

# The Influence of Leadership Style, Communication, and Competence on the Work Spirit of Employees in the Fisheries and Food Service of Pasaman Regency

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## Abstract

This study examines the influence of leadership style, communication, and competence on employee work spirit at the Pasaman Regency Fisheries and Food Service. The study population included 33 individuals from the mentioned department. The sampling method used in this research was total sampling. Data was gathered through interviews and questionnaires, and analyzed using multiple linear regression. The findings revealed that leadership style significantly affects employee work spirit ( $p=0.013<0.05$ ), while communication showed no significant impact ( $p=0.177>0.05$ ). Employee competence demonstrated a significant effect ( $p=0.040<0.05$ ), and collectively, all three variables showed a significant influence on work spirit ( $p=0.003<0.05$ ). The coefficient of determination ( $R^2=0.611$ ) indicated that these variables account for 61.1% of the variance in employee work spirit. These findings underscore the importance of effective leadership and competence development in enhancing employee work spirit within public service organizations.

**Keywords:** Leadership Style, Communication, Competence, Work Spirit.

## 1. Introduction

Government agencies or institutions serve as hubs for collaborative efforts with a collective of individuals to reach established objectives. Human resources play a crucial role in achieving these goals as they are deemed essential for propelling the advancement of the agency or institution (Hasibuan, 2019). The effective functioning of an organization is dependent on the contribution of individuals. Quality human resources play a critical role in fostering the growth of an agency.

One method through which a leader can impact the actions of their followers to collaborate and work effectively towards achieving the aims of the organisation is their leadership style (Sihombing et al., 2024). An organization must have a leader so that the goals to be achieved run well. Without a leader, it is certainly very difficult and not easy to run all the elements and components in the organization (Herlina et al., 2021).

It can be interpreted that leadership style is a strategy used by someone in order to direct, influence, encourage and control other people or subordinates to be able to do a job consciously and voluntarily in achieving certain goals (Rivai & Mulyadi, 2006). The characteristics of a good leader according to Kartono (2011) are that a good leader is able to guide, lead, guide, build, provide good motivation, provide efficient supervision, and bring his subordinates to the intended target.



At the Fisheries and Food Service of Pasaman Regency, the Head of the Service or leader always tries to listen to employee complaints and provide solutions to every obstacle faced by the employees themselves, so with this situation it is expected to increase employee morale. However, there are still some employees who feel uncomfortable with the way the leader acts as if they feel they are being closely and carefully monitored by the leader or superior. So for organizational management or organizational leaders, employee performance needs to be fostered and always improved in a targeted manner so that it can support the progress of the organization without harming the interests of the employees themselves and the most important thing is to achieve the goals of the organization.

Communication is essential in the workplace as it serves as the key instrument in managing the operations of an organization (Kristina, 2020). Communication also plays a role as a tool for transferring instructions between superiors and employees below them (Arianto, 2015). If in the process of delivering information is inappropriate and there is distortion, then this kind of communication can be said to be ineffective communication or failure. Failure to communicate can occur due to many obstacles. One of the obstacles caused by the human elements involved in it is because of different perceptions (Sari, 2015). When in the scope of work there is interaction between employees and between employees and superiors or vice versa, there are instructions then there are things that must be done and there are things that must be coordinated.

According to Fatimayin (2018), the act of communicating involves sharing information and ideas between individuals. This exchange can happen through different means, such as verbally or in writing, and can take place in various settings like in person or over the phone. Effective workplace communication is crucial for the achievement of success in a job role. There is no job that does not require a work communication process (Utamajaya & Sriathi, 2015).

Competence is the blending of knowledge, abilities, and attitudes needed by workers to effectively perform specific tasks, which are demonstrated through actions (Anwar Prabu, 2017). Thus, a competent person is someone who is full of confidence because he has mastered knowledge in his field. Sidik et al. (2024) describes that competence in public organizations is very necessary, especially to respond to organizational demands, where there are very rapid changes, very complex and dynamic problem developments.

