages, clothing, housing, and other basic needs.

**Table 4.28**

**Leader guarantee every employee get a monthly salary on time with the actual amount**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	40	5	200	80,0
Agree	9	4	36	18,0
Neutral	1	3	3	2,0
Disagree	0	2	0	0,0
Strongly Disagree	0	1	0	0,0
Total	50		239	100,0
Mean	$= \sum (f \times s) / T$	=	4,78	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 2

Based on Table 4.28 with the indicator “Leader guarantee every employee get a monthly salary on time with the actual amount”. Respondents who answered strongly agree were 40 respondents (80%). Respondents who answered agree were 9 respondents (18%), 1 respondent who answered neutral (2%). The total mean of this question is 4.78 which is include very good clasification. the researcher take an assumption for this needs has very good score because leader understand salary is the crucial factor to enhance the motivation of employee. By pay the salary on time it make employee feel secure and enhance their performance in workplace. According to Herzberg Two-factor theory if this factor missing it can caused dissatisfaction from the employee.

**Table 4.29**

**Intensive or bonus will increase my motivation to work better**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	36	5	180	72,0
Agree	13	4	52	26,0
Neutral	1	3	3	2,0
Disagree	0	2	0	0,0
Strongly Disagree	0	1	0	0,0
Total	50		235	100,0
Mean	$= \sum (f \times s) / T$	=	4,7	
Classification	=	Very Good		

Source: Questionnaire Statement Number 3

Based on Table 4.29 with the indicator “Intensive or bonus will increase my motivation to work better”. Respondents who answered strongly agree were 36 respondents (72%). Respondents who answered agree were 13 respondents (26%), 1 respondent who answered neutral (2%). The total mean of this question is 4.7 which is include very good clasification. The research take an assumption for this statement has very good classification because the employee agree that bonus will increase their motivation to work. additional income will support the employee to have something that they wants. With the bonus, the employees feel the leader give highly appreciate with their contribution to the hotel. This statement suitable with Expaectancy theory. This theory assumed if the organizational reward acceptable it will increase individual performance.

**Table 4.30****Management give reasonable salary for every employees**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	43	5	215	86,0
Agree	6	4	24	12,0
Neutral	1	3	3	2,0
Disagree	0	2	0	0,0
Strongly Disagree	0	1	0	0,0
Total	50		242	100,0
Mean	$= \sum (f \times s) / T$	=	4,84	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 4

Based on Table 4.30 with the indicator “Management give reasonable salary for every employees”. Respondents who answered strongly agree were 43 respondents (86%). Respondents who answered agree were 6 respondents (12%), 1 respondent who answered neutral (2%). The total mean of this question is 4.84 which is include very good clasification. the researcher take an assumption for this statements has very good clasification because reasonable salary will enhance the motivation level. Reasonable salary is a good way for leader to have good employee motivation. this statement suitable basic of extrinsic factor of motivation. according to Hariandja (2002) “this motivation factor is influenced by the environment”. Salary is one of extrinsic factor of motivation.

**Table 4.31****Management give reasonable periodical increase in salary**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	8	5	40	16,0
Agree	41	4	164	82,0
Neutral	0	3	0	0,0
Disagree	1	2	2	2,0
Strongly Disagree	0	1	0	0,0
Total	50		206	100,0
Mean	$= \sum (f \times s) / T$	=	4,12	
Clasification	=	Good		

Source: Questionnaire Statement Number 5

Based on Table 4.31 with the indicator “Management give reasonable periodical increase in salary”. Respondents who answered strongly agree were 8 respondents (16%). Respondents who answered agree were 41 respondents (82%), 1 respondent who answered disagree (2%). The total mean of this question is 4.12 which is include good clasification. The researcher take an assumption for this statement has good value because needs of employee will be increase time by time. For employee who have children who will enter to school needs some money to pay school’s admission. To give periodical increase in salary will be the way to fulfill their needs which has increasing time by time. According to Roberts D. Pritchard and Ellissa L.Ashwood (2008) “needs are the ultimate source of motivation”. As we know need of human will be increase time by time. The leader should fulfil their needs to keep motivation of their employees.



