

## **The Impact of Leadership Style, Bureaucratic Reform, and Work Motivation on Public Service**

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### **Abstract**

This study aims to determine the effect of Leadership Style, Bureaucratic Reform, and Work Motivation on Work Ethic and its impact on Public Services at the Depok District Attorney's Office, West Java. Using quantitative descriptive statistics, this study involved 146 respondents, with a sample size of 107 taken through a random sampling technique using the Slovin formula. The results showed that Leadership Style ( $X_1$ ) did not affect Work Ethic (Y) (t value  $0.722 < t_{table} 1.983$ ,  $p = 0.472$ ). Bureaucratic Reform ( $X_2$ ) and Work Motivation ( $X_3$ ) had a significant effect on Work Ethic (Y) ( $p < 0.05$ ). The combined effect of these factors on Work Ethic (Y) and Public Services (Z) was significant, as indicated by the F value ( $F_{count} 13.709 > F_{table} 2.69$  and  $F_{count} 30.473 > F_{table} 3.93$ ).

**Keywords:** Leadership Style, Bureaucratic Reform, Work Motivation, Work Ethic, Public Service.

### **INTRODUCTION**

The rapid flow of progress in all areas of life, Indonesia continues to make efforts to adjust to the progress and development of the world, one of which is realizing good governance which is based on the work ethic of government officials. Human needs are not only limited to basic needs or clothing, food and housing needs but more than that.

The strength of an organization lies in the human resources within it. If these human resources are properly cared for by appreciating their talents and skills, developing their abilities and utilizing them properly, then an organization will be able to move dynamically and develop rapidly. Improving the performance of human resources requires attention to leadership style, bureaucratic reform, and good work motivation so that all these aspects can support performance for a good work ethic.

One of the important problems for leaders in an organization is how to motivate employees to do their jobs well. In this case, leaders are faced with the problem of how to create a situation so that subordinates can obtain individual satisfaction without complaining about various problems that occur at work.

Doing a way to motivate to work based on the desire and motivation to achieve high. Employees are the driving force of an organization or company and the progress of an organization cannot be separated from the contribution of an employee. Basically, the purpose of an employee working is not to achieve organizational goals but to meet their own needs so that the role of leadership is needed to strive to achieve employee goals and also organizational goals (Mustami, 2015).

An employee is required to work together, be interconnected, and will not separate themselves from other employees in an organization. Likewise, the State Civil Apparatus at the Depok District Attorney's Office tries to provide an understanding of the basic objectives to be achieved by the Vision and Mission so that smooth organizational activities and a good work ethic are created with functions, duties, and strata.

Seeing the current reality, the State Civil Apparatus at the Depok District Attorney's Office is still under the spotlight of the public. There are reports from various media, both print and electronic media, which show the poor or more subtle, less than optimal service of the State Civil Apparatus at the Depok District Attorney's Office, which is considered less

than good in carrying out its duties and is not disciplined in carrying out its obligations to carry out its duties properly without making a fatal mistake that can result in a loss for the company.

From the various issues raised, it was revealed that the trust of the State Civil Apparatus in the Depok District Attorney's Office has not been achieved properly and evenly for the community. This is what causes public trust to not be maximized, so that it also has a negative impact on the public service of the Depok District Attorney's Office.

The first perspective, to obtain an optimal work ethic requires a leadership style that is able to provide significant influence on subordinates. Leadership style describes a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Leadership style that shows directly or indirectly about a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

One of the indicators that affects work ethic is related to leadership style, where the leadership style in an organization can make each employee perform better. The measure of success in leading an employee in working can be assessed from the upward or downward trend. This trend can be a serious problem for an organization if this problem is not addressed immediately.

The leadership style tendencies at the Depok District Attorney's Office during the last 3 (three) years from 2021-2023 can be seen in the following table:

**Table 1. Leadership Style in the Depok District Attorney's Office**

No	Style Aspects Leadership	Not enough Good	Good	Very Good	Note
1	Direct	68%	73%	71%	Enough
2	Influence	75%	79%	65%	Good
3	Control	70%	80%	65%	Enough
4	Motivating	73%	75%	72%	Good

Source: Depok District Attorney's Office, 2023.

