



THE EFFECT OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE KALIDERES VILLAGE OFFICE, WEST JAKARTA ADMINISTRATIVE CITY

Naufal Aiz Syafirhad, Suharini, Ratih Hastasari
Universitas Bina Sarana Informatika
(Naskah diterima: 1 Juni 2026, disetujui 31 Juni 2026)

Abstract

Employee performance is a key factor in improving organizational effectiveness, particularly in public sector institutions. This study aims to examine the influence of leadership style and work motivation on employee performance at the Kalideres Subdistrict Office, West Jakarta Administrative City. A quantitative approach was employed using a saturated sampling technique, involving all 130 employees as respondents. Data were collected through questionnaires and analyzed using multiple linear regression with SPSS version 25. The results indicate that leadership style and work motivation have a positive and significant effect on employee performance, both partially and simultaneously. The Adjusted R Square value of 0.873 indicates that the two independent variables explain 87.3% of the variance in employee performance, while the remaining 12.7% is explained by other factors outside the research model. These findings suggest that strengthening leadership practices and enhancing employees' work motivation are essential strategies for improving performance in public sector organizations.

Keywords : Leadership Style, Work Motivation, Employee Performance, Public Sector

Abstrak

Kinerja pegawai merupakan salah satu faktor penting dalam meningkatkan efektivitas organisasi, terutama pada instansi pemerintah. Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja pegawai pada Kantor Kelurahan Kalideres, Kota Administrasi Jakarta Barat. Penelitian menggunakan pendekatan kuantitatif dengan teknik sampling jenuh terhadap 130 pegawai. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda dengan bantuan SPSS versi 25. Hasil penelitian menunjukkan bahwa gaya kepemimpinan dan motivasi kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, baik secara parsial maupun simultan. Nilai Adjusted R Square sebesar 0,873 menunjukkan bahwa kedua variabel mampu menjelaskan 87,3% variasi kinerja pegawai, sedangkan 12,7% sisanya dipengaruhi oleh faktor lain di luar model penelitian. Temuan ini menunjukkan bahwa peningkatan kualitas kepemimpinan dan motivasi kerja merupakan faktor penting dalam meningkatkan kinerja pegawai.

Kata Kunci : Gaya Kepemimpinan, Motivasi Kerja, Kinerja Pegawai, Sektor Publik

I. INTRODUCTION

Human resource development is a key pillar of organizational success. To address the challenges of digitalization, organizations must undertake competency-based transformation. This includes targeted training, the implementation of an adaptive work culture, and the integration of technology into managerial processes to create competitive advantage in both the public and private sectors. Globally, organizations are required to adapt to changes in the



dynamic work environment, including changes in technology, work culture, and increasing public expectations for public services. (Ahmad Fauzi, 2024)

Human resources are the most important factor and the primary element determining an organization's success in achieving its stated vision and mission. In the public sector, employee performance reflects the quality of government services to the public. Civil servants at the village level play a strategic role as the frontline, directly addressing the needs of citizens. Therefore, optimizing employee performance in the office environment is essential to achieving good governance.

According to (Nurcholifah & Hartono, 2022), democratic leadership is a purposeful way of acting to encourage team members to work together to achieve common goals. These goals are created to benefit both individuals and entities within an organization. Leadership plays a crucial role because it impacts the extent to which predetermined goals can be achieved. A leader serves as a good role model for his or her subordinates and always follows their instructions and direction.

According to G.R. Terry in (Zahrah, 2025), motivation can be defined as an internal drive to engage in various activities. The importance of motivation lies in its role in directing, stimulating, and supporting human behavior, enabling individuals to commit to hard work and be passionate about achieving the best results. Motivation is a crucial element that every employee needs in the workplace. It is an individual's capacity to strive to achieve desired goals and utilize their abilities. In general, people work not only to meet basic needs but also to achieve a better quality of life.

According to Afandi in (Nabila Ika Jayanti, 2022), employee performance is the achievement of results obtained by employees and teams in accordance with the tasks and functions received and to realize the goals achieved by having good character and complying with applicable regulations.