**Table 4.32**

**Frequency Distribution Table Category Perceptions of Respondents  
Regarding Sub The Desire To Live System variables (Y<sub>1</sub>)**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	147	5	735	58,8
Agree	97	4	388	38,8
Neutral	4	3	12	1,6
Disagree	2	2	4	0,8
Strongly Disagree	0	1	0	0,0
Total	250		1139	100,0
Mean	$= \sum (f \times s) / T$	=	4,56	
Clasification	=	Very Good		

Source: Research Result 2011

Based on Table 4.32 with the indicator of total respondent's perception for The Desire To Live (Y<sub>1</sub>) Respondents who answered strongly agree were 147 respondents (58.8%). Respondents who answered agree were 97 respondents (38.8%), 4 respondents who answered neutral (1.6%), 2 respondents who answered disagree (0.8%). The total mean is 4.56 which is include very good clasification. The desire to live has very good score because this factor is the basic needs of employee to fulfill needs and wants. In Hierachy of needs by Abraham Maslow this factor is the basic needs of human. The leader should concern with this indicator to increase the motivation of employee. By fulfill this indicator is also keep the loyalty of employee to company.

#### 4.4.2. The Desire For Position (Y<sub>2</sub>)

**Table 4.33**

**HRD put the right person in the right position based on their ability**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	27	5	135	54,0
Agree	22	4	88	44,0
Neutral	0	3	0	0,0
Disagree	1	2	2	2,0
Strongly Disagree	0	1	0	0,0
Total	50		225	100,0
Mean	$= \sum (f \times s) / T$	=	4,5	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 6

Based on Table 4.33 with the indicator “HRD put the right person in the right position based on their ability”. Respondents who answered strongly agree were 27 respondents (54%). Respondents who answered agree were 22 respondents (44%), 1 respondent who answered disagree (2%). The total mean of this question is 4.5 which is include very good clasification. The researcher assume for this statement has very good clasification because by put the right person in the right position will give benefit to hotel. Also by putting the right people in the right position also will decrease the level of jealousy among employees. This statement include as hygiene factors of Herzberg’s theory. Working condition will be good if the leader treat their subordinates fairly. According to Shiver(1915-2011) Justice is one of characteristics to be a good leader. The leader should know how to treat their subordinates fairly.

**Table 4.34**

**Job security exist in the company**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	23	5	115	46,0
Agree	19	4	76	38,0
Neutral	3	3	9	6,0
Disagree	5	2	10	10,0
Strongly Disagree	0	1	0	0,0
Total	50		210	100,0
Mean	$= \sum (f \times s) / T$	=	4,2	
Clasification	=	Good		

Source: Questionnaire Statement Number 7

Based on Table 4.34 with the indicator “Job security exist in the company”. Respondents who answered strongly agree were 23 respondents (46%). Respondents who answered agree were 19 respondents (38%), 3 respondents who answered neutral (6%). 5 respondents who answered disagree (10%). The total mean of this question is 4.2 which is include good clasification. The researcher take an assumption for this statement has good clasification because by ensure job security will be increase sense of security for employee. If the leader not give the job security to employees, the employees will feel unsave and worry about their future. That feeling will inhibits the performance of employees. This is the second level of hirerachy of needs by Abraham Maslow. Job security is one of the aspects of Safety in the hierachy.

**Table 4.35**

**Management always give employee promotion fairly**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	15	5	75	30,0
Agree	31	4	124	62,0
Neutral	3	3	9	6,0
Disagree	1	2	2	2,0
Strongly Disagree	0	1	0	0,0
Total	50		210	100,0
Mean	$= \sum (f \times s) / T$	=	4.2	
Clasification	=	Good		

Source: Questionnaire Statement Number 8

Based on Table 4.35 with the indicator “Management always give employee promotion fairly”. Respondents who answered strongly agree were 15 respondents (30%). Respondents who answered agree were 31 respondents (62%), 3 respondents who answered neutral (6%). 1 respondent who answered disagree (2%). The total mean of this question is 4.2 which is include good clasification. The researcher take an assumption for this statement has good clasification because by give employee promotion will increase the motivation of employee. Power is one of the crucial needs of employee. By giving employee promotion will motivate employee to show their best performance in workplace and it will give benefit to company. This statements suitable with Expectancy theory. Job promotion is a reward for employee who willing to give good individual performace for the organization.

