

THE INFLUENCE OF LEADERSHIP STYLE, TEAM COOPERATION, COMMUNICATION, AND COMPENSATION TOWARDS WORKING MOTIVATION OF THE HARBOURMASTER EMPLOYEES IN TANJUNG PERAK HEAD OFFICE

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ABSTRACT

This study aims at determining and analyzing the influence of leadership style, teamwork, communication and compensation to motivate employees to work. The sampling technique uses purposive sampling. Based on calculations using the Slovin formula, samples were 142 respondents. Data analysis techniques used multiple linear regression, test for F and test for t. Based on the study results it is noted the leadership style, teamwork, communication, and compensation simultaneously affect work motivation as evidenced by the results of the F test which shows the value of significance is less than 0,05 which is equal to 0,000. Leadership style, teamwork, communication, and compensation partially affect work motivation as evidenced by the results of a t-test shown the significance value of leadership style, teamwork, communication, and compensation smaller than 0,05, namely leadership style by 0,005, teamwork by 0,000, communication by 0,002, and compensation by 0,007. Teamwork has a dominant effect on motivation for the work as evidenced by the results of the t test which shows the significance value of teamwork is smaller than the value of the other independent variables which is equal to 0,000.

Keywords: Leadership Style, Teamwork, Communication, Compensation, Work Motivation

I. INTRODUCTION

All Institutionalities always expect their employees to have good performance because employees who are performing well will optimize of contributions to the institution. In order for employees to have good performance, companies must strive for employees to have high work motivation. Employees must always be motivated in order to increase their enthusiasm at work. Work motivation must be carried out by companies because one important factor that can encourage employee performance improvement is providing motivation (Indrasari, *at al.*, 2018b:46).

A leader, according to Arifin, et al. (2017: 126), is a person who has the authority to give a task and has the ability to persuade or influence other people (underlines) through a good relationship pattern to achieve the objectives which have been set. An effective leadership style is needed in an institution to

direct its employees and control various existing problems with the right solution. The role of a leader in presenting good working conditions will lead achieving organizational objectives to the maximum. A leader is said to be successful if he can present working conditions that are conducive for his employees (Indrasari, 2017: 59).

Employee motivation for the work can also be influenced by teamwork undertaken by employees. Team working, according to Robbins and Judge (2014: 406), is a joint effort between individuals or groups to achieve common goals. In collaboration there must always be an agreement among the members to carry out the same goal so that the collaboration can proceed according to mutual desires without any disputes. With the team's collaboration, they will be able to produce thanks to concerted efforts, strong synergies. This can be seen that the performance achieved by a team is better than the performance one individual in an organization or an institution.

This shows that if employees work together in carrying out their responsibilities, then the work will be completed quickly. Even so, teamwork must also be effective to make a good contribution to the each employee's performance and work results in an institution.

Communication can affect work motivation. That is in line with a research carried out by Safitri, et al. (2019). Employees will work well if there is good communication within the institution. All employees and leaders in an institution must communicate clearly, openly, and honestly. It cannot be denied the importance of communication in the workplace, given that in an institution there are many people from different social and professional backgrounds who work for the same purpose. Effective communication in the workplace must be created for the overall success of the institution. Good communication makes it easy for institution leaders to convey ideas, institution goals, and vision very clearly. Good communication can also increase employees' morale and also improve employees' work efficiency so that employees' performance increases.

Compensation can also affect work motivation. This is in line with work by Jumiyati (2018). Compensations by Gaol (2014: 310) are things which employees receive in the form of money or not as remuneration for the efforts of employees (contributions of employees) given to the institutions. When compensation is given correctly and fairly, employees will be motivated to achieving the goals of more organisations. Therefore, if the workers earn the salary is inadequate then employee morale will decrease. Providing sufficient compensation to employees can be a supportive motivation for employees to cooperate, work effectively, and be integrated to achieve institution goals. Providing fair and appropriate compensation needs to be done so that employees are motivated to work diligently and enthusiastically to achieve optimal results.

The purpose of this study is to assess and analyze the influence of leadership style, teamwork, communication, and compensation to the work motivation of Harbour Master

main office employees in Tanjung Perak Surabaya.

