The Influence Of Leadership Style And Work Motivation On Improving Employee Performance At The Turi Lamongan District Office

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Article Info	ABSTRACT
Keywords: Leadership Style, Motivation, Performance	Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him through strategic planning of an organization. This study aims to analyze the factors that influence employee performance at the Turi Lamngan District Office. This study uses quantitative research and data obtained from questionnaires filled out by respondents. The population obtained was 42 employees and the sample used was based on the total sample of 42 respondents. The tool used for data processing is SPSS with multiple linear regression analysis techniques. The results showed that Leadership Style and Motivation partially affect employee performance. Simultaneously, Leadership Style and Motivation partially affect employee performance. Motivation has the most dominant effect on employee performance.
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INTRODUCTION

Performance is work achievement, namely the comparison between work results that can be seen in real terms and the work standards that have been set by the organization or company. Performance is basically what an employee does or cannot do. An employee's performance will be good if the employee has quality skills, is willing to work, has adequate wages or rewards and has hopes for the future (Indriani, 2021).

Employee performance is also an important study in Human Resource Management in the public sector. Performance is the result of work in terms of quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him through the strategic planning of an organization. One organization that prioritizes performance is the Staff at the Turi District Office.

Based on the results of field observations carried out by researchers, there was a problem related to a decrease in performance among employees at the Turi District office. Performance achievement decreased from 2020 with a total of 87% to 68% in 2021 and decreased to 55% in 2022. The table explains that employee performance at the Turi sub-district office shows a decreasing level of achievement, such as increasing the quality of employees, increasing the number of members, in 2020 – 2022 will experience a decrease in

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the achievement percentage. One of the factors causing a decline in employee performance is poor leadership style (Employee Performance Data, 2023).

Based on the phenomena (issues) and background and problems described previously, researchers are interested in conducting research on the topic of employee performance with the research title "The Influence of Leadership Style and Motivation on Improving Employee Performance at the Turi Lamongan District Office". Previously, similar research had also been carried out by previous researchers.

Such as research conducted by Fajar Hamid (2021) with the research title "The Influence of Leadership Style, Motivation and Work Discipline on the Performance of Bank Mayapada Surabaya employees". The results of the analysis show that leadership style and motivation have an influence on employee performance, while work discipline has no influence on employee performance at Bank Mayapada Surabaya.

Then another research was also conducted by Maharani, Islana, S (2022) with the research title "The Influence of Quality of Human Resources, Leadership Style, Motivation and Work Discipline on Employee Performance at the Sugihwaras Village Office, Magelang, Central Java". The results of the analysis show that the quality of human resources and motivation and work discipline have an influence on employee performance, while leadership style has no influence on employee performance at the Sugihwaras Village Office, Magelang, Central Java.

Research conducted by M. Fitrah Abdul, (2022) with the research title "The Influence of Work Discipline and Work Motivation on improving employee performance for employees of the District Environmental Service. Kebumen." The results of the analysis explain that work discipline and work motivation have a positive and significant influence on improving employee performance for employees of the District Environmental Service. Kebumen

Research conducted by Arik, Eko, P (2022) with the research title "The influence of leadership style and work environment on employee performance in employees at CIMB Niaga Jombang". The results of the analysis show that leadership has a positive and significant influence on employee performance, while the work environment has a negative influence on employee performance at CIMB Niaga Jombang.

Then, research was conducted by Nanang, Kurniawan (2023) with the research title "The influence of leadership style, work discipline and work motivation on improving employee work at the food security and agriculture service in Bojonegoro". The results of the analysis show that leadership style and work discipline have an influence on improving employee work, while work motivation has a negative influence on increasing employee work at the food security and agriculture service in Bojonegoro

Based on the research above, there are gaps in research, both variables, research methods and results. Therefore, it is important to carry out this research to examine previous studies with the current study, in order to find out the differences that exist in previous studies, using different variables, research methods and research objects.

