



The Effect Of Leadership Style And Work Motivation On Employee Performance At The Depok City Education Office

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Abstract. This study aims to examine the effect of leadership style and work motivation on employee performance at the Education Office of Depok City. A quantitative associative approach was employed, with the entire population of 63 employees included through saturated sampling (census). Data were collected using questionnaires and analyzed using descriptive statistics, simple and multiple linear regression, *t*-tests, *F*- tests, as well as correlation and determination coefficient analyses with SPSS version 25. The results indicate that leadership style (X_1) has a significant positive effect on employee performance (Y), with $t = 9.960 > t_{table} 1.98698$ and a significance level of $0.000 < 0.05$, leading to the rejection of H^1 and acceptance of H^1 . Work motivation (X) also significantly influences employee performance, with $t = 8.785 > t_{table} 1.98698$ and a significance level of $0.000 < 0.05$, resulting in the rejection of H^2 and acceptance of H^2 . Furthermore, the simultaneous effect of leadership style and work motivation on employee performance is significant, as shown by $F = 59.586 > F_{table} 3.10$ and a significance level of $0.000 < 0.05$, leading to the rejection of H^3 and acceptance of H^3 . In conclusion, improving employee performance at the Education Office of Depok City can be achieved through effective leadership and enhanced work motivation.

Keyword: Leadership Style, Work Motivation, Employee Performance

INTRODUCTION

The ability of a government to progress largely depends on the quality and competence of its human resources (HR). Human resources play a crucial role in optimizing an institution's potential to perform its functions effectively and contribute to organizational development. Employees are required to actively participate as planners, implementers, and supervisors in management activities. Furthermore, enhancing institutional competitiveness demands effective management practices and a harmonious relationship between leaders and employees to ensure optimal organizational growth.

The Department of Education of Depok City is one of the regional government agencies that holds a strategic role in managing governmental affairs in the field of education. This institution was established under Regional Regulation of Depok City Number 8 of 2008 concerning Regional Apparatus Organizations, which has undergone several amendments, the latest being Regional Regulation of Depok City Number 10 of 2016 and Mayor of Depok Regulation Number 88 of 2018 concerning the Position, Organizational Structure, Duties, Functions, and Working Procedures of the Department of Education.

Employee performance serves as a key determinant of an institution's success, as organizational achievements are highly dependent on the quality of its human resources. Leadership style and work motivation are two major factors influencing employee performance. Leaders who are able to apply an appropriate leadership style and understand the needs and aspirations of their employees can enhance motivation and foster more effective, optimal, and goal-oriented performance. Conversely, ineffective leadership and low motivation may lead to decreased employee performance, which can negatively affect the overall achievement of organizational objectives.

Based on the above discussion, it can be concluded that leadership style and work motivation have a significant influence on employee performance. Therefore, the author has decided to conduct a study entitled "The Effect of Leadership Style and Work Motivation on Employee Performance at the Depok City Education Office."

LITERATURE REVIEW

Definition of Management

According to Yusuf et al. (2023:21), management can be understood as both a science and an art aimed at achieving predetermined goals through the application of management functions that include planning, organizing, implementing, and controlling. Meanwhile, Hantono and Wijaya (2025:1) define management as a process that involves planning, organizing, leading, and controlling various organizational resources in order to achieve established objectives effectively and efficiently.

Based on the definitions proposed by these experts, management can be concluded as both a science and an art that serves to organize, direct, and utilize resources effectively and efficiently to achieve predetermined goals. The management process consists of a series of interrelated activities, namely planning, organizing, directing or leading, coordinating, and controlling, all of which are carried out to ensure the optimal attainment of organizational objectives.

Functions of Management

According to Marthadinata and Ritonga in Hantono and Wijaya [2], the essential functions of management consist of Planning, Organizing, Actuating, and Controlling (POAC), described as follows:

1. Planning
Planning represents the initial stage of management, involving the determination of organizational objectives, the formulation of strategies to achieve them, and the development of work plans that serve as guidelines for all organizational activities.
2. Organizing
Organizing is the process of grouping required activities, defining the organizational structure, assigning responsibilities to each unit, and establishing coordination among them to ensure orderly and efficient operations.
3. Actuating
Actuating involves motivating and encouraging all members of the organization to willingly and enthusiastically perform their duties to achieve organizational objectives.
4. Controlling
Controlling refers to the process of setting performance standards, measuring and evaluating actual results, and taking corrective actions when necessary to ensure that activities align with plans and objectives.