II. LITERATURE REVIEW

A. Leadership Style

A leader, according to Arifin, et al. (2017: 126), is a person who has the authority to give tasks, and has the ability to persuade or influence other people (subordinates) by means of a good relationship pattern to achieve specified goals. Rudro (2018: 138) states that the subordinate or members of the organization can fulfill organizational tasks to a large extent depends on the leadership style used by the leader. In addition, the style of a leader also has a significant relationship with the level of satisfaction of subordinates or members of an organization.

Style of leadership according to Suwatno and Priansa (2016: 155) is a various behavioral patterns favored by leaders in the process of directing and influencing followers. Leaders who carry out their leadership effectively will be good role models. Conversely, a leader whose existence is only as a figure and does not have any influence and ability of leadership will result in low success in organization because he does not have the capability and ability to produce the best performance..

A good leadership style depends on specified condition. According to Indrasari, et. al. (2018c: 56), good leadership style will improve efficiency, job satisfaction, results, development and adapt easily to all situations that arise and are around us. Meanwhile, according to Sugiyono (2018: 117) indicators to measure management Style in research instruments include:

1. A leader explains the tasks that must be done by employees
2. A leader gives instructions to employees in carrying out their work
3. A leader can create an atmosphere of friendship in working environment
4. A leader gives enthusiasm to employees in completing their work
5. A leader provides the opportunity for employees to discuss problems at work
6. A leader emphasizes cooperation with employees in completing tasks

B. Teamwork

Indrasari, et al. (2018b: 47) states that employees should interact more intensively with other employees and among employees and superiors, so as to create an atmosphere of togetherness. Thus, it is easier to solve existing problems. For this reason, teamwork is needed within an institution. Collaboration between teams will affect the performance it produces because by collaborating, the work result will be produced faster. It can then be said that fostering effective collaboration within an institution is a must. Robbins and Judge (2014: 406) revealed that working teams are groups whose individual efforts yield higher performance than the number of single inputs. That means a team's performance is better than an individual's performance in an organization or institution.

There are various characters attached to a successful team. Those characters, according to Sopiah (2011: 43), are:

1. Commit to a common goal

An effective team has a meaningful, shared purpose which gives its members direction, momentum and commitment. Successful team members put a lot of time and effort into discussing, forming and agreeing on an intention that both collectively and individually belongs to them.

2. Establish specific goals

Successful teams convey their common intentions as realistic, measurable, and specific work goals. Specific goals make it easier for them to communicate.

3. Leadership and structure

The aim is to define the final target of the team. In addition, high-performance teams also require leadership and structure to provide direction and focus. For example, defining and agreeing on a common approach ensures that the team is united in ways to achieve targets.

4. Avoiding social sloth and responsibility

Individuals can conceal themselves in a group. They can engage in "social laziness" and glide alongside group efforts, since their individual contributions can not be recognized. High-performance teams are reducing this

trend by making themselves accountable individually as well as at team level.

5. Evaluate performance and reward systems that are correct

Traditional evaluation and reward systems that have individual orientation changed to reflect team performance.

6. Building strong mutual trust

High performance teams have a high degree of mutual trust among their members. That is, the members believe in each other's honesty, character and skill.

C. Communication

Communication is the process of delivering messages to other parties. In organizations, communication has a very important role, especially in forming an effective organization from efficient. According to Indrasari, et. al. (2019: 959), communication within organizations is a vital tool in establishing collaboration between employees to help one another, to maintain one another and to influence their interactions, in turn, encourage employees to get their jobs done properly. Employees will also be motivated to perform highly.

Newman and Summer in Arifin, et al. (2017: 156) define communication as the process of exchanging facts, ideas, opinions, or emotions through words, letters, symbols, or messages. In organizations, communication is a way for members of the organization to understand each other and understand each other. With good communication, an organization can run smoothly and successfully. For all organizations effective communication is very important. Therefore, a leader and an organization need to understand and improve their communication abilities.

Arifin et al. (2017: 168) state that in practice, there are four lines of communication in an organization, namely:

1. Downward communication

Communication that flows from people at higher hierarchical levels down to lower levels. Official memos are the commonest forms, instructions, statements about institution policies, procedures, work guidelines, and institution announcements.

2. Communication to the top

Effective upward channels of

communication are important because they offer employees the opportunity to talk. Communication tools that are often used upwards are boxes of ideas, group meetings, reports to the managers and processes for demanding or complaining.

3. Horizontal communication

Horizontal communication takes place between people who are at the same level in the organizational hierarchy but carry out different activities. The existence of various work units of the organization stem from the necessity of the division of tasks. Although there are differences in the division of tasks, it must have a mutually beneficial relationship.