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METHOD

The type of research carried out is quantitative research. The data collection technique uses observation through questionnaires. Questionnaires were given to employees at the Turi Lamongan sub-district office, apart from that data was obtained through interviews. The data that has been obtained is processed using the SPSS analysis tool.

The population in this study was 42 employees working at the Turi Lamongan sub-district office. Sampling in this research used a total sampling technique. The reason for taking total sampling is because according to Sugiyono (2019) the total population is less than 100, the entire population is used as the entire research sample. Meanwhile, the sampling technique is probability sampling.

RESULTS AND DISCCUSION

Data Analysis Results
Respondent Criteria

Table 1. Age Frequency Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
	AGE				
Valid	21-25	4	9.5	9.5	9.5
	26-30	13	31.0	31.0	40.5
	31-35	9	21.4	21.4	61.9
	35-40	7	16.7	16.7	78.6
	> 50	9	21.4	21.4	100.0
	Total	42	100.0	100.0	

Based on the table above, data is obtained that of the 42 respondents, the majority of respondents were 4 people aged 21-25 years, 13 people aged 26-30 years, 9 people aged 31-35 years, 7 people aged 35-40 years, and 7 people aged more than 50 years totaling 9 people.

Table 2. Gender Frequency Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
	Gender				
Valid	Man	13	31.0	31.0	31.0
	Woman	29	69.0	69.0	100.0
	Total	42	100.0	100.0	

Based on the table above, data is obtained that of the 42 respondents, the majority of respondents, 29 of whom were female and 13 were male.

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Instrument Test

Validity test

The significance test is carried out by comparing the calculated r value with the r table. In this case the number of samples (n) = 42-2 = 40 and alpha = 0.05 results in r table = 0.3044. If the calculated r is greater than r table then the question or indicator is declared valid. The results of validity testing using the SPSS program in this research are as follows;

Table 3. Calculation Results of Instrument Validity Test

Variable	Indicator	R count	R table	Information
Leadership Style	X1.1	0.884	0.3044	Valid
	X1.2	0.836	0.3044	Valid
	X1.3	0.906	0.3044	Valid
	X1.4	0.688	0.3044	Valid
	X1.5	0.773	0.3044	Valid
	X1.6	0.906	0.3044	Valid
Motivation	X2.1	0.879	0.3044	Valid
	X2.2	0.833	0.3044	Valid
	X2.3	0.759	0.3044	Valid
	X2.4	0.741	0.3044	Valid
	X2.5	0.757	0.3044	Valid
Employee Performance	Y1	0.757	0.3044	Valid
	Y2	0.795	0.3044	Valid
	Y3	0.840	0.3044	Valid
	Y4	0.881	0.3044	Valid
	Y5	0.790	0.3044	Valid
	Y6	0.795	0.3044	Valid
	Y7	0.840	0.3044	Valid
	Y8	0.881	0.3044	Valid
	Y9	0.757	0.3044	Valid

Based on the results of the validity analysis test, it is known that all question items are said to be valid, so all question items can be tested for reliability.

Reliability Test

The test used is Cronbach Alpha theory. A variable is said to be reliable if it provides a Cronbach alpha value > 0.60. The test results using the SPSS program are as follows:

Table 4. Reliability Test Calculation Results

Variable	Cronbach Alpha	Criteria	Information
Leadership Style	0.805	0.60	Reliable
Motivation	0.804	0.60	Reliable
Employee Performance	0.787	0.60	Reliable

The table above shows that the Cronbach's Alpha value for each research variable is greater than 0.60. Thus, it can be concluded that all of the research instruments are reliable.

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Classic assumption test
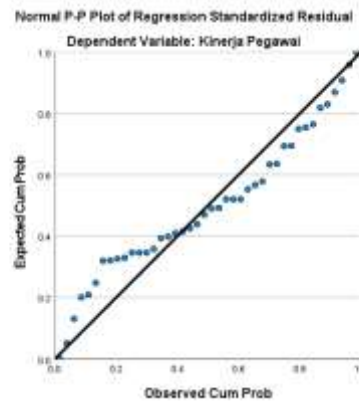## Normality test

Figure 1. PP-Plot graph

In the P-Plot graph, it can be seen that the data is spread around the diagonal line and follows the direction of the histograph line towards a normal distribution pattern, so the dependent variable Y meets the normality assumption.