The data presented in the description of table 1 shows the leadership style data for the last 3 (three) years, the data shows that the higher the percentage value, the better the leadership style in the Depok District Attorney's Office. If there is a leadership style with a low percentage in the Depok District Attorney's Office, it becomes a phenomenon or problem that needs to be studied and answered as a solution to the problem. The second perspective, to obtain an optimal work ethic, bureaucratic reform is needed that can make the organization better and more focused

Bureaucratic reform is one of the government's efforts to achieve good governance and make fundamental reforms and changes to the government administration system, especially concerning institutional aspects (organization), administration and human resources of the apparatus, through bureaucratic reform, the government administration system is arranged where the space is not only effective and efficient but also bureaucratic reform becomes the backbone of changes in national and state life. Bureaucratic reform is an effort to make fundamental reforms and changes to the government administration system, especially concerning aspects of the implementation of excellent service. According to Sedarmayanti (2009), bureaucratic reform is a government effort to improve performance through various means with the aim of effectiveness, efficiency and accountability.

The bureaucratic reform tendencies implemented at the Depok District Attorney's Office during the last 3 (three) years from 2021-2023 can be seen in the following table:

**Table2. Bureaucratic Reform at the Depok District Attorney's Office**

No	Aspects of Reformation Bureaucracy	Not enough Good	Good	Very Good	Note
<b>Service Quality Indicators</b>					
1	The ability of an agency to provide community services	69%	71%	68%	Enough

No	Aspects of Reformation Bureaucracy	Not enough Good	Good	Very Good	Note
<b>Integrity Indicators</b>					
2	Consistency of behavior in line with one value, ethical norms of the organization	75%	71%	80%	Good
<b>Synergy Indicator</b>					
3	Shoulder to shoulder between the various parties in the organization	65%	63%	70%	Enough

Source: Depok District Attorney's Office, 2023.

The data presented in the description of table 1.2 shows data on bureaucratic reform over the past 3 (three) years, the data shows that the higher the percentage value, the better the bureaucratic reform in the Depok District Attorney's Office. In fact, many percentages of bureaucratic reform results show a category that is not yet completely good, in the future this must be given more attention by the agency.

In addition, the author suspects that one of the influences on work motivation at this time is the existence of bureaucratic reform. In relation to the conditions above, the author tried to conduct observations on the government organizational unit, namely the Depok District Attorney's Office, where the data that the author presents explains the importance of bureaucratic reform within the scope of the agency.

Bureaucratic reform is very important to implement. From the public's perspective, bureaucracy has been considered as something that is difficult, complicated, unprofessional, high-cost and full of corrupt practices, collusion and nepotism. From the government's perspective, it is starting to feel uncomfortable with the status of civil servants who have the predicate of being arbitrary, corrupt, unprofessional, and causing high costs. Bureaucratic reform is no longer just a demand from all elements of society who expect that the bureaucracy and especially the apparatus can be of better quality. In order to implement bureaucratic reform, the Government has stipulated Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform and several technical guidelines for the implementation of bureaucratic reform.

In the context of implementing the duties and authorities of the Depok District Attorney's Office, there are at least 7 (seven) services that are the main focus in providing services to the community. These services not only cover legal aspects, but also cover various needs and protection of community rights. In addition, efforts have been made to improve various aspects related to the organization, governance, laws and regulations, human resources, supervision, accountability, and public services. Not to forget, aspects of the

mindset and work culture of the apparatus are also a concern in order to increase effectiveness and efficiency in serving the community.