In order for this relationship to be realized horizontal, communication is needed as a vehicle to convey various things such as information, advice, and suggestions, so that the various work units move as a unified entity and have the same perception about the direction to be taken and a step in tune in dealing with various problems faced arise.

4. Diagonal communication

This communication takes place between two work units that are at different levels of the organizational hierarchy but carry out similar activities.

D. Compensation or Reward

The definition of compensation by Gaol (2014: 310) is anything earned by workers, either in the form of money or not as a remuneration for the contributions of employees (construction of employees) that they provide to the organization. Compensation management is a very important activity. According to Indrasari et al. (2018a: 50), employees who are happy with salaries as shown by the adequacy of the wages, benefits, payroll system and work management are high, this results in the low desire of workers to leave the organization or institution where they work and the likelihood of finding employment in other organizations or institutions.

The definition of compensation according to Hasibuan (2017: 118) is any income received by employees in the form of money, direct or indirect goods, in return for services rendered to the institution. Meanwhile, compensation according to Sunyoto (2015: 26) is defined as

something which employees receive as remuneration for their work.

Compensation for workers is very significant, as employers expect that the compensation they earn will meet their needs and improve their wellbeing. Consequently, if workers view their salaries as insufficient, their motivation, job satisfaction and efficiency would decrease. The things that need to be considered in granting compensation according to Gaol (2014: 317) are as follows:

1. Must meet the minimum requirements
2. Must bind
3. Must provide enthusiasm and passion for work
4. Must be fair
5. Must not be static

E. Work Motivation

Indrasari et al. (2018b: 43) state that motivation is one of the factors that can encourage employees to try to achieve institution's goals. Hasibuan (2017: 143) states that work motivation is to give a driving force that creates one's desire to work together and work effectively, and is integrated with every effort to achieve satisfaction.

Sastrohadiwiryo and Syuhada (2019: 305) state that work motivation can provide energy that drives all potentials, creates high and noble desires, and increases togetherness. Each party works according to the rules or measurements determined by mutual respect, mutual need, mutual understanding, and respect for the rights and obligations of each entire operational work process.

Citing the Abraham Maslow, Sunyoto (2015: 11) state that someone in his place of work is motivated by a desire to satisfy a number of needs that exist in him. According to Maslow, humans need hierarchy:

1. Physiological needs

Needs are needs to be able to live, such as getting food, drinks, housing, sleeping, and so on.

2. The need for security

The need for security includes safety to protect against the dangers of accidents at work, guarantees for the continuity of his work and guarantees for his old age when he is no longer working.

3. Social needs

Social needs in an organization are related to the need for a compact working group, good supervision, common recreation etc.

4. The need for appreciation

The need for appreciation requires an appreciation of one's accomplishments, acknowledgment of one's abilities and skills as well as one's effectiveness.

5. The need for self-actualization

The need for self-actualisation is connected with the process of developing a person's true potential.

III. METHODOLOGY

A. Definition of Operational Variables

The operational definition of each variable can be explained as follows:

1. Leadership Style (X1)

Leadership style is one way that leaders use in influencing the behavior of subordinates to want to work together and work productively to achieve agency goals. Indicators of leadership style are:

- a. Explanation of tasks
- b. Giving instructions
- c. Friendship atmosphere
- d. Encouragement
- e. Job discussion
- f. Cooperation

2. Teamwork (X2)

Teamwork is a group of people working together to make things happen the same goal. Indicators of teamwork are:

- a. Commitment to achieving common goals
- b. Establish specific goals
- c. Structure
- d. Responsible
- e. Performance evaluation
- f. Develop trust

3. Communication (X3)

Communication is the delivery or exchange of the sender's information to the recipient, either verbally, in writing or using communication tools. Indicators of communication are:

- a. Communication down
- b. Communication to the top
- c. Horizontal communication
- d. Diagonal communication

4. Compensation (X4)

Compensation is all that the employee receives, whether in money form or not as compensation for the services the agency provides. Measurement of compensation is:

- a. Meet the minimum requirements
- b. Can tie
- c. Can motivate
- d. Fair
- e. Not static

5. Motivation of Work (Y)

Work motivation is a way to encourage the spirit of one's work, so they want to work by optimally providing their abilities and expertise to achieve organizational goals. The work motivation indicators are:

- a. Need of physiological
- b. Security needs
- c. Need of social
- d. Need of award
- e. Need of self-actualization

B. Research Population

Sugiyono (2018: 80) Describes population as a field of generalization consisting of artifacts or subjects with certain attributes and characteristics that are named to be researched by researchers and then added conclusions. The population in this study was all Harbor Master headquarters employees in Tanjung Perak Surabaya; 219 employees for the total.