Multicollinearity Test

If the tolerance value is > 10% and the VIF value is < 10, it can be concluded that there is no multicollinearity between the independent variables in the regression model. The following are the results of calculations using the SPSS 27 program:

Table 5. Multicollinearity Test

		Coefficientsa									
		Unstandardized Coefficients		Standardized Coefficients				Correlations			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Zero-order	Partials	Part	Tolerance	VIF
1	(Constant)	1,371	2,100		,653	,518					
	Leadership Style	,397	,241	,274	1,647	.108	,888	,255	.102	,140	7,157
	Motivation	1,247	,314	,661	3,971	,000	,916	,537	,247	,140	7,157

a. Dependent Variable: Employee Performance

From the table above, it can be seen that each independent variable has a tolerance value > 0.1 and a VIF value < 10. So it can be concluded that there is no multicollinearity between the independent variables in this regression model.

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Heteroscedacitis test

Table 6. Multicollinearity Test

		Unstandardized Coefficients		Standardized Coefficients			Correlations			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Zero-order	Part ials	Part	Toler ance	VIF
1	(Constant)	1,371	2,100		,653	,518					
	Leadership Style	,397	,241	,274	1,647	.108	,888	,255	.102	,140	7,157
	Motivation	1,247	,314	,661	3,971	,000	,916	,537	,247	,140	7,157
a. Dependent Variable: Employee Performance											

The SPSS output display results clearly show that all independent variables have a sig value <0.05. So there are no independent variables that statistically significantly influence the dependent variable. So it can be concluded that the regression model does not contain heteroscedasticity.

Multiple Linear Regression Test

Based on analysis using the SPSS 27 for Windows program, multiple regression results were obtained as summarized in table 4.8 below:

Table 7. Multiple Linear Regression Test

Coefficientsa Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Part ials	Part	Tolera nce	VIF
1	(Constant)	1,371	2,100		,653	,518					
	Leadership Style	,397	,241	,274	1,647	.108	,888	,255	.102	,140	7,157
	Motivation	1,247	,314	,661	3,971	,000	,916	,537	,247	,140	7,157
a. Dependent Variable: Employee Performance											

Based on table 4.8, the multiple regression equation is obtained as follows: $Y = 1.371 + 0.397 X1 + 1.247 X2$

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Hypothesis testing
Partial Test (t)

It is known that df (n-2) is 42-2 = 40 and significance is 5%, then it can be seen that the t-table is 1.68385. The results of the hypothesis test analysis between independent variables X1 and X2 against Y obtained the following results:

Table 8. Partial Test Results

	Coefficientsa										
	Unstandardized Coefficients		Standardized Coefficients				Correlations			Collinearity Statistics	
Model	B	Std. Error	Beta	Q	Sig.	Zero-order	Parti als	Part	Toler ance	VIF
1 (Constant)	1,371	2,100		,653	,518					
Leadership Style	,397	,241	,274	1,647	.108	,888	,255	.102	,140	7,157
Motivation	1,247	,314	,661	3,971	,000	,916	,537	,247	,140	7,157

a. Dependent Variable: Employee Performance

From the results of calculations using the SPSS program, it can be seen that partially the Leadership Style variable has a significant effect on Employee Performance. Partially, the motivation variable has a significant effect on employee performance.