Definition of Leadership

Leadership is an action aimed at achieving goals, with its primary function being the ability to influence others. The term “others” here refers to subordinates, colleagues, and stakeholders. In his book *Kepemimpinan Organisasi: Teori dan Praktik*, Iswahyudi et al. (2023:20), citing Northouse (2015), state that leadership is an approach that involves providing direction, implementing plans, and motivating others. A leader must identify the most appropriate leadership style to manage employees within an organization. Leadership is closely related to organizational performance; therefore, effective leaders are those who are able to enhance the performance of their organizations or companies.

Based on the opinions of various experts, leadership can be defined as a process or approach that involves influencing, directing, motivating, and supervising group members or subordinates to achieve organizational or corporate goals. Leadership not only emphasizes the leader’s ability to provide direction and establish plans but also encompasses the appropriate use of power, the delegation of authority, subordinate involvement, and the application of values and ethics as a role model.

Indicators of Leadership Style

Leadership, according to R. Terry in Fahmi (2016:20), there are several indicators in understanding leadership, namely:

1. Emotional Stability
Emotional stability refers to the ability of an individual to control emotional and physical reactions consistently, so that the leader’s behavior can be predicted and does not cause surprises. A leader must avoid negative prejudice toward subordinates, not be easily angry, and have adequate self-confidence.
2. Human Relations
The ability in human relations includes understanding the process of social interaction through persuasive communication involving psychology, feelings, and human thoughts, so that the leader can build a harmonious relationship with subordinates.
3. Personal Motivation
Personal motivation reflects the desire and commitment to become a strong leader who is responsible, wise, reliable, and able to motivate oneself in facing leadership challenges.
4. Communication Ability
Communication ability is the skill of a leader in delivering ideas, thoughts, feelings, and

desires clearly, while directing subordinates to continue moving forward, developing, and achieving organizational goals effectively.

Definition of Work Motivation

According to Robbins (as cited in Febrina and Rahmat, 2024), motivation can be defined as an individual's drive or willingness to exert maximum effort in order to achieve the goals established by the organization. Work motivation is a process of providing encouragement that fosters enthusiasm within individuals, enabling them to cooperate, contribute effectively, and integrate all their abilities to achieve satisfaction in their work. This definition is supported by Hasibuan (as cited in Sidik and Sumardin, 2023).

The various definitions proposed by experts indicate that work motivation is an internal and external drive that stimulates enthusiasm to work optimally, effectively, and purposefully in achieving both organizational and personal goals. This drive arises from individual needs that encourage a person to engage in work activities, and when these goals are achieved, it generates a sense of satisfaction and strengthens commitment to the organization.

Indicators of Work Motivation

Sastrohadiwiryono (2003), as cited by Sanaba *et al.* (2022:87), states that work motivation can be measured through several indicator components that reflect an individual's drive in carrying out their duties. These components include:

- a. Performance, which is a person's desire to work well, driven by the need within themselves to achieve predetermined goals.
- b. Recognition, which is acknowledgment or appreciation of the work results that have been achieved, functioning as a strong stimulus and providing inner satisfaction for employees due to their success in completing their work.
- c. Challenge, namely the existence of situations or problems that require resolution, which can become a strong driving force for employees to try to overcome them and improve their abilities.
- d. Responsibility, which is a sense of ownership toward the work that fosters the drive to be responsible and motivates employees in facing and solving various work problems.
- e. Involvement, which is the participation of employees in the decision-making process, for example, through providing input to management. This involvement becomes a factor that motivates employees as well as strengthens social relationships in the work environment.
- f. Development, which is the ability of employees to adapt to the work environment, participate in providing innovation, and build good cooperation among coworkers as a form of self-improvement and professionalism.
- g. Opportunity, which is the chance given to employees to develop, either through career advancement or expectations for better working conditions in the future.

Based on the explanation of work motivation indicators, it can be concluded that work motivation encompasses various aspects that encourage individuals to work optimally and remain committed to their jobs. Overall, these indicators illustrate that work motivation is formed through a combination of personal needs, organizational recognition, and opportunities for growth and contribution, all of which collectively foster employee enthusiasm and productivity in achieving organizational goals.

Definition of Performance

The definition of performance, as stated by Buil *et al.* (2019), as cited by Mulang (2023:42), is the willingness and ability of an individual or group to carry out a job and complete it with full responsibility, thereby producing output in accordance with the targets or standards that have been

set. Meanwhile, Syafrina (2017), also cited by Mulang (2023:42), defines performance as the work result achieved by an individual in accordance with their role and responsibility in a company during a certain period, which is evaluated using measurement or standard values established by the company where the individual works.