C. Research Sample

Asample is part of the population that is expected to represent the study population. Positive sampling is a sampling method that has certain criteria (2018: 85). The sampling method used in this analysis is a purposive random sampling technique. According to Riduwan (2010: 63), purposive random sampling technique is a sampling technique used by a researcher if the researcher has certain considerations in the consideration of the sample for specific purposes".

The sampling criteria in this study are:

1. Employees have worked for more than 2 years
2. Employees domiciled in Surabaya

Meanwhile, the number of samples measured in this analysis is based on Slovin's Sunyoto formula (2015: 112) viz:

$$n = \frac{N}{N(d)^2 + 1}$$

Note:

n = Number of samples used

N = Number of population

d = Accuracy level (5%)

Based on the formula above can be obtained the number of samples (n) as follows:

$$n = \frac{N}{N(d)^2 + 1}$$

$$n = \frac{219}{219(0,05)^2 + 1}$$

$$n = \frac{219}{0,5475 + 1} = 141,52$$

The number of samples in this study was rounded up to 142 respondents based on estimation of the number of samples.

D. Analysis Technique

1. Multiple Linear Regression Analysis

Used to measure the presence or absence of influence between independent variables to variable dependent. Multiple linear regression analysis is used in this study to measure the presence or lack of influence on work motivation (Y) between leadership style (X1), teamwork (X2), communication (X3), and compensation (X4). The equation of multiple linear regression according to Sugiyono (2018: 192) is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4$$

2. Multiple Determination Coefficient (R²)

Analysis of the multiple determining coefficient (R²) according to Ghazali (2013: 97) it was used to test the degree to which the model's ability to explain the variance of the dependent variable, contact (X3), and compensation (X4) would influence variations

in the rise and fall of the motivation to work (Y).

3. Test F

F test is done to check the effect on the dependent variable simultaneously between the independent variables. Criteria for decision making by F test according to Ghazali (2013: 98) If the probability value is less than 0.05, the bound variable is influenced at the same time by the independent variable. In this study the F test was used to determine the simultaneous influence of leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) with the following criteria on work motivation (Y):

- a. If the significance value of the F test is <0.05. This shows that simultaneously leadership (X1), teamwork (X2), communication (X3), and compensation (X4) influence work motivation (Y)
- b. If the significance value of the test F > 0.05. This shows that simultaneously leadership (X1), teamwork (X2), communication (X3), and compensation (X4) have no effect on work motivation (Y).

4. Test t

T test was done to test the effect of the dependent variable partially between the independent variables. Criteria for decision making by F test according to Ghazali (2013: 98) so if the likelihood value is less than 0.05, the bound variable is partly determined by the independent variable. leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) on work motivation (Y) with the following criteria:

- a. If the significance value of the t test is <0.05. This shows that partially the leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) influence work motivation (Y)
- b. If the significance value of the t test is > 0.05. This shows that partially the leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) have no effect on work motivation (Y).

IV. RESULTS AND DISCUSSION

A. Multiple Linier Regression Analysis

The multiple linear regression equation obtained from the processing of data using SPSS 24 is:

Table 1
Multiple Linear Regression Coefficient Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,131	,256		,510	,611
X1	,160	,056	,192	2,880	,005
X2	,545	,061	,567	8,881	,000
X3	,149	,047	,174	3,169	,002
X4	,131	,048	,141	2,734	,007

Dependent Variable: Y
Source: Data processed, 2020

From the table above we get the multiple linear regression equation as follows:

$$Y = 0,131 + 0,160 X_1 + 0,545 X_2 + 0,149 X_3 + 0,131X_4$$

Based on the linear regression equation, it can be explained that:

1. A constant value of 0.131

If the leadership style coefficient (X1), teamwork (X2), communication (X3), and compensation (X4) are zero, then the amount of work motivation (Y) will be the same as a constant value of 0.131.

