

THE INFLUENCE OF LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE PEUDADA SUBDISTRICT OFFICE, BIREUEN REGENCY

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Abstract

This research aims to determine the influence of leadership and work motivation on employee performance at the Peudada Subdistrict Office, Bireuen Regency. The population in this study consists of 44 employees, with a sample selected using purposive sampling. The data analysis method used in this research is multiple linear regression analysis, utilizing SPSS version 25 and Microsoft Excel 2014. Based on the research results, it is found that, partially, the leadership variable has a positive and significant effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency. This is evidenced by the t -value (3.047) > t -table (1.682) and a significance value of 0.004, which is less than 0.05. The motivation variable also has a positive and significant effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency. This is evidenced by the t -value (2.658) > t -table (1.682) and a significance value of 0.011, which is less than 0.05. Simultaneously, leadership and work motivation have a positive and significant effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency. This is evidenced by the F -value (59.959) > F -table (3.23) and a significance value of 0.000, which is far less than α (0.05).

Keywords: Leadership, Work Motivation, Employee Performance

INTRODUCTION

In this study, the researcher focuses on several issues related to the influence of leadership and work motivation on employee performance at the Peudada Subdistrict Office, Bireuen Regency. Leadership is the ability to influence others. The success of a leader depends on their ability to exert this influence. In other words, leadership can be defined as the ability of an individual to influence others, either through direct or indirect communication, with the aim of motivating those people to willingly and enthusiastically follow the leader's directives. An effective leader is someone who possesses this ability.

Another factor that affects performance is work motivation. Motivation is inherently tied to the individual nature of humans, each of whom has different qualities. Motivation becomes the actualization of an employee's drive to improve their performance. Within an organization or company, interactions occur between individuals who behave differently. Therefore, motivation is a crucial subject for a leader or manager because they must work with and through others.

As a regional apparatus, the Camat (Subdistrict Head) holds authority in matters of public service and carries out general governmental duties. According to Article 15 of Government Regulation No. 19 of 2008, the Camat organizes general governmental tasks and functions, which include: coordinating community empowerment activities; coordinating efforts to maintain public order and safety; coordinating the implementation and enforcement of laws and regulations; coordinating the maintenance of public infrastructure and service facilities; coordinating governmental activities at the subdistrict level; fostering governmental administration in the villages; and providing public services within the scope of their duties and/or those not yet managed by the villages. In addition to the aforementioned tasks, the Camat exercises governmental authority delegated by the mayor to manage certain aspects of regional autonomy, which include: issuing permits; providing recommendations; coordinating activities; providing guidance; overseeing activities; facilitating processes; making determinations; organizing events; and executing other delegated powers (Ali, 2017). According to Sudarmanto, the performance of a

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governmental organization is influenced by leadership, and with effective leadership supported by adequate organizational capacity, good governance can be realized. Conversely, weak leadership is one of the causes of the decline in bureaucratic performance in Indonesia.

Various efforts have been made by the Peudada Subdistrict Office in Bireuen Regency to improve employee performance, including creating a conducive work environment and imposing sanctions on employees who are absent without a valid reason. However, these measures have not fully improved employee performance, which is evidenced by the still-low level of employee discipline, inadequate responsibility towards work, and so on. Employees are required to deliver optimal performance for the subdistrict government. Employees are a key resource in determining the success of the subdistrict government in achieving its goals. Employee performance is the result achieved by an individual in carrying out the tasks assigned to them. Employee performance includes the quality and quantity of output as well as reliability in work.

LITERATURE REVIEW

Leadership is the effort to influence many people through communication to achieve goals, the way to influence people through instructions or commands, actions that cause others to act or respond and bring about positive change, the important dynamic force that motivates and coordinates an organization to achieve its objectives, and the ability to create confidence and support among subordinates so that organizational goals can be achieved. According to Blanchard (2012:36), leadership is an attitude possessed by a leader to influence and direct employees to work together in carrying out specific activities to achieve the company's goals. Leadership is a leader's ability to influence employees to achieve predetermined goals (Robbins and Judge 2014:45).