The third perspective, to obtain optimal work motivation is related to several important indicators of employees at the Depok District Attorney's Office. According to Ginting (2016), the measure of success of work motivation can be assessed from an upward or downward trend. This trend can be a serious problem for an organization if not handled properly immediately. The following are the results of the work motivation assessment for the 2021-2023 period:

**Table 3. Assessment of Work Motivation of Depok District Attorney's Office Employees**

Assessment Aspects	Year			Average	Note
	2021	2022	2023		
Driving force	75%	65%	67%	69%	Enough
Fulfilling work obligations	87%	58%	69%	72%	Good
Maintaining human behavior	63%	74%	65%	68%	Enough
Directions for making better self	80%	61%	63%	69%	Enough
Creating a safe and comfortable working environment	70%	72%	80%	74%	Good
<b>Amount</b>	<b>75%</b>	<b>66%</b>	<b>65%</b>	<b>71%</b>	<b>Enough</b>

Source: Depok District Attorney's Office, 2023.

Based on the data in table 3, work motivation at the Depok District Attorney's Office still has employees whose work motivation is not in accordance with expectations, especially in terms of hard work and thorough work which still need to be improved.

Based on the data above for the last three years, namely employees with a driving force assessment aspect in 2021 of 75%, 2022 of 75% 65%, and in 2023 it will be 67% with a total average hard driving force for three years of (69%).

Employees with the assessment aspect of fulfilling work obligations during the last three years, namely in 2021 it was 87%, in the year 2022 by 58%, and in 2023 by 69% with a total average of fulfilling work obligations (72%). Employees with the assessment aspect of maintaining human behavior, namely in 2021 by 63%, in 2023 2022 by 74%, and in 2023 by 65% with a total average assessment of maintaining human behavior of (68%).

Employees with the assessment aspect of direction to improve themselves in 2021 were 80%, in 2022 61%, and in 2023 63% with a total average assessment of direction to improve themselves for three years of (69%). Employees with the assessment aspect of creating a safe and comfortable work environment in 2021 were 70%, in 2022 72%, and in 2023 80% with a total average assessment of creating a safe and comfortable work environment of (74%). Based on the data above, the author sees that there are still many employees who need to be given an understanding related to good work motivation. The three variables that the author has conveyed above are related to work ethic at the Depok District Attorney's Office, work ethic will be a comparison between results (output) and input.

If the work ethic increases, it will improve the quality of public services through work systems, production techniques and improving employee skills. The following are the results of the work ethic assessment taken on average at the Depok District Attorney's Office for the 2021-2023 period explained by the author as follows:

**Table4. Work Ethic of Depok District Attorney's Office Employees**

		Not enough		Very	
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No	Work Ethic Aspect	Good	Good	Good	Note
<b>Discipline Indicator</b>					
	Employees are always on time & follow the operational hours for coming in and out of the agency.				
1		69%	71%	68%	Enough
<b>Honest Indicator</b>					
	Always be open when there are problems within the scope of work				
2		75%	71%	80%	Good
<b>Responsibility Indicator</b>					
3	Employee	65%	63%	70%	Enough

Source: Depok District Attorney's Office, 2023.

Based on the phenomena in the table above, the author suspects that there has been a lack of good work ethics due to the duration and other tasks that are influenced by limited working hours, the most influential factor being the restrictions for employees during the Covid-19 pandemic.

The incident is closely related to the conditions in the Depok District Attorney's Office, where not all employees can work normally as usual, which will cause a decline in the quality of public services. In connection with this, the author suspects that the work ethic of employees at the Depok District Attorney's Office is greatly influenced by leadership style, bureaucratic reform, and work motivation that have not been able to adapt to conditions in the post-pandemic era, especially in work situations that are greatly influenced by vision, insight into the future of the organization, commitment to the organization, capacity, employee creativity, work environment situation on the one hand and quantity/quality of employees in facilities and infrastructure, in order to achieve maximum public service goals.