2. The leadership style regression coefficient (X1) has a positive value of 0.160

If the leadership style variable (X1) changes by one unit assuming the variable teamwork (X2), communication (X3), and compensation (X4) is constant, it will result in a change in work motivation (Y) of 0.160 units. Because the coefficient value of the leadership style variable (X1) is positive, an additional one unit of leadership style variable (X1) will result in an increase in work motivation (Y) of 0.160 units and vice versa if the leadership style variable (X1) decreases by one unit resulting in a decrease in work motivation (Y) of 0.160 units.

3. The value of the teamwork regression coefficient (X2) has a positive value of 0.545

If teamwork variable (X2) changes by one unit assuming the leadership style variable (X1), communication (X3), and compensation (X4) the amount is fixed, it will result in a change in work motivation (Y) of 0.545 units. Since the coefficient value of the

teamwork variable (X2) is positive, an additional unit of the teamwork variable (X2) would result in increased work motivation (Y) by 0.545 units, and vice versa if the teamwork variable (X2) is decreased by one unit resulting in a decrease of 0.545 units in the work motivation (Y).

4. The coefficient of contact regression (X3) is positive, that is to say 0.149

If the contact variable (X3) increases by one unit assuming the leadership style variable (X1), the cooperation variable (X2), and the compensation variable (X4) is unchanged, 0.149 units would change the job motivation (Y). Because the coefficient value of the communication variable (X3) is positive, an additional one unit of the communication variable (X3) will result in an increase in work motivation (Y) of 0.149 units and vice versa if the communication variable (X3) decreases by one unit resulting in a decrease in work motivation (Y) of 0.149 units.

5. The coefficient of compensation regression (X4) is positive, that is to say 0.131

If the compensation variable (X4) changes by one unit assuming the variable leadership style (X1), teamwork (X2), and communication (X3) is constant, it will result in a change of 0.131 unit work motivation (Y). Because the coefficient value of the compensation variable (X4) is positive, an additional one unit of compensation variable (X4) will result in an increase in work motivation (Y) of 0.131 units and vice versa if the compensation variable (X4) decreases by one unit resulting in a decrease in work motivation (Y) of 0.131 units.

B. Multiple Determination Coefficient (R2)

The coefficient of multiple determination values (R2) obtained from data processing with the SPSS24 program is:

Table 2
Multiple Determination Coefficient Model Summary^b

Model	R	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,806 ^a	,649	,32848	1,686

a. Predictors: (Constant), X4, X1, X3, X2

b. Dependent Variable: Y

Source: Data processed, 2020

From the table showing the results above it can be seen that the value of the coefficient of multiple determination (R square) of 0.649 or 64.9%. It means that the rise and fall in job motivation (Y) of 64.9 percent is affected by the ups and downs of leadership style (X1), teamwork (X2), communication (X3), and compensation (X4), while the remaining 35.1 percent (100 percent-64 percent) are influenced by other variables outside the analysis.

Based on the above table, it is also known that the magnitude of the relationship among leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) is simultaneous to work motivation (Y) as seen from the value of the correlation coefficient (R) that is equal to 0.806 (80.6%) this shows a high influence because it is close to 1.

C. F Test

F test was conducted to determine the simultaneous influence of leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) on work motivation (Y). The criteria for testing with the F test in this study are as follows:

If the value of F count > F table.

This shows that simultaneously leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) influence work motivation (Y)

If the value of F arithmetic < F table.

This shows that simultaneous leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) do not affect work motivation (Y).

The F value calculated from data processing using the SPSS 24 program is as follows:

Table 3
F Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27,357	4	6,839	63,387	,000 ^b
	Residual	14,782	137	,108		
	Total	42,139	141			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X1, X3, X2

Source: Data processed, 2020

From the above table the calculated F value is known to be 63.387. While the table F value obtained from the table is statistical:

$$F \text{ table} = F_{\alpha(k, n - k - 1)}$$

Note:

- α = Significance rate of 5% (0.05)
- N = Number of samples
- k = Independent variable

$$F \text{ table} = F_{0,05(4;142-4-1)} = F_{0,05(4;137)} = 2,438$$

The calculated F value is greater than the F table that is $63.387 > 2.438$ and the significance value is smaller than 0.05 which is 0.000. This shows that simultaneously, leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) influence work motivation (Y).

D. T Test

T test was conducted to test the partial influence between leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) on work motivation (Y). The criteria for testing with the t test in this study are:

If t arithmetic > T table. This shows that partially the leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) influence work motivation (Y)

If t arithmetic < t table. This shows that partially the leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) have no effect on work motivation (Y).