Definition of Motivation

Motivation can be described as the drive to achieve specific goals and to maintain interest in certain activities. The term "motivation" comes from the Latin word "movere," which means to drive or move. In management, motivation refers to the drive given to human resources in general and to subordinates in particular. Siagian, as cited in Manullang (2015), explains that motivation is the entire process of providing work incentives to subordinates so that they are willing to work wholeheartedly towards achieving goals efficiently and economically. Mangkunegara (2017) states that motivation is formed from an employee's attitude towards work situations. Motivation is a condition that drives employees to be goal-oriented in achieving objectives.

Definition of Performance

Stephen Robbins defines performance as the evaluation of an individual's work compared to predefined criteria (Sinambela, 2018). Performance is the result achieved by an individual or group within an organization, in accordance with their authority and responsibilities, aiming to achieve the organization's goals legally, without violating laws, and adhering to moral and ethical standards (Sinambela, 2018). Performance is the process involving employee activities and the results obtained in alignment with the organization's or company's objectives. According to Agus W. Smith, performance is the result of a process carried out by individuals. Employees with high performance levels are those with high work productivity, while employees whose performance levels do not meet established standards are considered unproductive.

Conceptual Framework

In an organization or company, performance is crucial. Every employee is expected to deliver good performance and make maximal contributions. Performance is influenced by the input conditions and the processes of human resources as supporting factors in carrying out tasks. Performance results from a working process. In this research, the performance indicators include quantity, quality, timeliness, attendance, and teamwork. Motivation significantly impacts employee performance because the desire to complete a task better must be accompanied by a sense of responsibility and interest, as well as an internal and organizational drive to work well. Motivation is the drive or enthusiasm that gives individuals goals and standards to achieve. Indicators of

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motivation include relationships with colleagues and superiors, work environment, opportunities for improving knowledge and skills, and provision of benefits. However, this also requires supportive leadership that can influence others to cooperate effectively to achieve desired goals. Leadership and motivation are interconnected in affecting employee performance within a company. Leadership is the process of influencing, moving, directing, encouraging, and inviting others to work together and be productive towards achieving specific goals. Indicators used for the leadership variable include: fairness, providing suggestions, supporting goal achievement, acting as a catalyst, creating a sense of security, representing the organization, being a source of inspiration, and showing respect:

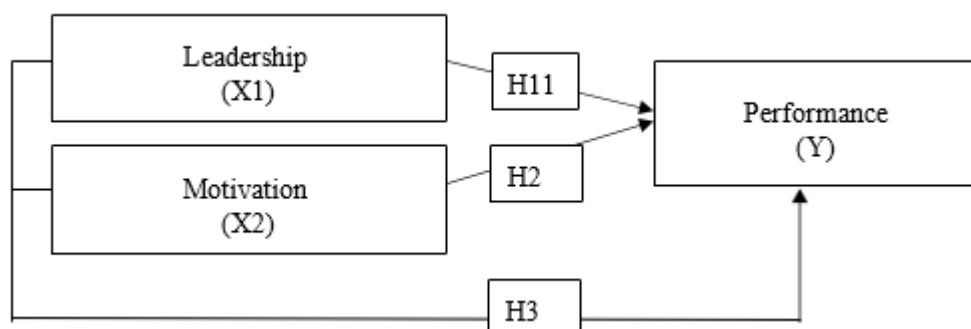


Figure 1
Conceptual Framework

Hypothesis

A hypothesis is a theoretical answer to a research problem that is considered most likely and most significant in terms of its validity (Sugiyono, 2013). Based on the conceptual framework and the literature review concerning the relationships between research variables, it is necessary to construct and formulate hypotheses in a specific statement, supported by previous research findings, so that the hypothesis can be scientifically justified. Based on the problem formulation, and the theoretical review proposed and developed in this study, the hypotheses are formulated as follows:

- Ha1: Leadership has an effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency.
- H01: Leadership does not have an effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency.
- Ha2: Motivation has an effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency.
- H02: Motivation does not have an effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency.
- Ha3: Leadership and motivation have an effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency.
- H03: Leadership and motivation do not have an effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency.

METHOD

This study applies a descriptive quantitative research method. According to Sugiyono (2013:7), quantitative research is an approach based on positivist philosophy and is used to investigate samples or populations in research. This type of research produces data in the form of numbers as the primary result of its analysis.