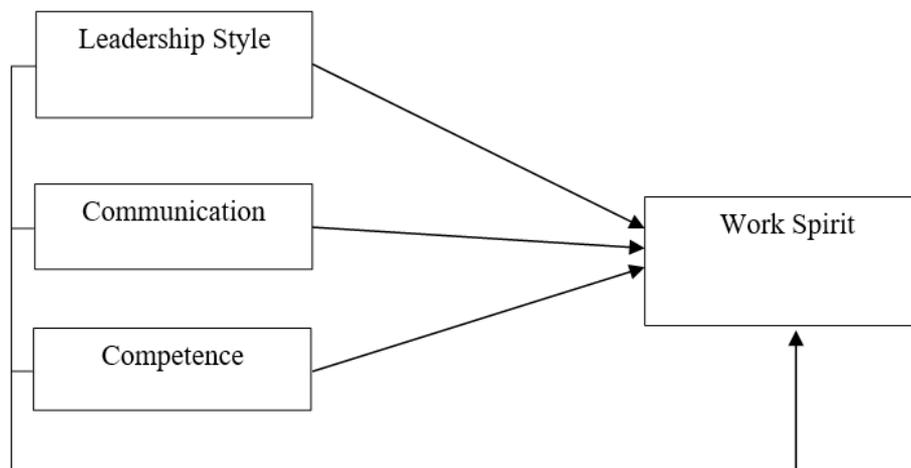
Work spirit refers to an employee within the organization. Work spirit can be reflected from the overall attitude of employees towards their work environment. Employees who do their work diligently by minimizing errors in their work, increasing their sense of responsibility, and can complete tasks on time according to the established plan show that they have the spirit to carry out their duties.

Organizational management must pay attention to factors that can support the creation of employee work spirit. Because each employee has a different nature, personality and behavior. In other words, the sustainability of an organization is determined by the work spirit of its employees. Supporting factors for work spirit can come from the relationship between employees and the relationship between employees and leaders, a conducive work environment and the provision of adequate work facilities.

The influence of leadership style on employee work spirit will have an impact on their performance. If a leader is very supportive, it can create a conducive work atmosphere. So that employees have high morale in providing services to the community. Conversely, if the leadership style is not supportive, it can reduce employee morale which ultimately reduces the productivity of the employees themselves.

The Pasaman Regency Fisheries and Food Service is one of the agencies that organizes two affairs, namely, government affairs in the field of marine and fisheries and affairs in the field of food. One of the priority programs of the Pasaman Regency Government is Pasaman Advancing the People's Economy which will be realized through integrated fisheries cultivation areas, increasing fisheries production and productivity, down streaming fisheries products.

Based on interviews with several employees conducted by researchers at the Fisheries and Food Service of Pasaman Regency, it is known that the decline in work enthusiasm at the Fisheries and Food Service of Pasaman Regency is because there are still employees who lack the ability to complete tasks properly. This is caused by an educational background that is not in accordance with the work that employees do, so that understanding of the task is less than optimal. In addition, there are also employees who are unable to complete work on time, excessive use of resources due to inability to carry out tasks, work motivation that is not yet optimal and communication that is not yet optimal. This not only affects the completion of work individually, but also has an impact on the efficiency of teamwork. So that in the end it can reduce the overall work enthusiasm of employees.



**Figure 1. Conceptual Framework**

Hypothesis:

**H1** : Leadership Style has a significant influence on the Work Spirit of the Pasaman Regency Fisheries and Food Service employees

**H2** : Communication has a significant influence on the Work Spirit of the Pasaman Regency Fisheries and Food Service employees

**H3** : Competence has a significant influence on the Work Spirit of the Fisheries and Food Service employees of Pasaman Regency

**H4** : Leadership style, communication and competence together have a significant influence on Work Spirit of the Employees of the Fisheries and Food Service of Pasaman Regency

## 2. Methods

The research methodology employed in this study is quantitative and associative, with the objective of examining the combined impact of Leadership Style, Communication, and Competence on the Work Spirit of employees within the Fisheries and Food Service of Pasaman Regency. The study focused on a population of 33 employees within the Pasaman Regency Education Service. Total sampling was used to select participants for the study.

Multiple linear regression analysis was conducted to analyse the data collected (Ghozali, 2006).

### 3. Results and Discussion

**Table 1. Reliability Test of Variables**

No	Variables	Cronbach's Alpha	Information
1	Work Spirit (Y)	0.769	Reliable
2	Leadership Style (X1)	0.927	Reliable
3	Communication (X2)	0.820	Reliable
4	Competence (X3)	0.753	Reliable

Source: SPSS Data Processing

The table displays the findings of data reliability testing for all variables analysed in this research. It is evident that all variables possess a Cronbach's Alpha value exceeding 0.60. Specifically, the Work Spirit variable scores a Cronbach's Alpha value of 0.769, the Leadership Style variable records a Cronbach's Alpha value of 0.927, the Communication variable obtains a Cronbach's Alpha value of 0.820, and Competence achieves a Cronbach's Alpha value of 0.753. This indicates that the tools utilised for measuring these variables are dependable.