T table value obtained from the statistical table is:

$$t \text{ table} = t_{\alpha(n - k - 1)}$$

Note:

- α = Significance rate of 5% (0.05)
- n = Number of samples
- k = Independent variable

$$t \text{ table} = t_{0,05(142-4-1)}$$

$$t \text{ table} = t_{0,05(137)} = 1,978$$

While the results of t arithmetic obtained from data processing using the SPSS 24 program are as follows:

Table 4
T Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	,131	,256		,510	,611
X1	,160	,056	,192	2,880	,005
X2	,545	,061	,567	8,881	,000
X3	,149	,047	,174	3,169	,002
X4	,131	,048	,141	2,734	,007

a. Dependent Variable: Y
Source: Data processed, 2020

The table above illustrates that:

1. The leadership style (X1) influences work motivation because the significance value is smaller than 0,05, which is 0,005.
2. Teamwork (X2) influences work motivation because the significance value is smaller than 0,05, which is 0,000.
3. Communication (X3) influences work motivation because the significance value is smaller than 0,05, which is 0,002.
4. Compensation (X4) affects work motivation because the significance value is smaller than 0,05, which is 0,007.

E. Simultaneous Influence

Leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) simultaneously affect work motivation (Y) as evidenced by the results of the F test which shows the calculated F value is greater than the F table that is 63.387 > 2,438 and the significance value is smaller than 0.05 which is 0,000. This result supports the first hypothesis that "leadership style, teamwork, communication, and compensation simultaneously influence the work motivation of the employees of the Master Harbour main office in Tanjung Perak Surabaya.

Each institution always expects its employees to have good performance because

employees who are performing well will perform optimal contributions to the institution. In order for employees to have good performance, institutions must strive for employees to have high work motivation. Employees' work motivation can encourage employees' morale so that they work hard and provide all their abilities and skills for the achievement of institution's goals. In this study, employees' work motivation can be influenced by the leadership style applied in the institution, teamwork carried out by the employee, good communication, and compensation given by the institution.

F. Partial Influence

Leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) partially affect work motivation (Y) as evidenced by the results of the t test which shows the value of t calculated leadership style variable (X1), collaboration team (X2), communication (X3), and compensation (X4) are greater than t table. This result proves the second hypothesis that "the style of leadership, teamwork, communication, and compensation partially influences the work motivation of the employees of the Harbour Master main office in Tanjung Perak Surabaya.

G. The partial influence of leadership style on work motivation

Leadership style (X1) partially influences work motivation (Y) as evidenced by the results of the t test which shows the value of t count is greater than t table that is 2.880 > 1.978 and the significance value is smaller than 0.05 which is 0.005. These results indicate that the leadership style adopted by the leader will be able to increase employee motivation at work, especially if the factors that make up the leadership style can be fulfilled, namely the explanation of the tasks that must be done by employees, giving instructions about the tasks that must be done by employees, a full working atmosphere friendship, encouragement to employees to complete their work, discuss work with employees, and cooperation between employees.

An effective leadership style is needed in a company to direct its employees and control

various existing problems with the right solution. The role of the leader style to present good working conditions will lead to the best achievement of organizational goals. The results of this study also support research conducted by Indrasari, et al. (2018c) as well as research conducted by Martin (2017) with the results of leadership style research influencing work motivation.

H. The partial effect of teamwork on work motivation

Teamwork (X2) partially influences work motivation (Y) as evidenced by the results of the t test which shows the value of t count is greater than t table that is $8.881 > 1.978$ and the significance value is smaller than 0.05 which is 0.000. These results indicate that the cooperation carried out by employees will be able to increase employee motivation in working, especially if the factors that form teamwork can be fulfilled namely employees have the same commitment to work, have the same goals at work, there is a clear work structure so that work be focused, every employee has responsibility for the work done, the leader conducts a performance evaluation for each division, and every employee has a sense of mutual trust.

Team working, according to Robbins and Judge (2014: 406), is a joint effort between individuals or groups to achieve common goals. In teamwork there must always be an agreement among the members to carry out the same goal so that the collaboration can proceed according to mutual desires without any disputes. With the team's collaboration, they will be able to produce positive synergies through coordinated efforts. This has the understanding that the performance achieved by a team is better than the performance per individual in an organization or a company. If employees work together in carrying out their responsibilities, then the work will be completed quickly.

