

## THE INFLUENCE OF WORKLOAD, ORGANIZATIONAL CLIMATE AND LEADERSHIP STYLE ON WORK MOTIVATION OF EMPLOYEES IN THE COMMUNICATION, INFORMATION, AND STATISTICS OF A SUNGAI PENUH CITY

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### ABSTRACT

This study aims to see the effect of (1) Workload on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. (2) Organizational Climate on employee motivation in the Office of Communication, Information and Statistics of Sungai Penuh City. (3) Leadership Style on employee motivation in the Department of Communication, Information and Statistics of Sungai Penuh City. (4) Workload, organizational climate and leadership style have a joint effect on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. The population in this study is all employees at the Department of Communication, Information and Statistics of Sungai Penuh City as many as 39 people. And This sampling technique uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017) The results of this study indicate that (1) Workload has a significant negative effect on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. (2) Organizational Climate provide a positive influence on employee motivation in the Department of Communication, Information and Statistics Sungai Full City. (3) Leadership Style provide a positive influence on employee motivation in the Department of Communication, Information and Statistics Sungai Full City. (4) workload, organizational climate and leadership style jointly affect the motivation of employees in the Department of Communication, Information and Statistics Sungai Full City.

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### 1. INTRODUCTION

In undang - Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus Article 10 ASN employees function as implementing public policies, public servants; and glue and unifier of the nation. Article 11 ASN employees are tasked with: implement public policies made by the Civil Service Supervisory Officer in accordance with the provisions of the legislation, provide professional and quality public services; and strengthen the unity and integrity of the Unitary State of the Republic of Indonesia. Based on Law Number 5 of 2014 concerning State Civil Apparatus articles 10 and 11, State Civil Apparatus in carrying out their Duties and Functions in public services, an ASN must have motivation that can improve performance so that what is mandated by law in carrying out duties and function can be achieved. Motivation is the drive, effort and desire that exists in humans that activates, resources and directs behavior to carry out tasks well in the work environment (Armstrong, 2013). Robbins (2014) defines motivation as a process that determines the intensity, direction and persistence of individuals in an effort to achieve goals. Motivation is a process that originates from physiological and psychological forces or needs that result in behavior or encouragement aimed at a goal or incentive.

Work motivation is a driving factor whose presence can lead to job satisfaction and improve employee performance (Rivai, 2014). Handoko (2018) explains that work motivation is a condition in a person's personality that encourages an individual's desire to carry out certain activities in order to achieve a goal. Thus, motivation is an important variable because motivation needs to get great attention for leaders in improving the performance of their employees. Employees are work tools that greatly determine the success of a government agency in achieving its main tasks and functions (Tupoksi) which are very much

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related to services to the community, both humans as individuals and humans as groups. Employees are required to be able to complete their duties and responsibilities effectively and efficiently. Employee work motivation can also be measured through the completion of their duties effectively and efficiently as well as carrying out their roles and functions and it is linearly and positively related to the success of an agency. The Office of Communication, Information and Statistics of Sungai Penuh City was established based on Regional Regulation Number 8 of 2016 concerning the Formation and Structure of Regional Apparatuses for the Office of Communication, Information and Statistics of Sungai Penuh City. The Office of Communication, Information and Statistics of Sungai Penuh City is in the position of one of the services in the Regional Government. The Office of Communication, Informatics, and Statistics of Sungai Penuh City is required to be able to realize the Performance of Government Apparatus and Regional Institutions in facing public demands for fast, easy, transparent and accountable services.

The Office of Communication, Informatics, and Statistics of Sungai Penuh City is the implementing element of the Regional Government in the field of Communication and Informatics, and Statistics is led by a Head of Service who is under and responsible to the Mayor through the Regional Secretary. Referring to these provisions, the Office of Communication and Information Technology as one of the OPDs which is an element of government administration in the fields of Communication, Information and Statistics is required to compile a Government Agency Performance Accountability Report (LAKIP) on the implementation of the main tasks and functions (tupoksi) in one fiscal year. , the implementation of these tupoksi is in order to achieve the strategic objectives of the organization as described in programs and activities with a budget that has been allocated in the 2022 fiscal year. This agency has the problem of low employee motivation lately. The following is the initial survey data on motivation at the Department of Communication, Information, and Statistics of Sungai Penuh City:

Table 1 Employee Attendance List Office of Communication, Informatics, and Statistics Sungai Penuh City