According to Antasurya (2019), as cited in the book *Antecedents of Employee Performance* (2021), the achievement of an organization's success greatly depends on the performance of each employee as an individual. Performance can be understood as the ability and earnestness of individuals or groups in carrying out their tasks and responsibilities, thus producing output that meets the established standards or targets. Employee performance directly plays a role in determining the level of organizational success.

Performance Indicators

According to Sinambela (2018:89), employee performance indicators include:

1. **Work Quality**
Work quality reflects accuracy, neatness, and the conformity of work results with established standards, thereby minimizing errors and supporting the progress of the institution.
2. **Work Quantity**
Work quantity shows the amount of work successfully completed within a certain period, which reflects efficiency and effectiveness in achieving organizational goals.
3. **Responsibility**
Responsibility refers to the extent to which employees carry out their duties with full commitment, as well as take accountability for their work results and the use of facilities and infrastructure utilized.
4. **Cooperation**
Cooperation shows the willingness of employees to collaborate both vertically and horizontally with colleagues and superiors so that the quality of work results can improve.
5. **Initiative**
Initiative reflects the ability of employees to act proactively in performing their duties without waiting for instructions, while also showing responsibility for the obligations they have.

Performance is not only measured by the amount of work completed but also includes the quality of the results, responsibility in carrying out tasks, the ability to cooperate with colleagues and superiors, and the initiative to act proactively. In other words, performance is the combined result of individual ability, attitude, and work behavior that supports the achievement of organizational goals effectively and efficiently.

RESEARCH METHODOLOGY

According to Sugiyono (2016:13), quantitative research is a research method based on the philosophy of positivism. This method is applied to study a specific population or sample using sampling techniques that are generally conducted randomly. The data collection uses research instruments, while the analysis is quantitative or statistical in nature, with the main objective of testing the hypotheses that have been formulated beforehand. According to Sugiyono (2016:80), the population is the entire area of generalization that includes objects or subjects with certain characteristics determined by the researcher to be studied and from which conclusions are drawn. In this research, the population consists of all employees of the Depok City Education Office, totaling 63 people. The data collection technique in this study was carried out through the sampling method. However, because the entire population was used as the research object, a saturated sampling technique was used, in which all members of the population are taken as samples. Sugiyono (2015:85) explains that saturated sampling is a sampling technique that involves the

entire population as the research sample. Therefore, the sample used in this study is the same as the population, namely 63 people.

RESEARCH RESULTS AND DISCUSSION

The Effect of Leadership Style (X_1) on Employee Performance (Y)

Based on the results of the analysis, the regression equation obtained is $Y = 2.281 + 0.695X_1$, which means that if the constant remains unchanged and there is no variation in the Leadership Style variable (X_1), then every 1-unit change in the Leadership Style variable (X_1) will result in a change in Employee Performance (Y) of 0.695 points. In the hypothesis test, the value of $t_{statistic} > t_{table}$ or ($9.960 > 1.98698$) was obtained. Thus, H^1 rejected and H^1 accepted, meaning that there is a significant influence between Leadership Style and Employee Performance at the Depok City Education Office.

The results of this study are consistent with previous research conducted by Batubara (2020:56), which demonstrated that a directive leadership style has a significant influence on employee performance in the Procurement Department of PT Inalum (Persero). Furthermore, research conducted by Siagian and Khair (2018:68) found that leadership style has a positive and significant effect on job satisfaction, while the work environment also has a positive and significant effect on job satisfaction. However, leadership style was found to have a positive but insignificant effect on employee performance. Similarly, a study by Agustin (2021:134) revealed that leadership style has a positive and significant effect on employee performance, with the regression equation $Y = 12,275 + 0,730X$, a correlation coefficient of 0.780 indicating a strong relationship, and a determination coefficient of 60.8%. The hypothesis testing showed a significance value of $0,000 < 0,05$.

The Effect of Work Motivation (X_2) on Employee Performance (Y)

Based on the analysis results, the regression equation obtained is $Y = 5,550 + 0,586X_2$. This means that if the constant remains unchanged and there is no variation in the Work Motivation variable (X_2), then every one-unit increase in Work Motivation (X_2) will result in a 0.586-point increase in Employee Performance (Y). The hypothesis testing shows that the calculated t -value is greater than the table value ($t_{statistic} > t_{table}$) atau ($8,785 > 1,98698$). Therefore, H^2 is rejected and H^2 is accepted, indicating that there is a significant influence of Work Motivation on Employee Performance at the Department of Education of Depok City. The results of this study are consistent with previous research conducted by Suwanto (2019:20), which found that the motivation variable has a positive effect on performance.