#### 3.1. Classical Assumption Test

Prior to performing a multiple linear regression analysis, it is essential to carry out a classical assumption test which includes tests for normality, linearity, multicollinearity, and heteroscedasticity. Meeting the requirements of the classical assumption test is a necessary step before proceeding with the multiple linear regression test.

##### A. Normality Test

**Table 2. Normality Test Results**

No	Variables	Asymp Sig (2-Tailed)	Alpha	Conclusion
1	Work Spirit (Y)	0.725	0.05	Normal
2	Leadership Style (X1)	0.436	0.05	Normal
3	Communication (X2)	0.250	0.05	Normal
4	Competence (X3)	0.106	0.05	Normal

Source: SPSS Data Processing

The data presented in the table indicates that the Work Spirit (Y) variable has a significance of 0.725, which is higher than the Leadership Style variable (X1) at 0.436, the Communication variable (X2) at 0.250, and the Competency Variable (X3) at 0.106. This suggests that the distribution of all research variables used is normal, as indicated by the asymp sig value (2-Tailed) being above 0.05 for all variables.

##### B. Linearity Test

The linearity test is utilised to check the accuracy of the model specifications. By examining the P-Plot, one can ascertain if the regression equation function is linear. If the data points are arranged along a straight line, it indicates that the regression model is linear. The linearity test in this research involved the use of the P-Plot Graph.

Normal P-P Plot of Regression Standardized Residual

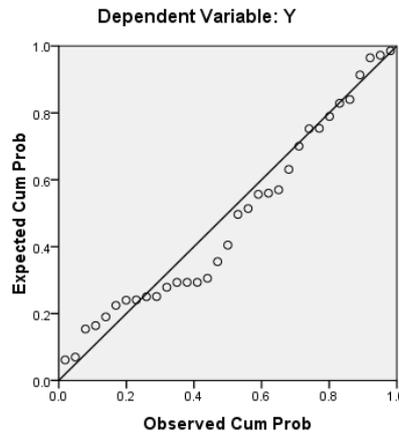


Figure 2. Linearity Test Result

According to the illustration provided, it is evident that the points are converging towards a straight line, therefore leading to the conclusion that the regression model being used in this research is linear.

C. Heteroscedasticity Test

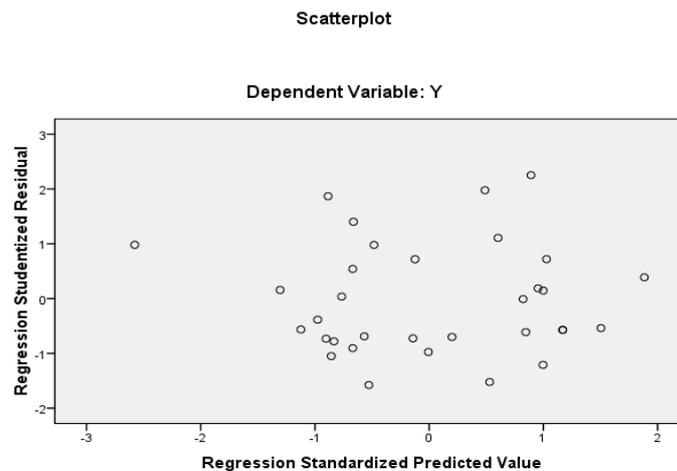


Figure 2. Heteroscedasticity Test Result

The test for heteroscedasticity in the image above reveals that the points are scattered randomly without any discernible pattern, with some points appearing below and above the number 0 on the Y axis. This suggests that the regression model is free from heteroscedasticity, making it appropriate for predicting the Work Spirit variable (Y).

D. Multicollinearity Test

Table 3. Multicollinearity Test

Independent Variable	Tolerance	VIF
Leadership Style	0.743	1,346
Communication	0.743	1,346
Competence	0.743	1,346

Source: SPSS Data Processing

According to the information provided in the table 3, it is apparent that the Leadership Style, Communication, and Competence variables have a tolerance level greater than 0.10 and the VIF is below 10, indicating that there is no multicollinearity issue, making them suitable for use in research.

### 3.2. Multiple Regression Analysis

**Table 4. Summary of Multiple Regression Analysis Results, F and R2 Tests**

Variables	B	t	Sig
Constants	26,533	2,608	0,000
Leadership Style	0.238	2,632	0.013
Communication	0.370	1,383	0.177
Competence	0.369	1,632	0.040
F	5,748		0.003
R2		0.611	

Sources: SPSS data processing

Based on the research model, we can highlight the equation formula as follows:

$$Y = \alpha + b_1X_1 + b_2X_2$$

Thus, the regression equation obtained is as follows:

$$Y = 26,533 + 0,238X_1 + 0,370X_2 + 0,369X_3$$

To determine the individual impact of each independent factor on the outcome variable, one can refer to its significance level. According to the data presented, the Leadership Style variable shows a significant value of 0.013 when tested using a t-test with a 0.05 error margin. The findings suggest that the significance value of 0.013 is less than 0.05. Therefore, it can be concluded that Leadership Style has a notable influence on the Employee Work Spirit within the Fisheries and Food Service of Pasaman Regency. As a result, hypothesis I is validated.