II. THEORITICAL REVIEW

Leadership Style

According to (Miranti, 2023), democratic style is a leadership style obtained from members under leadership. The chairperson has space to express opinions. With the attention given, leaders can understand problems from another perspective which makes it easier for them to find out and overcome the real problems. In addition, by receiving input from his team, the problem-solving process becomes a joint effort, thereby strengthening cooperation between

the leader and his team. Democratic leadership style is identified through several dimensions and indicators, as follows :

- a. Decision-making skills : Decision-making is an individual's ability to identify problems, gather information, evaluate alternatives, and choose the best solution. This involves rational processes such as goal clarity, data analysis, and evaluation of the impact of decisions to achieve effective and appropriate outcomes.
- b. Communication skills: Communication skills are a set of criteria that demonstrate a person's effectiveness in conveying, receiving, and understanding information verbally, in writing, and nonverbally. These skills include clarity of ideas, listening skills, appropriate use of language, and relevant responses.
- c. Cooperation: Cooperation skills are behavioral benchmarks that demonstrate an individual's ability to work with others to achieve common goals.
- d. Self-development: Self-development skills are behavioral abilities that demonstrate an individual's active commitment to improving their potential, knowledge, and skills. Key indicators include self-learning initiatives, openness to feedback, increased self-confidence, stress management, and the ability to step outside of one's comfort zone to adapt.

Work Motivation

According to (Hasica et al., 2023) work motivation is a driving force that creates motivation for individuals, so that they are ready to work together, carry out tasks well, and collaborate wholeheartedly to achieve common goals. Work motivation is identified through several dimensions and indicators, as follows:

- a. Physiological needs: Physiological needs are basic human needs related to physical survival. These needs must be met first because they are the most important.
- b. Rewards (achievement): Rewards are the metrics or criteria used to assess the success of rewarding individuals/employees, including salaries, wages, incentives, benefits, interpersonal recognition (praise), and job promotions. This indicator aims to motivate, improve performance, and provide job satisfaction.
- c. Social needs: Social needs are needs related to mental aspects and interactions between individuals. According to Abraham Maslow's theory, these include the desire to be loved, to be loved, to feel a sense of belonging, and to be accepted in social circles.

- d. Security: Security is a parameter used to evaluate the safety of a system, network, or transaction. Security is assessed based on five main pillars: confidentiality, integrity, availability, authentication, and transaction assurance.
- e. Self-actualization needs: Self-actualization needs indicate that a person has reached their highest potential, both in terms of creativity and personal maturity.

Employee Performance

According to Afandi in (Nabila Ika Jayanti, 2022), employee performance is the achievement of results obtained by employees and teams in accordance with the tasks and functions received and to realize the goals achieved by having good character and complying with applicable regulations. Employee performance is identified through several dimensions and indicators, as follows:

- a. Work Quality: Work quality is the ability to meet established criteria or expectations. Therefore, work quality can be considered successful when the work is performed correctly and according to job standards.
- b. Work Quantity: Work quantity is a measure of the total results achieved by a unit and the number of activity cycles completed by an employee. Therefore, employee performance assessments can be based on these numbers (units/cycles).
- c. Teamwork: Teamwork is the ability to collaborate to achieve a common goal. It also includes the ability to direct the efforts of each individual to achieve organizational goals. Teamwork is a crucial factor in enabling individuals to achieve outstanding results.
- d. Independence: Independence is a psychosocial ability that encompasses courage, initiative, and responsibility in facing obstacles or problems with confidence, without relying on the abilities of others. Furthermore, an independent person is able to organize, control, and make decisions for themselves without environmental influence or assistance from others.

III. RESEARCH METHOD

This study uses a quantitative approach with observation, questionnaire, and documentation study methods. The population and sample in this study amounted to 130 ASN, PJLP, and PPPK employees, using a saturated sampling technique involving all employees working at the Kalideres Urban Village Office, West Jakarta Administrative City. The research instrument was a five-point Likert scale closed questionnaire arranged based on variable indicators: Leadership Style, Work Motivation, and Employee Performance. The collected data were analyzed using a regression coefficient test with the help of SPSS version 25. Statistical tests include validity, reliability and classical assumption tests (normality, heteroscedasticity,

and multicollinearity tests), as well as partial tests (T tests) for partial effects, simultaneous tests (F tests) for simultaneous effects, and coefficients of determination (R^2) to determine the magnitude of the contribution of independent variables to the dependent variable. (Nidia Jailani, 2023)

IV. RESEARCH RESULTS

The research results show that leadership style has a positive and significant impact on employee performance. A well-executed leadership style facilitates smoother coordination between employees, minimizes errors, and allows for faster and more timely completion of work. Similarly, highly motivated employees increase their confidence in completing tasks and are less likely to give up when under pressure, resulting in optimal work results and improved employee performance.