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Place and Time of Research

The research will be conducted at the Peudada Subdistrict Office, Bireuen Regency. The study will take place from December 2023 to February 2024. The researcher will use approximately 2 months for this study: 1 month for data collection and 1 month for data processing, which includes presentation in the form of a thesis and the guidance process.

Research Population

According to Sugiyono (2013), the population is the area of generalization that consists of objects or subjects with specific quantities and characteristics determined by the researcher for study and to draw conclusions. In this study, the population consists of all employees at the Peudada Subdistrict Office, totaling 44 employees (45 minus 1).

Research Sampel

According to Arikunto (2016), a sample is a portion or representative of the population being studied. When only a part of the population is examined, the research is referred to as sample research. In determining the sample for this study, a non-probability sampling approach was used. The type of non-probability sampling employed is saturated sampling. Saturated sampling is a technique where all members of the population are used as the sample. Therefore, the sample for this research consists of all employees at the Peudada Subdistrict Office, totaling 44 civil servants (ASN).

Data Analysis Method

In scientific research report writing, data analysis serves two purposes: presenting empirical findings through descriptive statistical data that explains respondent characteristics, especially in relation to research variables used in hypothesis testing, and performing inferential statistical analysis to test the proposed hypotheses and draw conclusions (Ferdinand, 2011). Quantitative analysis involves numerical data that can be calculated or measured. This method aims to estimate the quantitative impact of changes in one or more events using statistical analysis tools. For this research, SPSS software will be utilized due to its capability for multivariate statistical techniques involving independent and dependent variables. In accordance with the formulated hypotheses, the research will start with model evaluation (outer model), structure evaluation (inner model), and hypothesis testing.

RESULTS AND DISCUSSION

Characteristics of Respondents

In this section, the author will discuss the data obtained during the research. The data will be presented through an analysis of the sample, which consists of 44 respondents. After distributing, processing, and completing the questionnaires, the author will tabulate the data from each statement through the following steps.

Characteristics Based on Gender

Table 4.1
Distribution of Respondents by Gender

No	Gender	Number	Percentage
1	Female	10	23%
2	Male	34	77%
	Jumlah	44	100%

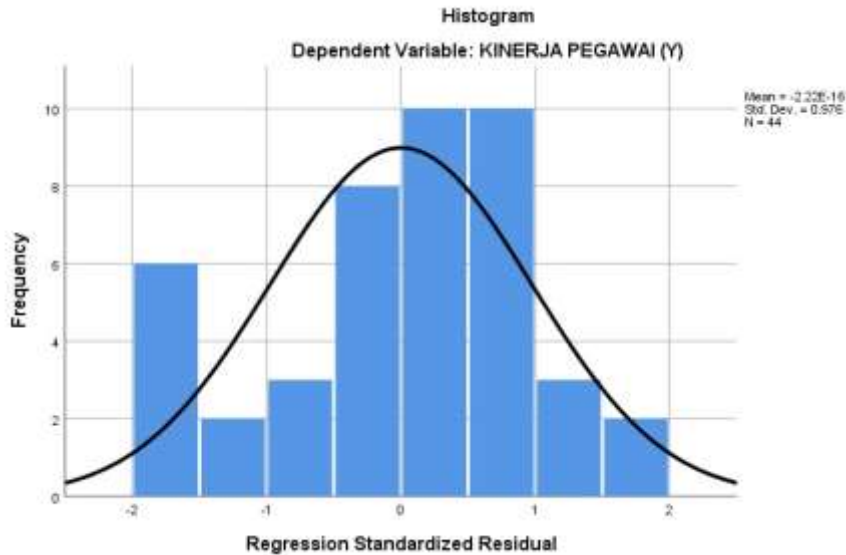
Source: Research Results, 2024

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Based on the data from the table above, it can be observed that 77% of the respondents are male, while 23% are female.