This results align with previous results by Bawamenewi (2022) which report that leadership style positively and significantly affects employee morale. As such, as the leadership style factor increases, the resulting employee performance also improves. A leader who is attentive to issues that arise and can offer solutions is likely to see positive results in performance. The manner in which a leader leads serves as a critical aspect in enhancing their effectiveness, as an open leader is more likely to motivate and prompt their employees to meet deadlines, therefore boosting employee performance.

According to the data in the table, it is evident that the Communication factor holds a substantial value of 0.177 during the t-test analysis, with a 0.05 error rate. The findings suggest that the value of 0.177 is greater than 0.05. Therefore, it can be inferred that Communication does not influence the Work Spirit of the Fisheries and Food Service Employees of Pasaman Regency. As a result, hypothesis 2 is invalidated.

This shows that the communication implemented in the Fisheries and Food Service of Pasaman Regency is not quite right. Employees of the Fisheries and Food Service of Pasaman Regency are required to cooperate in receiving open communication instructions between superiors and subordinates so that the agency can achieve the maximum possible goals in accordance with the agency's expectations. This findings was contrary with result by Rizal et al. (2024) who found that communication variable has a positive and significant impact on the work spirit of lecturers.

According to the presented data, it is evident that the Competence factor holds a noteworthy value of 0.040 in terms of test results conducted using the t-test with a 0.05 error

margin. The findings reveal that the value of 0.040 is less than 0.05, indicating that Competence does indeed have a significant impact on the Work Spirit of Pasaman Regency's Fisheries and Food Service Employees. Thus, confirming the acceptance of hypothesis 3.

This suggests that employees with strong competencies are more likely to possess the necessary skills and capabilities to successfully complete tasks in alignment with the organizational objectives provided.

According to the table's data analysis findings, an F value of 5.748 was achieved with a significant level of 0.003 during the F test conducted with an error rate of 0.05. The results suggest that the significance value of 0.003 is less than alpha 0.05. Therefore, it can be inferred that Leadership Style, Communication and Competence greatly impact the Work Spirit of Employees in the Fisheries and Food Service of Pasaman Regency. Consequently, hypothesis 4 is validated.

According to the data presented, the R Square value is 0.611, indicating that these factors are responsible for enhancing the Work Spirit of employees in the Fisheries and Food Service of Pasaman Regency. The remaining 38.9% of the variation is influenced by unspecified variables not examined in this research.

These findings have important implications for organizational management and development. The strong influence of leadership style suggests that the organization should prioritize leadership development programs and ensure that leaders are equipped with the skills necessary to effectively motivate and guide their teams. While communication did not show a significant direct effect, organizations should not disregard its importance but rather investigate ways to make communication channels more effective and meaningful. The significant impact of competence indicates that investing in employee skill development and training programs would be beneficial for maintaining high work spirit and productivity. Organizations should implement regular competency assessments and provide targeted training opportunities to enhance employee capabilities.

## 4. Conclusion

This research examining the relationship between leadership style, communication, and competence on employee work spirit at the Pasaman Regency Fisheries and Food Service has yielded several significant findings. The study reveals that leadership style significantly influences employee work spirit, with a significance value of  $0.013 < 0.05$ , highlighting the crucial role leaders play in motivating and inspiring their workforce. While communication surprisingly showed no significant impact on work spirit ( $0.177 > 0.05$ ), employee competence emerged as a significant factor with a value of  $0.040 < 0.05$ , demonstrating its importance in enabling employees to effectively accomplish their tasks and meet established targets. Collectively, the combined effect of leadership style, communication, and competence showed a significant positive influence on employee work spirit, as evidenced by a significance value of  $0.003 < 0.05$ .

To maximize these findings, this study recommend that the Pasaman Regency Fisheries and Food Service implement a leadership development program, establish clear competency frameworks for different roles, and regularly evaluate and enhance their training programs. Additionally, while communication showed no significant effect, we suggest reviewing and restructuring current communication strategies to potentially improve their effectiveness. Future research could explore why communication showed limited impact and investigate other potential factors that might influence employee work spirit in public service organizations.

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