That in 2021, most public service activities were still carried out offline/manually, with a high target for public service scores, but the results of public assessments tended to be lower than the set target. Activities such as ticketing services, handling general criminal cases, reporting complaints of corruption, visiting permits for prisoners, legal information, civil law consultations, and execution of evidence and confiscation have been carried out using an offline/manual service system. In 2022, there was a change in the service system where ticketing execution activities have switched to online, while other activities still use the offline/manual system as in the previous year. However, there was an increase in the results of public assessments of ticketing service activities, reaching 76 out of a target of 100.

This shows that the use of online systems has a positive impact on improving the quality of service. In 2023, it shows a more significant change, where most public service activities have switched to online. The results of public assessments on activities such as ticketing services, handling of general criminal cases, reporting complaints of corruption, and visiting permits for prisoners achieved very good scores, indicating that the adoption of an online service system has succeeded in increasing public satisfaction with the services provided by the Depok District Attorney's Office.

The following is data attached by the researcher related to the table of the relationship between public service variables and public assessments which are used as research discussion variables:

**Table .6. Public Assessment of the Depok District Attorney's Office**

No	Service Activities	Public Service Value Score Target	Year 2021	Year 2022	Year 2023
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		Public	Public Assessment Results	Public Assessment Results	Public Assessment Results
			System	System	System
			Service	Service	Service
1	Traffic Ticketing Services	100	70	76	78
			Manual	Online	Online
2	Case Handling	100	72	72	76
	General Criminal Offences		Offline/Manual	Offline/Manual	On line
3	Complaint Report	100	72	72	80
	Corruption Act		Offline/Manual	Offline/Manual	On line
4	Visiting Permit for Prisoners	100	72	72	80
			Offline/Manual	Offline/Manual	On line
5	Legal Information	100	71	71	71
6	Civil Law Consultation	100	71	71	71
			Offline/Manual	Offline/Manual	Offline/Manual
7	Execution of Evidence and Confiscated Goods	100	72	72	72
			Offline/Manual	Offline/Manual	Offline/Manual

Source: Depok District Attorney's Office, 2023.

## RESEARCH METHODS

The research methodology used in this study is a quantitative descriptive statistical method, which focuses on the analysis of numerical data processed through statistical methods. This study aims to assess the influence of leadership style, bureaucratic reform, and work motivation on work ethic and public service at the Depok District Attorney's Office. Several tests applied in this study include a validity test to determine whether the questionnaire items are effective in measuring the intended variables, and a reliability test that assesses the consistency of answers using Cronbach's alpha. Classical assumption tests such as normality, multicollinearity, heteroscedasticity, and autocorrelation are also carried out to ensure the validity of the regression model. Finally, hypothesis testing is carried out using the t-test and F-test to test the effect of independent variables on the dependent variable, with the coefficient of determination ( $R^2$ ) used to measure the proportion of variance explained by the independent variable.

## RESEARCH RESULT

Hypothesis testing in this study is used to test the effect of independent variables on dependent variables partially (t-test) and simultaneously (F-test). The t-table and F-table values can be obtained using the formula  $nk-1$  for the t-test and  $nk$  for the F-test, with an alpha of  $0.05 / 2 = 0.025$ .

### 1. t-Test (Partial)

In the t-test, the criteria used are the t-value of  $0.722 < t\text{-table } 1.983$  with a significance of  $0.472 > 0.05$ . These results indicate that Leadership Style (X1) does not have a significant effect on Work Ethic (Y), which means  $H_0$  is accepted and  $H_1$  is

rejected. These results support previous studies showing that Leadership Style does not affect Work Ethic.

## 2. **Bureaucratic Reform Variable t-test (X2)**

Bureaucratic Reform (X2) shows tcount 2.389 > ttable 1.983 with a significance value of  $0.019 < 0.05$ . This shows that Bureaucratic Reform has a significant effect on Work Ethic (Y), which means  $H_0$  is rejected and  $H_1$  is accepted. This is in line with Aris Riansyah's research (2022) which shows a positive effect of Bureaucratic Reform on Work Ethic.