**Table 4.36**

**Management give training in variety position to increase my skills**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	7	5	35	14,0
Agree	36	4	144	72,0
Neutral	4	3	12	8,0
Disagree	3	2	6	6,0
Strongly Disagree	0	1	0	0,0
Total	50		197	100,0
Mean	$= \sum (f \times s) / T$	=	3,94	
Clasification	=	Good		

Source: Questionnaire Statement Number 9

Based on Table 4.36 with the indicator “Management give training in variety position to increase my skills”. Respondents who answered strongly agree were 7 respondents (14%). Respondents who answered agree were 36 respondents (72%), 4 respondents who answered neutral (8%). 3 respondents who answered disagree (6%). The total mean of this question is 3.94 which is include good clasification. this statement has good score. The researcher conclude by train employee in variety position will increase the skill of employee. By having the employe who has variety skills, it easier to company to reach the goals. And it decrease the boredness of employee in their workplace. This statement include in Extrinsic Factors of motivation. For the leader, this treatment will be a good way to finding employee who include in Theory X. In X and Y theory by Douglas McGregor stated theory X is the negative behavior of employee. The employees who include in Theory X will be ignore the training program which held by the company.

**Table 4.37****I feel my position is important for company development**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	3	5	15	6,0
Agree	44	4	175	88,0
Neutral	3	3	9	6,0
Disagree	0	2	0	0,0
Strongly Disagree	0	1	0	0,0
Total	50		200	100,0
Mean	$= \sum (f \times s) / T$	=	4,00	
Clasification	=	Good		

Source: Questionnaire Statement Number 10

Based on Table 4.37 with the indicator “I feel my position is important for company development”. Respondents who answered strongly agree were 3 respondent (6%). Respondents who answered agree were 44 respondents (88%), 3 respondents who answered neutral (6%). The total mean of this question is 4,0 which is include good clasification. The researcher take an assumption for this statement has good score because the employee will be satisfy if their contribution give positive impact to company. They will be motivate to give contribution and some inputs to leader to show they are willing to give their full contribution to company this statement include Intrinsic motivation. According to Hariandja (2002) intrinsic factor sourced from ourselves. Feeling important for their company is one of aspects in Intrinsic Motivation..

**Table 4.38**

**Frequency Distribution Table Category Perceptions of Respondents  
Regarding Sub The Desire For Position System variables (Y<sub>2</sub>)**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	75	5	375	30,0
Agree	152	4	608	60,8
Neutral	13	3	39	5,2
Disagree	10	2	20	4,0
Strongly Disagree	0	1	0	0,0
Total	250		1042	100,0
Mean	$= \sum (f \times s) / T$	=	4.17	
Clasification	=	Good		

Source: Research Reult 2011

Based on Table 4.38 with the indicator of total respondent's perception for The Desire For Position (Y<sub>2</sub>) Respondents who answered strongly agree were 75 respondents (30%). Respondents who answered agree were 152 respondents (60,8%), 13 respondents who answered neutral (5,3%), 10 respondents who answered disagree (4,0%). The total mean is 4,17 which is include good clasification. the desire for position has good score, the researcher conclude that desire position is the indicator to enhance employee's motivation. every employee wants to have better positon for their carrer. To fulfill that needs, the employee will show their best contribution to company in order to reach the higher position in their company. The good leader should concern about this indicator and give better position if the employee deserve it. According to U.S. Army Military leadership (1983) stated a leader should know about their follower. A good leader must able to analyze which follower give positive impact to organization. by knowing about the contribution of employees, it will fulfill Motivators factors of employee by Herzberg's. the aspects of motivator factors is achievement, growth opportunities. This factor is a key for employee's motivation.