The Influence of Leadership Style (X_1) and Work Motivation (X_2) on Employee Performance (Y)

Based on the research results, it shows that Leadership Style (X_1) and Work Motivation (X_2) have a significant influence on Employee Performance, as indicated by the obtained regression equation $Y = -0.260 + 0.469X_1 + 0.278X_2$. The correlation coefficient value, or the level of relationship between Leadership Style (X_1) and Work Motivation (X_2) on Employee Performance (Y), is 0.724, which means it has a strong relationship. The coefficient of determination, or the simultaneous contribution of influence, is 57.2%, while the remaining ($100\% - 57.2\%$) = 42.8% is influenced by other factors. The hypothesis test results show that $F_{statistic} > F_{table}$ or ($59.586 > 3.10$). Thus, H^3 is rejected, and H^3 is accepted, meaning that there is a simultaneous significant influence between Leadership Style and Work Motivation on Employee Performance at the Depok City Education Office.

The results of this study are consistent with previous research conducted by Anggraeni, D. A.,

& Rahardja, E. (2018:221), which stated that “feminine leadership style has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance, and organizational commitment also has a positive and significant effect on employee performance”. Furthermore, research conducted by Kusjono, G., & Firmansyah, F. (2020:192) stated “The results of the study showed that leadership style and motivation have a significant effect on employee performance at PT Lee Cooper Indonesia, South Jakarta. The calculation results indicate that $F_{statistic} (36,565) > F_{table} (2,760)$, with a significance level of $0,000 < 0,05$ and a contribution of 55,3%”. According to research conducted by Karlina, D., & Herni, Y. (2022:27), “there is a simultaneous influence of leadership style and work motivation on employee performance,” with a significance level of $0.000 < 0.05$, thus H^1 is accepted and H^1 is rejected. Work motivation does not affect employee performance with a significance value of $0.497 > 0.05$, thus H^2 is accepted and H^2 is rejected. The result of the simultaneous correlation test between leadership style and work motivation on employee performance is 0.678. The coefficient of determination value is 0.459, meaning that leadership style and work motivation contribute 45.9%, while the remaining 54.1% is influenced by other variables outside this study.”

CONCLUSION AND SUGGESTIONS

This study aims to determine the influence of leadership style and work motivation on employee performance at the Department of Education of Depok City. Based on the research objectives and problem formulation, the following conclusions can be drawn:

Leadership Style has a significant effect on employee performance at the Department of Education of Depok City. The calculated t -value is greater than the table value ($t_{statistic} > t_{table}$) or $9,960 > 1,987$, which is also supported by a significance value of $0,000 < 0.05$. Therefore, H^1_0 is rejected and H^1 (Leadership Style) is accepted. This indicates that there is a positive and significant partial effect of leadership style on employee performance.

Work Motivation has a significant effect on employee performance at the Department of Education of Depok City. The calculated t -value is greater than the table value ($t_{statistic} > t_{table}$) or $8,785 > 1,987$, which is also confirmed by a significance value of $0.000 < 0.05$. Therefore, H^2_0 is rejected and H^2_a (Work Motivation) is accepted. This shows that there is a positive and significant partial effect of work motivation on employee performance.

Leadership Style and Work Motivation simultaneously have a significant influence on employee performance at the Department of Education of Depok City. The calculated F -value is greater than the table value ($F_{statistic} > F_{table}$) or $59,586 > 3,10$, which is also supported by a significance value of $0,000 < 0,05$. Therefore, H^3 is rejected and H^3 is accepted. This means that leadership style and work motivation simultaneously have a significant effect on employee performance.

SARAN

Based on the conclusions drawn from the research findings, the following recommendations are proposed:

The weakest statement identified is “The leader is able to provide inspiration and solve problems.” Therefore, it is recommended that leaders enhance their ability to inspire and effectively resolve issues that arise in order to improve the performance of employees at the Department of Education of Depok City.

The weakest statement identified is “I can direct my abilities to achieve optimal work performance.” Hence, it is suggested that employees better utilize their competencies wisely and align their abilities with organizational goals to enhance their performance at the Department of Education of Depok City.

The weakest statement identified is statement number 2, “Employees are required to improve their quality of work.” Therefore, it is recommended that employees place greater emphasis on

improving the quality of their work performance at the Department of Education of Depok City.

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