Together, leadership style and work motivation significantly contribute to employee performance, with a coefficient of determination (R^2) of 87.3%. These results also support previous research (Damanik, 2023), which emphasized that an effective leadership style supports collective work processes, while high work motivation encourages employees to work optimally in teams.

1. Hypothesis Test Results

Partial Test (T-Test)

According to Riyanto dan hatmawan in (Yunita, 2026), the partial test (T-test) states that the statistical test shows the extent of influence of one independent variable on the dependent variable, assuming that the other independent variables are constant. In other words, this test aims to determine whether leadership style and work motivation have a significant influence on employee performance separately. The value (t_{table}) of 1.978 is used as a reference to assess the significance of the contribution of each independent variable to the dependent variable.

Table 1
Partial Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	-1.262	1.226		
	Gaya Kepemimpinan (X1)	.524	.073	.456	7.205
	Motivasi Kerja (X2)	.487	.060	.511	8.065

a. Dependent Variable: Kinerja Pegawai (Y)

The results (T test) presented in the table above provide information regarding the extent to which each independent variable influences the dependent variable.

- a. The results of the analysis (T test) show that the leadership style variable (X_1) has a t_{value} of 7.205 with a significance level of 0.000. This value is greater than the t_{table} of 1.978 ($7.205 > 1.978$) and the significance value is below 0.05 ($0.000 < 0.05$). Thus, H_{01} is rejected and H_1 is accepted. This indicates that an increase in leadership style will be followed by an increase in employee performance at the Kalideres Sub-district Office, West Jakarta Administrative City.
- b. The results of the analysis (T test) show that the work motivation variable (X_2) has a t_{value} of 8.065 with a significance of 0.000. Because the t_{value} is greater than the t_{table} of 1.978 ($8.065 > 1.978$) and the significance value < 0.05 , then H_{02} is rejected and H_2 is accepted. This shows that the higher the employee's work motivation, the higher the level of employee performance at the Kalideres Sub-district Office, West Jakarta Administrative City.

Simultaneous Test (F Test)

Simultaneous tests are conducted to determine how much the independent variables jointly influence the dependent variable, used to assess whether all the independent variables in the regression coefficient model jointly have a significant influence on the dependent variable. (Putra & Haryadi, 2023)

Table 2
Simultaneous Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3180.310	2	1590.155	442.397	.000 ^b
	Residual	456.490	127	3.594		
	Total	3636.800	129			

a. Dependent Variable: Kinerja Pegawai (Y)

b. Predictors: (Constant), Motivasi Kerja (X2), Gaya Kepemimpinan (X1)

Based on the results of the *ANNOVA test* in the table above, the f_{value} was obtained at 442.397 with a significance value of 0.000. Because $f_{value} > f_{table}$ (3.07) and $Sig. < 0.05$, then H_{03} is rejected and H_3 is accepted. This means that leadership style (X_1) and work motivation (X_2) together have a significant effect on employee performance at the Kalideres Sub-district Office, West Jakarta Administrative City.

Coefficient of Determination Test

The simultaneous determination coefficient is used to determine the magnitude of the influence of the leadership style variable (X_1) and work motivation (X_2) simultaneously on the employee performance variable (Y) at the Kalideres Sub-district Office, West Jakarta Administrative City. Based on the simultaneous determination coefficient formula, it can be explained as follows :

Table 3
Simultaneous Determination Coefficient Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935 ^a	.874	.873	1.896

a. Predictors: (Constant), Motivasi Kerja (X2), Gaya Kepemimpinan (X1)

The *Adjusted R Square* value of 0.873 indicates that leadership style and work motivation together explain 87.3% of the variation in employee performance. Meanwhile, 12.7% is influenced by other variables not analyzed in this study. This confirms the important role of both variables in influencing employee performance improvement at the Kalideres Subdistrict Office, West Jakarta.

2. Regression Coefficient Test

The regression coefficient test is used to examine the relationship between several independent variables and one dependent variable. In this study, this method was applied to determine the influence of leadership style (X_1) and work motivation (X_2) on employee performance (Y) :

Table 4
Regression Coefficient Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.262	1.226		-1.029	.305
	Gaya Kepemimpinan (X1)	.524	.073	.456	7.205	.000
	Motivasi Kerja (X2)	.487	.060	.511	8.065	.000

a. Dependent Variable: Kinerja Pegawai (Y)

In the output of the regression coefficient test, the regression equation can be formulated as follows :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = -1,262 + 0,524X_1 + 0,487X_2 + e$$

From the results of the statement above, the following are the results of the regression coefficient test :