#### 4.4.3. The Desire For Power (Y<sub>3</sub>)

**Table 4.39**  
**Every employee have a power to make a decision in daily activities**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	14	5	70	28,0
Agree	34	4	136	68,0
Neutral	2	3	6	4,0
Disagree	0	2	0	0,0
Strongly Disagree	0	1	0	0,0
Total	50		212	100,0
Mean	$= \sum (f \times s) / T$		=	4,24
Clasification	=	Very Good		

Source: Questionnaire Statement Number 11

Based on Table 4.39 with the indicator “Every employee have a power to make a decision in daily activities”. Respondents who answered strongly agree were 14 respondents (28%). Respondents who answered agree were 34 respondents (68%), 2 respondents who answered neutral (4%). The total mean of this question is 4.24 which is include very good clasification. The researcher assume this statement has very good because by letting people to take a decision in daily activities will increase their motivation level. By letting the employees to take decision it will increase their problem solving skills. Employee will feel fredom that gave by their leader and make they feel comfortable in their workplace. This statement suitable with Theory Y by Douglas McGregor. Theory Y explain about positive side of employee such as full of ambition, enjoy their work. for theory Y, the initiative to give contribution is high and able to take accurate decision by themselves.



**Table 4.40**

**I have more power in my neighbourhood since I joint in my company**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	14	5	70	28,0
Agree	33	4	132	66,0
Neutral	3	3	9	6,0
Disagree	0	2	0	0,0
Strongly Disagree	0	1	0	0,0
Total	50		211	100,0
Mean	$= \sum (f \times s) / T$	=	4,22	
Classification	=	Very Good		

Source: Questionnaire Statement Number 12

Based on Table 4.40 with the indicator “I have more power in my neighbourhood since I joint in my company”. Respondents who answered strongly agree were 14 respondents (28%). Respondents who answered agree were 33 respondents (66%), 3 respondents who answered neutral (6%). The total mean of this question is 4,22 which is include very good clasification. The researcher assume for this statement has very good classification because employee need a good respect from their social. By having extra value in their social, they will proud to work in the company. By having feeling proud of the company the motivate of employee will be high and will directly give a positive impact to company. This statement is the third level of maslow’s hierachy which is Social. Feeling acceptance and friendship will be motivate employee for their organization.

**Table 4.41**

**The management gives big opportunity for potential employee to have higher power position in the management structure**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	36	5	180	72,0
Agree	10	4	40	20,0
Neutral	3	3	9	6,0
Disagree	1	2	2	2,0
Strongly Disagree	0	1	0	0,0
Total	50		231	100,0
Mean	$= \sum (f \times s) / T$	=		4,62
Clasification	=			Very Good

Source: Questionnaire Statement Number 13

Based on Table 4.41 with the indicator “The management gives big opportunity for potential employee to have higher power position in the management structure”. Respondents who answered strongly agree were 36 respondents (72%). Respondents who answered agree were 10 respondents (20%), 3 respondents who answered neutral (6%). 1 respondents answered disagree (2%). The total mean of this question is 4.62 which is include very good clasification. The researcher take an assumption for this statement has very good clasification because by giving a chance for potential employee to reach higher position in company will increase the motivate to give the best performance to get the higher position. They will prove to the leader, they deserve to have bigger step in their carrer. This statement is the highest level of maslow’s hierachy which is self-actualization. By fulfilling this need, the organization will be recieve the optimal motivation from the employees.

**Table 4.42**  
**Co-workers always give positive influence to increase my job performance**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	36	5	180	72,0
Agree	11	4	44	22,0
Neutral	2	3	6	4,0
Disagree	1	2	2	2,0
Strongly Disagree	0	1	0	0,0
Total	50		232	100,0
Mean	$= \sum (f \times s) / T$	=	4,64	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 14

Based on Table 4.42 with the indicator “Co-workers always give positive influence to increase my job performance”. Respondents who answered strongly agree were 36 respondents (72%). Respondents who answered agree were 11 respondents (22%), 2 respondents who answered neutral (4%). 1 respondent answered disagree (2%). The total mean of this question is 4.64 which is include very good clasification. The researcher conclude for this statement has very good clasification because by influencing positive energy to co-worker will increase the togetherness of employee. Sharing the knowledge or give the real example of good performance will be influence the co-worket to have good performance in the workplace. This statement suitable with the third level of maslow’s hierachy which is social. By giving influence to co-workers it will maintain the relationship among members and will create good environment in workplace.