I. The partial effect of communication on work motivation

Communication (X3) partially influences work motivation (Y) as evidenced by the results of the t test which shows the value of t count is greater than t table is $3.169 >$

1.978 and the significance value is smaller than 0.05 which is 0.002. These results indicate that employees are motivated to work well if there is good communication within the institution.

Communication at work is very important because in an institution there are many people from different social and professional backgrounds who work for the same purpose. Effective communication at work must be created for the overall success of the institution. Good communication makes it easy for leaders to convey ideas, company goals and visions very clearly. Good communication can also increase employees' morale and also improve employees' work efficiency so that employees' performance also increases.

The results of this study also support the research conducted by Safitri et al. (2019) as well as research conducted by Samade, et al. (2018) with the results that communication affects work motivation.

J. The effect of partial compensation on work motivation

Compensation (X4) partially influences work motivation (Y) as evidenced by the results of the t test which shows the t value is greater than t table that is $2.734 > 1.978$ and the significance value is smaller than 0.05, 0.007. These results indicate that employees are motivated to work well if the compensation received is as expected.

If compensation is given correctly and fairly, employees will be motivated to achieve company goals. Therefore, if employees perceive that compensation is inadequate then employee's morale will decrease. Providing adequate compensation to employees can motivate employees to cooperate, work effectively and be integrated to achieve company goals. Providing fair and appropriate compensation needs to be done so that employees are motivated to work diligently and enthusiastically to achieve optimal results.

The results of this study also support research conducted by Jumiyati (2018) as well as research conducted by Samade et al. (2018) with the results that compensation affects work motivation.

K. Dominant Influence

Teamwork (X2) has a dominant effect on work motivation (Y) as evidenced by the results of the t test which shows the t value of the teamwork variable (X2) is greater than the t value of the other independent variables that is equal to 8.881. This result proves the third hypothesis that "teamwork has a dominant effect on the work motivation of the employees of the Harbour Master main office in Tanjung Perak Surabaya".

This study shows that the work motivation of the Employees of The Harbour Master main office in Tanjung Perak Surabaya is strongly influenced by the collaboration. Therefore, the leadership of The Harbour Master main office in Tanjung Perak Surabaya should always implement cooperation in each division they lead so that employees are motivated to be even more enthusiastic in working. Team collaboration will affect the performance it produces, because by collaborating, the work produced will be performed faster so fostering effective collaboration within the company is a must.

V. CONCLUSION

Leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) simultaneously affect work motivation (Y) as evidenced by the results of the F test which shows the calculated F value is greater than the F table that is $63,387 > 2,438$ and the significance value is smaller than 0,05, which is 0,000.

Leadership style (X1), teamwork (X2), communication (X3), and compensation (X4) partially affect work motivation (Y) as evidenced by the results of the t-test showing the measured t value are higher than the t-table and the sense value is lower than the t-table 0.05, which are:

- a. Leadership style (X1) has t value greater than t table that is $2.880 > 1.978$, and the significance value is smaller than 0,05 which is 0,005.
- b. Teamwork (X2) has a calculated t value greater than t table, which is $8,881 > 1,978$ dan the significance value is less than 0,05, which is 0,000.
- c. Communication (X3) has a value of t arithmetic greater than t table that is 3,169

$> 1,978$ and the significance value is smaller than 0,05, which is 0,002.

- d. Compensation (X4) has a calculated t value that is greater than t table that is $2,734 > 1,978$ and the significance value is smaller than 0,05, which is 0,007.
- e. Teamwork (X2) has a dominant effect on work motivation (Y) as proved by the results of the t test which shows that the t test value is greater than the t value of the other independent variables, which is 8.881.

Suggestion

The Harbour Master main office in Tanjung Perak Surabaya needs to pay attention to the work motivation given to its employees so that employees are enthusiastic to work so that the institution's goals can be achieved by paying attention to the leadership styles that are applied, employees' cooperation, communication within the institution, and compensation.

The Harbour Master main office in Tanjung Perak Surabaya should pay more attention to the teamwork of its staff, as the findings of the research team have a decisive impact on the morale of the employees. Increasing the teamwork value can be done by paying attention to six indicators namely commitment to achieving common goals, establishing specific goals, structure, responsibilities, evaluating performance, and developing trust.

Further researchers should attach variables not examined in this report, such as variables of the field of job, the work environment, training and others in order to obtain better conclusions than this study.

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