Simultaneous Test (F)

From the statistical testing criteria, the following results were obtained:

df (n2) = n – k – 1 ➜ so 42 – 3 - 1 = 38

Significant level = 5% or 0.05 So the F table is 2.23. The results of the hypothesis test analysis between independent variables X1 and X2 against Y obtained the following results:

Table 9. Simultaneous Test (F)

		ANOVAa				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2491.201	2	1245,600	109,566	,000b
	Residual	443,371	39	11,368		
	Total	2934,571	41			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Motivation, Leadership Style

The table above shows that the significance value is 0.000 < 0.05, and the Fcount value is 109.566 and Ftable is 2.23. From this data, the value Fcount > Ftable (109,566 > 2.23) can be obtained, so it can be concluded that the Leadership Style and Motivation variables together have an influence on Employee Performance.

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Determination Coefficient Test

The determination value is determined by the R Square value. The results of the hypothesis test analysis between independent variables X1 and X2 against Y obtained the following results:

Table 4. 10 Determination Coefficient Tests

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.921a	,849	,841	3,372	2,099
a. Predictors: (Constant), Motivation, Leadership Style					
b. Dependent Variable: Employee Performance					

From the table above it can be seen that the R Square is 0.849 or 84%, which means that the ability of the Independent variable to the Dependent variable is 84%. Meanwhile, the remaining 20% is explained by other variables from this research variable.

Dominance Test

This coefficient is called the standardized coefficient, if one of the independent variables has a standardized coefficient value greater than the other independent variables, then it can be explained that the independent variable has a dominant influence on the dependent variable:

Table 4. 11 Dominant Tests

Coefficientsa										
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partials	Part	Tolerance	VIF
1 (Constant)	1,371	2,100		.653	,518					
Leadership Style	,397	,241	,274	1,647	.108	,888	,255	.102	,140	7,157
Motivation	1,247	,314	,661	3,971	,000	,916	,537	,247	,140	7,157
a. Dependent Variable: Employee Performance										

Based on the results of the dominant test on the beta coefficient, it is clear that Motivation has a value of 1,247, which has the highest value among the other variables. So it is concluded that the Motivation variable has the most dominant influence on the Employee Performance variable.

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Discussion

Influence of Leadership Style (X1) on Employee Performance (Y)

From the results of the t test for the Leadership Style variable (X1) on Employee Performance, the significant level results were obtained, namely 0.000 < 0.05 and tcount was 1.647 and ttable was 1.68385. From this data, the value tcount > ttable (1.647 > 1.68385) can be obtained, so it can be concluded that partially the Leadership Style variable has a significant effect on Employee Performance.

Influence of Motivation (X2) on Employee Performance (Y)

From the results of the t test for the Motivation variable (X1) on Employee Performance, the significant level results were obtained, namely 0.000 < 0.05 and tcount was 3.971 and ttable was 1.68385. From this data, the value tcount>ttable (3.971>1.68385) can be obtained, so it can be concluded that partially the Motivation variable has a significant effect on Employee Performance.

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The results of the f test show that the significance value is 0.000 < 0.05, and the Fcount value is 109.566 and Ftable is 2.23. From this data, the value Fcount > Ftable (109,566 > 2.23) can be obtained, so it can be concluded that the Leadership Style and Motivation variables together have an influence on Employee Performance.

Dominant Variable

Based on the results of the dominant test on the beta coefficient, it is clear that Motivation has a value of 1,247, which has the highest value among the other variables. So it is concluded that the Motivation variable has the most dominant influence on the Employee Performance variable.

CONCLUSION

Based on the results of data analysis using the SPSS analysis tool, the conclusions of this research are as follows: Leadership style has a significant effect on employee performance, this result can be seen from the t test results of 0.000 < 0.05 and tcount of 1.647 and ttable of 1.68385. From this data, the value tcount > ttable (1.647 > 1.68385) can be obtained. Motivation has a significant effect on employee performance, this result can be seen from the t test results of 0.000 < 0.05 and tcount of 3.971 and ttable of 1.68385. From this data, the value tcount > ttable (3.971 > 1.68385) can be obtained. Leadership Style and Motivation together have an influence on Employee Performance, this result can be seen from the f test results of 0.000 < 0.05, and the Fcount value is 109.566 and Ftable is 2.23. From this data, the value Fcount > Ftable (109,566 > 2.23) can be obtained.

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