**Table 4.43**

**My management give big power for every employee in decision making process**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	22	5	110	44,0
Agree	22	4	88	44,0
Neutral	2	3	6	4,0
Disagree	4	2	8	8,0
Strongly Disagree	0	1	0	0,0
Total	50		212	100,0
Mean	$= \sum (f \times s) / T$	=	4,24	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 15

Based on Table 4.43 with the indicator “My management give big power for every employee in decision making process”. Respondents who answered strongly agree were 22 respondents (44%). Respondents who answered agree were 22 respondents (44%), 2 respondents who answered neutral (4%). 4 respondents who answered disagree (8%). The total mean of this question is 4.24 which is include very good clasification. The researcher assume for this statement has very good score because by letting the employee have a power to take decision will increase they problem solving skills. They will used to face problem and know how to face it. By letting employee to take a decision it will increse their confidence in workplace. This statement suitable with fourth level of needs by Abraham Maslow which is esteem. By giving a freedom to employee, it will create feeling esteem from the leader.

**Table 4.44**  
**Frequency Distribution Table Category Perceptions of Respondents**  
**Regarding Sub The Desire For Power System variables (Y<sub>3</sub>)**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	122	5	610	48,8
Agree	110	4	440	44,0
Neutral	12	3	36	4,8
Disagree	6	2	12	2,4
Strongly Disagree	0	1	0	0,0
Total	250		1098	100,0
Mean	$= \sum (f \times s) / T$	=	4,39	
Clasification	=	Very Good		

Source: Research Result 2011

Based on Table 4.44 with the indicator of total respondent's perception for The Desire For Power (Y<sub>3</sub>) Respondents who answered strongly agree were 122 respondents (48,4%). Respondents who answered agree were 110 respondents (44.0%), 12 respondents who answered neutral (4.8%), 6 respondents who answered disagree (2.4%). The total mean is 4.39 which is include very good clasification. the desire for power has a good classification, the researcher take a point of view that by fulfill their needs of power in workplace, it will increase their motivation level. They will confidence and believe that they are important asset for company. According to Sargent Shiver the characteristics to be a good leader include empowerment. Influencing the power to subordinates, will create feeling appreciated. It will increasing the level of motivation to give their contribution to support the leader accomplish the mission and vision of organization.

#### 4.4.4. The Desire For Recognition (Y<sub>4</sub>)

**Table 4.45**

**Co-workers always create friendly environment in workplace**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	20	5	100	40,0
Agree	29	4	116	58,0
Neutral	1	3	3	2,0
Disagree	0	2	0	0,0
Strongly Disagree	0	1	0	0,0
Total	50		219	100,0
Mean	$= \sum (f \times s) / T$	=	4,38	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 16

Based on Table 4.45 with the indicator “Co-workers always create friendly environment in workplace”. Respondents who answered strongly agree were 20 respondents (40%). Respondents who answered agree were 29 respondents (58%), 1 respondents who answered neutral (2%). The total mean of this question is 4.38 which is include very good clasification. The researcher assume for this statement has very good clasification because by creating friendly environment it will directly motivate people. Belongliness is an ultimate needs of employee in workplace to create good environment in workplace. By having good work environment it make employee feel comfort in their workplace. This statement suitable with the third level in maslow’s hierachy which is social. Feeling belongliness, acceptance and friendship will be make the employees feel confident in their workplace and it will be followed by individual perfromace in work activities.

**Table 4.46**

**My leader always make good interaction with their subordinates**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	25	5	125	50,0
Agree	22	4	88	44,0
Neutral	3	3	9	6,0
Disagree	0	2	0	0,0
Strongly Disagree	0	1	0	0,0
Total	50		222	100,0
Mean	$= \sum (f \times s) / T$	=	4,44	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 17

Based on Table 4.46 with the indicator “My leader always make good interaction with their subordinates”. Respondents who answered strongly agree were 25 respondents (50%). Respondents who answered agree were 22 respondents (44%), 3 respondents who answered neutral (6%). The total mean of this question is 4.44 which is include very good clasification. The researcher take an assumption for this statement has very good classification because the leader should create good interaction to their subordinates. With good interaction with the leader it will make subordinates has a confident to their leader and influence employee to have positive commitment in workplace. A leader in demand to making good contribution with their subordinates. According to DurBin (2010) “ a key role for follower is to collaborate with leaders in achieving organizational goals.