- a. The constant value of -1.262 indicates that if the leadership style (X_1) and work motivation (X_2) are zero, then the employee performance value (Y) is -1.262. This value reflects the basic performance level of the employee without being influenced by the leadership style (X_1) and work motivation (X_2) variables.
- b. The regression coefficient of leadership style (X_1) is 0.524, meaning that for every unit increase in leadership style, assuming the work motivation variable (X_2) is held constant, employee performance (Y) will increase by 0.524 units. A positive coefficient value indicates a unidirectional relationship between leadership style (X_1) and employee performance (Y).
- c. The regression coefficient of work motivation (X_2) is 0.487, meaning that for every one unit increase in work motivation, assuming the leadership style variable (X_1) is held constant, employee performance (Y) will increase by 0.487 units. This indicates that work motivation (X_2) has a positive influence on employee performance (Y).

V. CONCLUSION

The results of the research and discussion that have been carried out regarding the influence of leadership style (X_1) and work motivation (X_2) on employee performance (Y) at the Kalideres Sub-district Office, West Jakarta Administrative City, can be drawn several conclusions as follows :

- a. Partially, the leadership style variable (X_1) has a significant influence on the employee performance variable (Y) at the Kalideres Subdistrict Office, West Jakarta Administrative City. Seen from $t_{value} > t_{table}$ ($7.205 > 1.978$) and the Sig. value of $0.000 < 0.05$.
- b. Partially, the work motivation variable (X_2) has a significant influence on the employee performance variable (Y) at the Kalideres Subdistrict Office, West Jakarta Administrative City. Seen from $t_{value} > t_{table}$ ($8.065 > 1.978$) and the significance value is $0.000 < 0.005$.
- c. Together, the independent variables (leadership style X_1 and work motivation X_2) have a significant effect on the dependent variable (employee performance Y) at the Kalideres Sub-district Office, West Jakarta Administrative City. Seen from the $f_{value} > f_{table}$ ($442.397 > 3.07$) and the Sig. value $0.000 < 0.05$.

REFERENCE

- Ahmad Fauzi, G. N. (2024). *Pengaruh kompetensi terhadap kinerja pegawai dengan motivasi kerja sebagai variabel intervenning*. 18(1), 558–580.
- Damanik, B. E. (2023). *Dampak gaya kepemimpinan dan motivasi kerja terhadap kinerja pegawai di institusi pelayanan publik: studi kasus pada kantor badan keluarga berencana Kabupaten Simalungun*. 1, 103–107.
- Gusti Pratiwi, T. L. (2021). *Pengaruh kualitas produk dan harga terhadap kepuasan pelanggan UD Adli di Desa Sukajadi Kecamatan Perbaungan*. 121–134.
- Hasica, M. I., Isyanto, P., & Yani, D. (2023). *Pengaruh motivasi kerja terhadap kinerja pegawai pada sekretariat DPRD Kabupaten Karawang*. 2(7), 1535–1545.
- Miranti, S. B. (2023). *Gaya kepemimpinan demokratis kepala desa terhadap masyarakat*. *Jurnal politik dan pemerintah daerah*, 5(1), 73–85.
- Nabila Ika Jayanti, A. B. P. (2022). *Pengaruh disiplin kerja dan beban kerja terhadap kinerja karyawan bagian operasional (Porter) Pt. Ardhy Bumi Persada Jakarta Timur*. 2(3), 188–197.
- Nidia Jailani, M. S. (2023). *Konsep populasi dan sampling serta pemilihan partisipan ditinjau dari penelitian ilmiah pendidikan*. 1(2), 24–36.
- Nurcholifah, I., & Hartono, S. (2022). *Dasar kepemimpinan*. 1–113.
- Putra, B. P., & Haryadi, R. N. (2023). *Pengaruh komunikasi dan disiplin kerja terhadap kinerja karyawan pada Pt. Mackessen Indonesia hubungan suatu variabel tak bebas / response (Y) dengan 2 (dua) atau lebih variabel Standardize*. 1(3), 154–159.
- Yunita, A. dan I. (2026). *Pengaruh diskon flash sale, rating pengguna dan gratis ongkos kirim terhadap minat beli konsumen kepada marketplace shopee di wilayah dan RT 07, RT 12 RW 01 Petungkana Utara, Jakarta Selatan*. 4(1), 20–36.
- Zahrah, N. F. (2025). *Peran strategis motivasi dan pemberdayaan SDM dalam manajemen organisasi: tinjauan teoritis*. 03(03), 114–127.