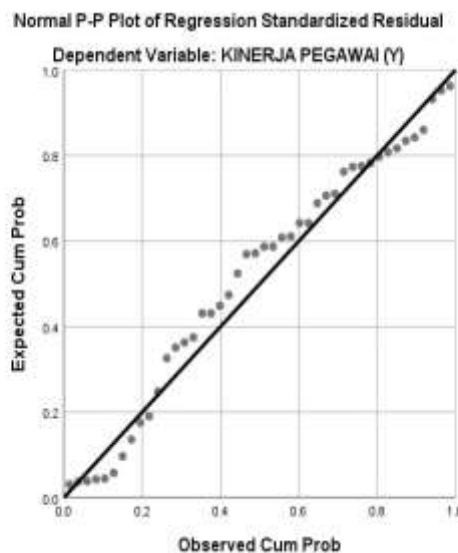
Normality Test

The normality test in this research uses histogram graphics, normal P-P Plot, and the non-parametric Kolmogorov-Smirnov (K-S) statistic:



Source: Research Results, Data Processed (2024)

Based on the histogram of the processed data, a straight diagonal line is formed, indicating that the research data in the regression model is normally distributed



Source: Research Results, Data Processed (2024)

Based on the output above, it is observed that the data points are spread around and follow the direction of the diagonal line. Therefore, it can be concluded that the regression model is normally distributed

Reliability Test

Reliability refers to the concept that an instrument is trustworthy enough to be used as a data collection tool because it is sufficiently accurate. An instrument is considered reliable if a person's responses to questions are consistent or stable over time, and a variable is deemed reliable if it yields a Cronbach's Alpha value greater than 0.60 (Ghozali, 2016:45)

Variable	Alpha Value	Description
Leadership (X1)	0.750	Reliable
Work Motivation (X2)	0.698	Reliable

Source: Research Results, Data Processed (2024)

Based on the table above, the independent variables, consisting of Leadership (X1) and Work Motivation (X2), each have a Cronbach's Alpha value greater than 0.6. This indicates that all these variables are reliable and can be used in further analysis

Multicollinearity Test

According to Ghozali (2011), multicollinearity is indicated by a Tolerance value <0.10 or a VIF value >10.

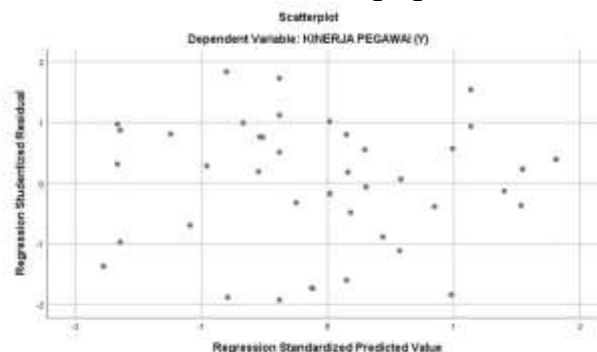
Variabel	Collinearity Statistics	
	Tolerance	VIF
Leadership (X1)	.253	3.952
Work Motivation (X2)	.253	3.952

Source: Research Results, Data Processed (2024)

The results of the multicollinearity test show that the VIF values are less than 10 and the tolerance values are close to 1. Therefore, it can be concluded that there is no multicollinearity among the independent variables in this study.

Heteroscedasticity Test

The heteroscedasticity test in this study uses the scatterplot chart model and the Park test. To examine the scatterplot graph, the researcher uses the predicted independent variable (ZPRED) and its residuals (SPRESID). If a certain pattern is formed, heteroscedasticity occurs, but if the points in the graph are scattered in all directions, heteroscedasticity does not occur. For further clarity, the following is an image of the heteroscedasticity test data processing results: The results of the heteroscedasticity test can be shown in the following figure:



Source: Research Results, Data Processed (2024)

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Based on the analysis above, it can be concluded that the graph does not show a clear pattern, and the points are spread both above and below the value of 0 on the Y-axis, indicating that heteroscedasticity is not present.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the extent of the influence of independent variables, namely leadership (X1) and work motivation (X2), on the dependent variable collectively. This can be calculated through a multiple regression equation. Based on calculations using SPSS version 25, the following regression results were obtain.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.953	1.993		1.983	.054
	Leadership (X1)	.408	.134	.477	3.047	.004
	Work Motivation (X2)	.377	.142	.417	2.658	.011

a. Dependent Variable: employee performance (Y)

Source: Research Results, Data Processed (2024)

Based on the table above, the regression equation formed from this regression test is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 3.953 + 0.408 X_1 + 0.377 X_2 + e$$