**Table 4.47**

**My social life give good respect to me since I joint in my company**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	39	5	195	78,0
Agree	8	4	32	16,0
Neutral	1	3	3	2,0
Disagree	2	2	4	4,0
Strongly Disagree	0	1	0	0,0
Total	50		234	100,0
Mean	$= \sum (f \times s) / T$	=	4,68	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 18

Based on Table 4.47 with the indicator “My social life give good respect to me since I joint in my company”. Respondents who answered strongly agree were 39 respondents (78%). Respondents who answered agree were 8 respondents (16%), 1 respondent who answered neutral (2%). 2 respondent who answered disagree (4%). The total mean of this question is 4.68 which is include very good clasification. The researcher assume for this statement has very good claasification because people has a need to be accepted in social. If the social give more value for our employee who work in our company, it make employee to have proud being in our team. Feeling proud will follow with deep commitment from employee to their organization. this statement include to motivators factor by Herzberg. Feeling recognition will be motivate people to their organization.



**Table 4.48**  
**The leader always have a program to strenghten relationship among employees**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	23	5	115	46,0
Agree	24	4	96	48,0
Neutral	1	3	3	2,0
Disagree	2	2	4	4,0
Strongly Disagree	0	1	0	0,0
Total	50		218	100,0
Mean	$= \sum (f \times s) / T$	=	4,36	
Clasification	=	Very Good		

Source: Questionnaire Statement Number 19

Based on Table 4.45 with the indicator “The leader always have a program to strenghten relationship among employees”. Respondents who answered strongly agree were 23 respondents (46%). Respondents who answered agree were 24 respondents (48%), 1 respondent who answered neutral (2%). 2 respondent who answered disagree (4%). The total mean of this question is 4,36 which is include very good clasification. The researcher assume for this statement has very good score because by having some activities it will create belongliness with employees and make them feel confident to work in the organization. this program is the way applied by leader to fulfill extrinsic needs of employees.

**Table 4.49**

**Leader always show their careness for every employees**

	<b>Frequency (f)</b>	<b>Score (b)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	12	5	60	24,0
Agree	35	4	140	70,0
Neutral	1	3	3	2,0
Disagree	2	2	4	4,0
Strongly Disagree	0	1	0	0,0
Total	50		207	100,0
Mean	$= \sum (f \times s) / T$	=	4.14	
Clasification	=	Good		

Source: Questionnaire Statement Number 20

Based on Table 4.49 with the indicator “Leader always show their careness for every employees”. Respondents who answered strongly agree were 12 respondents (24%). Respondents who answered agree were 35 respondents (70%), 1 respondent who answered neutral (2%). 2 respondents were aswered disagree. The total mean of this question is 4.14 which is include good clasification. The researcher assume for this statement has good score because by giving the careness to employee it make employee feel satisfy. The employee feel the leader has special attention to each subordinate. The subordinates will be happy and motivate them giving the best contribution to the organization. the leader showing their careness to employees to fulfill intrinsic needs of employees.

**Table 4.50**

**Frequency Distribution Table Category Perceptions of Respondents  
Regarding Sub The Desire For recognition System variables (Y<sub>4</sub>)**

	<b>Frequency (f)</b>	<b>Score (s)</b>	<b>f X s</b>	<b>Percent(%)</b>
Strongly Agree	119	5	595	47,6
Agree	118	4	472	47,2
Neutral	7	3	21	2,8
Disagree	6	2	12	2,4
Strongly Disagree	0	1	0	0,0
Total	250		1100	100,0
Mean	$= \sum (f \times s) / T$		=	4,4
Clasification	=		Very Good	

Source: Research Result 2011

Based on Table 4.50 with the indicator of total respondent's perception for The Desire For Recognition (Y<sub>4</sub>) Respondents who answered strongly agree were 119 respondents (47,6%). Respondents who answered agree were 118 respondents (47,2%), 7 respondents who answered neutral (2,8%), 6 respondents who answered disagree (2,4%). The total mean is 4.4 which is include very good clasification. The desire for recognition is one of indicator for employee motivation factor, by giving the big attention to this factor will create the friendly work environment. The employees will be confort with their work environment and it will followed by good performance from employees. This indicator suitable with the fourth level of maslow's hierachy which is esteem. This indicator will create positve environment in workplace which is the aspects of extrinsic factor of motivation.