## 3. **Work Motivation Variable t-test (X3)**

In the t-test, Work Motivation (X3) obtained a t count of  $3.817 > t$  table 1.983 with a significance value of  $0.000 < 0.05$ . This shows that Work Motivation has a significant effect on Work Ethic (Y), which means  $H_0$  is rejected and  $H_1$  is accepted. These results support research by Wulan Kimberly Wowor et al. (2019) which shows a positive influence between Work Motivation and Work Ethic.

## 4. **F Test (Simultaneous)**

The F test shows that the Fcount value is  $13.709 > F$ table 2.69 with a significance of  $0.000 < 0.05$ , which means that Leadership Style, Bureaucratic Reform, and Work Motivation simultaneously have a significant effect on Work Ethic. These results indicate that the three independent variables jointly affect Work Ethic.

## 5. **Regression Analysis of Mediating Variables (Intervening)**

The t-test on the mediation regression shows that Work Ethic has a t count of  $5.520 > t$  table 1.983 with a significance value of  $0.000 < 0.05$ , so that Work Ethic has a significant impact on Public Service. The F test also supports this result with F count  $30.473 > F$  table 3.93, which shows a significant influence of Work Ethic on Public Service.

# DISCUSSION

## 1. **The Influence of Leadership Style (X1) on Work Ethic (Y)**

Based on the t-test using SPSS version 24.0, the t-value for Leadership Style on Work Ethic is 0.722, which is smaller than ttable 1.983, with a p value = 0.472. These results indicate that Leadership Style does not have a significant effect on Work Ethic. This study supports the findings of Maudy Rosalina et al. (2020), which also stated that Leadership Style does not directly affect work ethic.

## 2. **The Influence of Bureaucratic Reform (X2) on Work Ethic (Y)**

The t-test shows that the t-value for Bureaucratic Reform on Work Ethic is 2.389, greater than ttable 1.983, with  $p = 0.019$ . This indicates that Bureaucratic Reform has a positive effect on Work Ethic, in line with Aris Riansyah's (2022) research which shows a positive effect of bureaucratic reform on employee performance.

## 3. **Influence of Work Motivation (X3) on Work Ethic (Y)**

Based on the results of the t-test, the t-value for Work Motivation on Work Ethic is 3.817, which is greater than ttable 1.983, with  $p = 0.000$ . This shows that Work Motivation has a significant positive effect on Work Ethic. These results support the research of Wulan Kimberly Wowor et al. (2019) and Yuli Yantika et al. (2018), which showed a positive effect of Work Ethic on work motivation and employee performance.

## 4. **The Influence of Leadership Style (X1), Bureaucratic Reform (X2), and Work Motivation (X3) Together on Work Ethic (Y)**

The results of the F test show that the F count value of 13.709 is greater than F table 2.69, with  $p = 0.000$ . This states that simultaneously, Leadership Style, Bureaucratic Reform, and Work Motivation have a positive effect on Work Ethic. This study provides a

new contribution to the literature, revealing that the three variables together affect Work Ethic.

#### 5. Work Ethic (Y) Impacts Public Service (Z)

Based on the t-test and F-test, the t-value for Work Ethic towards Public Service is 5.520 (t-test > t-table 1.983) and F-test 30.473 (F-test > F-table 3.93), with  $p = 0.000$ . This shows that Work Ethic has a significant impact on Public Service. This result is in line with the research of Laurita Lengkong et al. (2017) and Mattalata et al. (2017), which also show that Work Ethic has an effect on the quality of public service.

### CONCLUSION

Based on the results of the study, it can be concluded that Leadership Style does not have a significant effect on Work Ethic, but Bureaucratic Reform and Work Motivation have a positive effect on Work Ethic partially. Simultaneously, these three factors, namely Leadership Style, Bureaucratic Reform, and Work Motivation, have a significant effect on Work Ethic. In addition, Work Ethic has been proven to have a positive impact on Public Services, improving the quality of services provided by agencies or organizations. This study shows the importance of improving these factors to strengthen work ethic and the quality of public services in related institutions.

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