No	Month Name	Percentage (%)
1	January	80
2	February	88
3	March	79
4	April	74
5	May	79
6	June	76
7	July	85
8	August	86
9	September	80
10	October	78
11	November	90
12	December	79
Average		80.75

Source: TU Department of Communication, Informatics, and Statistics of Sungai Penuh City in 2021

Table 1 shows that the average employee of the Office of Communication, Informatics, and Statistics of Sungai Penuh City is 80.75% absent per month. With the highest absentee list occurring in November 2021 at 90% and the lowest absent list occurring in June 2021 at 76%. From this condition, it can be seen that there are problems related to the work motivation of employees of the Office of Communication, Informatics, and Statistics of Sungai Penuh City because the attendance of employees per month is not yet high. One way that must be taken to increase employee motivation is by analyzing the workload in the agency. Workload analysis is very important to do, one of which is to create a pleasant office atmosphere marked by employees getting the right position according to their performance abilities. Workload is the ability of the worker's body to accept work. From the point of view of ergonomics, every workload received by a person must be appropriate and balanced to the physical and psychological abilities of the workers who receive the workload. Every organization must be able to adjust the ability of employees to the tasks assigned by the agency. Therefore, the importance of the placement of employees must be in accordance with the abilities they have so that their performance can be maximized.

Workload can be said as something that arises from the interaction between the demands of the task, the work environment in which it is placed, the skills possessed, behavior and work perceptions of workers

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(Kasmarani, 2012). If the task is not proportional to the ability, both physical and non-physical, expertise, and time available, then one of the problems that are often faced in relation to situations and conditions in the work environment is the emergence of prolonged work stress (Haryanti et al., 2013). Workload itself is an important contributor to stress, depending on each individual to deal with it. Santoso (2013) distinguishes the workload into; quantitative which refers to the amount of work to be done and qualitative which refers to the level of difficulty of a job. In the research of Shabbir & Naqvi (2017) workload and work complexity have a positive and significant impact on work stress, while work stress has a negative impact on job performance. Meanwhile, Prihatini (2007) states that there is a significant relationship between workload and work stress. Robbins (2007) also shows that at higher and middle management levels have higher levels of stress and workload and simultaneously with mental workload as the main contribution to predicting stress, in addition, Bruggen (2015) shows a positive relationship between workload and performance.

An employee who works in accordance with adequate education and skills will easily carry out work so that it motivates them to work in achieving goals (Mangkunegara, 2005). On the other hand, according to Rahayu (Dessler, 2009) If the job demands are not in accordance with the employee's ability to meet the expectations and demands of the workplace, it will result in stress on the employee so that it will reduce the employee's own work motivation. Organizational climate has an important role in increasing employee motivation. Organizational climate results in the emergence of environmental patterns that raise motivation and focus on reasonable perceptions and have an impact on employee motivation. This is reinforced by Stinger (Maulidani, 2013) who defines organizational climate as a collection and pattern of the environment that determines the emergence of motivation and focuses on perceptions that are reasonable or can be assessed, so that it has a direct influence on the motivation of organizational members. The results of Ribka's research (2013) show that organizational climate has an influence on employee performance at KSP Nasari Bandung branch. Organizational climate and job satisfaction have an important role. One of the efforts to increase job satisfaction is to create a favorable organizational climate. This is reinforced by Ribka (2014) which states that organizational climate has a positive relationship with job satisfaction resulting in high work motivation. This is reinforced by Kusmaningtyas (2013) in his research showing that the organizational climate proved to have a significant effect on job satisfaction of employees of PT. Persada Jaya Indonesia in Sidoarjo Regency influences this climate by shaping employee expectations about the consequences that will arise from actions. Employees will expect rewards, satisfaction on the basis of their perception of the organizational climate. According to Davis (Kusumaningtyas 2013) that organizational climate can be in one place on a continuum that moves from pleasant to neutral to unpleasant. Bosses and employees want a more pleasant climate because of the benefits, such as better performance and job satisfaction.

Creating a conducive organizational climate for employees to improve performance in order to achieve company goals is not an easy thing. This is because basically humans have different behavioral characteristics. Employees tend to follow the direction of the demands outlined, so how they move is mainly influenced by the organizational climate that is enforced by the managers of an organization (Ismail, 2009). So if there is a difference or gap between the employee's perception as a subordinate and the leader's perception of the perceived and expected climate, it will allow the creation of unpleasant working conditions and situations. The leadership style of a leader in a company or organization is very influential as processes control and decision-making and activities to ensure that activities are completed as planned and the process of correcting any significant deviations. Without an appropriate leadership style, no matter how well the work is carried out, it cannot be said to be successful. The leadership style is carried out to make subordinates feel comfortable in carrying out their duties. According to Rivai (2015) explains that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader in order to achieve organizational goals.