The model can be interpreted as follows:

- Constant (a):** The value of 3.953 indicates that if the independent variables, Leadership (X1) and Work Motivation (X2), are held constant, the dependent variable, Employee Performance (Y), is expected to be 3.953 units.
- Leadership (X1):** With a coefficient of 0.408, this suggests that Leadership (X1) has a positive (direct) effect on Employee Performance (Y). This means that as Leadership increases, Employee Performance also increases.
- Work Motivation (X2):** With a coefficient of 0.377, this indicates that Work Motivation (X2) has a positive (direct) effect on Employee Performance (Y). This means that as Work Motivation increases, Employee Performance also increases.

Partial Testing (t-Test)

The t-test is a statistical test used to determine how much an independent variable can explain the variance in a dependent variable on an individual basis. The t-test is performed with a 95% confidence level and a 5% level of significance (α). The degrees of freedom (df) used are calculated as $df = n - k$, where n is the sample size and k is the number of variables. The t-test is used to determine the individual (partial) effect of the independent variables, such as Work Discipline (X1) and Salary (X2), on the dependent variable, Employee Performance (Y).

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Coefficients ^a						
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	Work Motivation (X2)	.377	.142	.417	2.658	.011

a. Dependent Variable: employee performance (Y)

Source: Research Results, Data Processed (2024)

Based on the table, the t-test results are as follows:

- For the Leadership variable (X1), the calculated t-value is 3.047 with a significance level of 0.004. Since $t_{\text{calculated}} (3.047) > t_{\text{table}} (1.682)$ and the significance level (0.004) is less than 0.05, H^0 is rejected and H^1 is accepted. This indicates that Leadership (X1) has a significant partial effect on Employee Performance (Y).
- For the Work Motivation variable (X2), the calculated t-value is 2.658 with a significance level of 0.011. Since $t_{\text{calculated}} (2.658) > t_{\text{table}} (1.682)$ and the significance level (0.011) is less than 0.05, H^0 is rejected and H^1 is accepted. This indicates that Work Motivation (X2) has a significant partial effect on Employee Performance (Y).

Simultaneous Testing (F Test)

The partial test (t-test) is used to examine whether each independent variable, namely Leadership (X1) and Work Motivation (X2), has a positive and significant effect on the dependent variable, Employee Performance (Y), individually. The decision rule for the t-test using SPSS with a significance level set at 5% is as follows.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	345.965	2	172.983	59.959	.000 ^b
	Residual	118.285	41	2.885		
	Total	464.250	43			

a. Dependent Variable: employee performance (Y)

b. Predictors: (Constant), Work Motivation (X2), Leadership (X1)

Source: Research Results, Data Processed (2024)

Based on the simultaneous model test, the calculated F-value is 59.959 with a significance level of 0.000. Since $F_{\text{calculated}} (59.959) > F_{\text{table}} (3.23)$ and the significance level of 0.000 is much smaller than α (0.05), it can be concluded that H^0 is rejected and H^1 is accepted. This means that

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Leadership (X1) and Work Motivation (X2) collectively have a significant effect on Employee Performance (Y).

CLOSING

Conclusion

Based on the data analysis conducted by the author, the conclusions of this study are as follows:

1. Leadership has a positive and significant effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency. It can be concluded that better leadership leads to improved employee performance, while poorer leadership results in worse employee performance.
2. Motivation has a positive and significant effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency. This means that better motivation leads to improved employee performance, while poorer motivation results in worse employee performance.
3. Simultaneously, both leadership and motivation have a positive and significant effect on employee performance at the Peudada Subdistrict Office, Bireuen Regency.

Recommendations

Based on the research findings, the following recommendations are suggested:

1. **For Employees:** To improve performance, the Peudada Subdistrict Office in Bireuen Regency should continue to enhance the quality of work by regularly developing skills through training and other means. Employees should also be instilled with high motivation to handle work situations effectively. Motivation is a condition that drives employees toward achieving organizational goals.
2. **For Leaders:** Regarding work motivation, leaders at the Peudada Subdistrict Office should provide higher motivation to employees to achieve better performance. One way to do this is by offering bonuses or salary increases to high-performing employees. The results of this study can be used to inform decisions and develop strategies to further enhance employee performance

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