After each sub variable on Motivation (Y) known, the researcher will shown the overall calculation of motivation variable (Y)

**Table 4.51**

**Distribution Table of Respondents's Perception for Motivation variables**

<b>Motivation Variable (Y)</b>		
<b>Sub Variabel</b>	<b>Score</b>	<b>Clasification</b>
The Desire To Live (Y1)	4,56	Very Good
The Desire For Position (Y2)	4,17	Good
The Desire For Power (Y3)	4,39	Very Good
The Desire For Recognition (Y4)	4,40	Very Good
$= \sum (f X s) / t$	<b>4,38</b>	<b>Very Good</b>

Source: Research Result 2011

Based on table 4.51 it can conclude, the motivation of employee in Siwah Hotel Banda Aceh is good with average score 3,84. The Desire for recognition is dominant factor for employee's motivation in Siwah Hotel Banda Aceh with average score is 4,55 which is the highest average score between three other motivation factor. Leader in siwah Hotel has good intention to motivation factor of employee. By give attention to motivation factor it will follow by commitment of employees.

## **V. CONCLUSIONS AND RECOMMENDATION**

### **5.1. Conclusion**

As noted problems that want to note in this study is “the analysis of leadership style and employee motivation in Siwah Hotel Banda Aceh”

Based on the result of data analysis, the research conclude as follows:

1. Democratic is the dominant leadership style applied by Siwah Hotel Banda Aceh. The average score for democratic style is 4,06 the highest score among 2 other style. The leader of Siwah Hotel Banda Aceh give a big chance for the employees to have optimal contribution to support company’s development. By applied democratic style, the employees feel proud with their job and feel the employees have crucial contribution to company development. Democratic style can increase the relations between employees and leader.
2. Based on the research the motivation of employee in Siwah Hotel Banda Aceh are very good. We can se in our calculation in chapter 4, the average score of motivation is 4,38 which include very good classification The Desire for to live is dominant factor for employee’s motivation in Siwah Hotel Banda Aceh with average score is 4,56 which is the highest average score between three other motivation factors.

### **5.2. Recommendation**

Based the conclusion, we know that leadership style which applied by leader of Siwah Hotel Banda Aceh is very good and the value of employee motivation in Siwah Hotel Banda Aceh is high, but beside our conclusion there are also some suggestions and recomendation for the leader of Siwah Hotel Banda Aceh to make the level of employee motivation better.

In this case, the researcher would suggest the followings things:

1. According to table 4.51 we can see the desire for position get the lowest score between other motivation factors. The leader should increase the value of the desire for position to make the work environment better.
2. According table 4.36 the values of question “ Management give training in variety position to increase my skills” is the lowest average score among other aspect. The leader of siwah Hotel Banda Aceh should arrange variety of training to employee to increase their skills. By having employee which have variety of skills it make the operational of hotel more optimal.
3. For future improvement of this research, the researcher addressed some suggestion for other researcher whic will conduct related field.
  - a.The future researcher can conduct the research with other method and instrument in order to have variety of conclusion. It wil helpful for any leader to more corncern about their subordinates.
  - b.the future researcher my find other factor that effect employee motivation in future research to make this aspect more accurate.

**HOTEL SIWAH BANDA ACEH**

**COMPANY'S CONFIRMATION LETTER**

Here with, I am:

Name : Roelly Solida Putra  
Function : General Manager  
Company : Siwah Hotel  
Address : Jl. TWK.Mohd. Daudsyah No.18-20 Banda Aceh

Confirm that:

Name : Dally Teguh Sesario  
Student ID : 010200800003  
Faculty/Major : Economics/Hotel and Tourism Management  
University : President University

Has done his/her research in our company in order to write the thesis, title: THE CORRELATION BETWEEN LEADERSHIP STYLE AND EMPLOYEE MOTIVATION : A CASE STUDY OF SIWAH HOTEL BANDA ACEH since December 20<sup>th</sup>,2011 until December 27<sup>th</sup>,2011, and has discussed with us the content of his/her thesis, including the findings and recommendations.

Banda Aceh, 29 January 2012

CV Siwah Hotel

  
  
Function