In addition, leadership style also has a significant influence on the work motivation of subordinates and the effectiveness of the organization's services to the needs of the community. The leadership of the service that serves the interests of the community must be accompanied by the work motivation of employees on direct duty (customer service) because employees are the spearhead of the forefront who gives an impression of good and bad service to customers and in contact with the community and customers every day. Because humans themselves are creatures of God who have the highest position compared to other creatures of God. Humans are gifted with the ability to think, sort and choose what is good and what is bad. With these advantages, humans should be able to manage the environment well.

## 2. METHODS

The population in this study is all employees of the Department of Communication, Informatics, and Statistics of Sungai Penuh City as many as 39 people. The research sample is a limited number and part of the selected and representative population of the population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be valid. not for the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely all employees of the Department of Communication, Informatics, and Statistics of Sungai Penuh City as many as 39 people.

The technique in taking this sample uses a total sampling technique (whole sample), *total sampling* is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100, the entire population is used as a research sample. Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

**Where:**

Y	= Motivation
a	= Intercept Constant
X1	= Workload
X2	= Organizational Climate
X3	= Leadership Style
b1, b2, ...	= Regression Coefficient
e	= Error Term

## 3. RESULT AND DISCUSSION

### Classic assumption test

#### Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method *kolmogorov-smirnov test* to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05. The results of the normality test can be seen in table 2.

Table 2 Normality Test Results  
**One-Sample Kolmogorov-Smirnov Test**

		Y	X1	X2	X3
N		39	39	39	39
Normal Parameters, b	mean	42.1919	33.9884	34.5523	52.0523
	Std. Deviation	3.37749	2.99900	2.78732	3.21048
Most Extreme Differences	Absolute	.112	.118	.134	.093
	Positive	.060	.077	.067	.053
	negative	-.112	-.118	-.134	-.093
Test Statistics		.166	1.469	1.545	1,752
asymp. Sig. (2-tailed)		.227	.317	.204	.103

a. Test distribution is Normal.

b. Calculated from data.

From Table 2 above which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the sig value of the motivation variable (Y) is  $0.227 > 0.05$ ; the workload variable (X1) is  $0.317 > 0.05$ ; organizational climate variable (X2) is  $0.204 > 0.05$ ; leadership style variable (X3) is  $0.103 > 0.05$ ; So it can be concluded that the variables of motivation, workload, organizational climate, leadership style in the Department of Communication, Informatics and Statistics of Sungai Penuh City are normally distributed..

### Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10, the data free from multicollinearity symptoms can be seen in Table 3. Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems.

Table 3 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Workload	.908	1,102
	Organizational Climate	.919	1.089
	Leadership Style	.987	1.014

a. Dependent Variable: Motivation

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance from the residual of one observation to another observation is constant, then it is called homoscedasticity and if it is different it is called heteroscedasticity. Detect the presence of heteroscedasticity in this study using the Park Test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The criteria for the Park Test according to Ghozali (2013) are as follows:

1. If the probability value is > 5% (0.05) then it is said that there is no heteroscedasticity symptom.
2. If the probability value is < 5% (0.05) then it is said to have heteroscedasticity symptoms. The test results can be seen in Table 4

Table 4 Heteroscedasticity Test Results (Park Test)

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	65,632	7,692		8,532	.000
	Workload	.345	.285	.125	1,210	.625
	Organizational Climate	.378	.366	.068	1.034	.600
	Leadership Style	.463	.552	.033	.838	.732

a. Dependent Variable: Lnei2

In table 4 above, it can be seen that the park test can probability value > from 5% (0.05) this it can be said that there is no heteroscedasticity in the regression model used. This the assumption of no heteroscedasticity has been met

### Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via a computer using the IBM SPSS for Windows Version 26.0 program.

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Table 5 Recap of Multiple Linear Regression Analysis Test Results

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	41,918	5.567		7.529	.000
	Workload	-.199	.039	.088	-5.087	.000
	Organizational Climate	.109	.040	.057	2,715	.025
	Leadership Style	.113	.027	.012	4.161	.001

a. Dependent Variable: Motivation

Based on Table 5 above, the estimation model can be analyzed as follows:

$$Y = 41,918 - 0,199(X1) + 0,109(X2) + 0,113(X3)$$

Based on the above equation it can be explained that:

- From the above equation it can be seen that there is a constant value of 41,918 which means that if the workload, organizational climate, leadership style, is zero, then the value of the Motivation variable is at 41,918. This means that the variables of workload, organizational climate, leadership style, contribute to increasing employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City.
- The workload regression coefficient value is negative 0,199. This means that if the workload decreases by one unit, it will result in an increase in motivation of 0,199 unit.
- The organizational climate regression coefficient value is positive, namely 0.109. This means that if the organizational climate increases by one unit, it will result in an increase in employee motivation of 0.109 unit.
- The value of the leadership style regression coefficient is positive, namely 0.113. This means that if the leadership style increases by one unit, it will result in an increase in employee motivation of 0.113 unit

## Statistic test

### Hypothesis Testing 1

The first hypothesis put forward, that workload partially has a negative effect on employee motivation. Based on the results of the analysis of the t test, it is known that the significance level of the workload variable is  $0,000 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect between workload on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City.

### Hypothesis Testing 2

The second hypothesis proposed is that organizational climate partially has a negative effect on employee motivation. Based on the results of the analysis of the t test, it is known that the significance level of the organizational climate variable is  $0,025 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between organizational climate on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City.

### Hypothesis Testing 3

The third hypothesis proposed is that leadership style partially positive effect on motivation. Based on the results of the analysis of the t test, it is known that the significance level of the leadership style variable is  $0,001 <$  dai significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between leadership style on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City.

#### Hypothesis Testing 4

The fourth hypothesis proposed, that workload, organizational climate, leadership style jointly have a positive effect on employee motivation. Based on the results of the analysis of the F test, it is known that the significance level of workload, organizational climate, and leadership style variables is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between workload, organizational climate, and leadership style on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. As can be seen in table 6 below:

Table 6 F . Test Results

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,668	3	5,223	7.453	.000a
	Residual	1935001	35	11,518		
	Total	1646,948	38			

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

b. Dependent Variable: Motivation

#### Testing the Coefficient of Determination (R<sup>2</sup>)

Analysis of the coefficient of determination for hard skills, soft skills and motivation on employee performance is carried out using the IBM SPSS for Windows Version 26.0 program with the SPSS output form as stated below:

Table 7 R Square Result

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790a	.624	.602	3.39380

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

b. Dependent Variable: Motivation

**Source:** Primary Data, Processed with IBM SPSS 26.0 2022.

Based on the results of the analysis R square is 0,624 this means that 62.4% of employee motivation is influenced by the independent variables of workload, organizational climate, leadership style. While the remaining 37.6% is influenced by other variables outside the model.

#### Discussion

##### **Influence Workload on Employee Motivation in the Office of Communication, Information and Statistics of Sungai Penuh City.**

The results of this study indicate that workload has a significant negative effect on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. This indicates that the workload determines the motivation of employees in the Department of Communication, Information and Statistics of Sungai Penuh City. This means that the higher the workload of employees in the agency, it will reduce employee motivation.

From the results of this study, it appears that the workload variable has a coefficient of -0.199 which means that the workload has a greater influence than other variables. This indicates that the workload can play a role in reducing employee motivation. If the Department of Communication, Information and Statistics of Sungai Penuh City wants to increase employee motivation, it must reduce the workload given to employees in the agency.

According to (Haryono, 2014) workload is also defined as the number of activities that must be completed by a person or group of people during a certain period of time under normal circumstances. Meanwhile, according to Menpan (in Furqon, 2015) workload is a collection or number of activities that

must be completed by an organizational unit or position holder within a certain period of time. The study found that when individuals have low work demands the likelihood of cyberloafing is high, this is due to the free time they have. When employees do not have much work, they will engage in cyberloafing activities to pass the time (Ismail, 2009). The results of this study are in line with research Tiyasiningsih (2016) which shows that workload has a negative and significant effect on employee motivation.

#### **Influence Organizational Climate on Employee Motivation in the Office of Communication, Information and Statistics of Sungai Penuh City.**

The results of this study indicate that organizational climate has a significant positive effect on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. This indicates that the organizational climate of employees determines the motivation of employees in the Department of Communication, Information and Statistics of Sungai Penuh City. This means that the better the organizational climate of the agency, it will increase employee motivation.

From the results of this study, it can be seen that the work organization climate variable has a coefficient of 0.109 which means that organizational climate has a great influence. This indicates that a good and good organizational climate can play a role in increasing employee motivation. If the Department of Communication, Information and Statistics of Sungai Penuh City wants to increase employee motivation, it must create a good and good organizational climate in the agency.

This is in line with the opinion of Hersey (2017) organizational climate is the human environment in which organizational employees do their work, this understanding can refer to the environment of a department, an important company unit such as a branch factory, or an organization as a whole. We can not touch but it (climate) exists, climate is influenced by almost everything that happens in the organizational environment. Organizational climate is the perception of organizational members (individually and in groups) and those who are in constant contact with the organization (e.g. suppliers, customers, consultants and contractors) about what is or is happening in the organization's internal environment on a regular basis, which influences organizational attitudes and behavior and the performance of members of the organization which then determines the performance of the organization, (Wirawan, 2009).

The results of this study are in line with the research of Deddy (2013), which shows that organizational climate has an effect on employee motivation. Ferischa (2015) the results of his research also show that organizational climate has a significant effect on employee motivation.

#### **Influence Leadership Style on Employee Motivation in the Office of Communication, Information and Statistics of Sungai Penuh City.**

The results of this study indicate that leadership style has a significant positive effect on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. This indicates that the leadership style determines the motivation of employees in the Department of Communication, Information and Statistics of Sungai Penuh City. This means that the better and better the leadership style of an agency leader will increase employee motivation.

From the results of this study, it appears that the work leadership style variable has a coefficient of 0.113 which means that leadership style has a big influence. This indicates that leadership style can play a role in increasing employee motivation. If the Department of Communication, Information and Statistics of Sungai Penuh City wants to increase employee motivation, it must improve and create a work leadership style for good leaders in the agency.

This is in accordance with the opinion of Hasibuan (2007), leadership is the way a leader influences the behavior of subordinates to want to work together and work effectively and efficiently to achieve organizational goals. Mas'ud (2014) states that leadership is a process of influencing others to want or not to do something they want. According to Nixon (Robbins, 2014), leadership is a unique art form, which requires strength and vision at an extraordinary level. Leadership is a person's behavioral activity in influencing others. Leadership plays a dominant, crucial and critical role in overall to improve performance, both at individual, group and organizational levels.

The results of this study are in line with research by Ajeng (2014) which shows that there is a significant positive influence between leadership style on employee motivation.

#### **Effect of Workload, Organizational Climate, Leadership Style on Employee Motivation in the Office of Communication, Information and Statistics of Sungai Penuh City.**

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The results of this study indicate that workload, organizational climate, leadership style together have a significant influence on employee motivation in the Office of Communication, Informatics and Statistics of Sungai Penuh City. This indicates that workload, organizational climate, leadership style and motivation determine employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. This means that the workload, organizational climate, leadership style, good motivation will increase employee motivation.

This is in line with the research of Ajeng (2014), Deddy (2013) and Ferischa (2015) which show that the results show the support for a positive and significant influence between workload, organizational climate, leadership style and on employee motivation..

#### 4. CONCLUSION

Workload has a negative effect on employee motivation in the Department of Communication, Information and Statistics of Sungai Penuh City. This means that employee motivation will increase if the workload in the agency is low for employees, and is able to provide encouragement to employees in increasing their motivation, thus the first hypothesis (H1) is accepted. Organizational climate has a positive influence on employee motivation at the Department of Communication, Information and Statistics of Sungai Penuh City. This means that employee motivation will increase if a good organizational climate is able to provide morale to employees in carrying out their work. The better the organizational climate in the agency, the higher the motivation of employees in doing their work in the agency, thus the second hypothesis (H2) is accepted.

Leadership style has a positive influence on employee motivation in the Department of Communication, Information and Statistics of Sungai Penuh City. This means that employee motivation will increase if the leadership style of the leadership in the agency is good for employees, thus making employees enthusiastic and able to carry out their work well. And a good leadership style will encourage high motivation, so the third hypothesis (H3) is accepted. Workload, organizational climate, leadership style together have a positive effect on employee motivation in the Department of Communication, Information and Statistics of Sungai Penuh City. From the ANOVA test, the significance probability value is 0.000. The probability of significance is less than 0.05, with a significance level of 0.000 or 0.05 as a result  $H_0$  is rejected and  $H_a$  is accepted. workload variables, organizational climate and leadership style simultaneously affect employee motivation in the Department of Communication, Information and Statistics of Sungai Penuh City.

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