



The Influence of Leadership Style on Employee Work Motivation

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ABSTRACT

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This study examines the impact of various leadership styles on work motivation within a government organization. The researcher used a quantitative method with an associative approach. Leadership style (X) acts as the independent variable, while work motivation (Y) is the dependent variable. The population consists of all employees, with 37 respondents selected as the sample. Information was collected using a Likert scale survey and analyzed using basic linear regression in SPSS version 25. The findings indicate that leadership style has a significant effect on employee work motivation, as indicated by a p-value of 0.000, which is below 0.05 ($0.000 < 0.05$), and a t-statistic of 8.421, which exceeds the t-table value of 2.030 ($8.421 > 2.030$). These findings confirm that leadership style has a significant impact on individual work motivation. These results also suggest that effective leadership practices can be strategically adopted in educational institutions to improve staff motivation and institutional performance.

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INTRODUCTION

Leadership in government organizations has a significant impact on employee motivation. A skilled leader can provide appropriate direction, support employee needs, and create a supportive work environment, thereby boosting work enthusiasm and achieving organizational goals. Conversely, an inappropriate leadership style can lead to decreased employee productivity and morale (Bayhan et al., 2020; Garret-Gloanec et al., 2021; Santi, 2020). In the context of public organizations, adaptive leadership that is responsive to employee needs plays a crucial role in creating a responsible and productive work culture (Claudia & Lestari, 2024; Mizalfi et al., 2022). The same principle applies to educational management, where the leadership style of a principal or head of an educational institution significantly influences the morale of teachers and education personnel, as well as the quality of educational services provided.

The importance of appointing high-quality leaders has been explained in Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus (ASN), namely in Article 19 paragraph (3), which stipulates that high-ranking leadership positions must meet criteria such as competence, quality, rank, education and training, work experience, integrity, and other related requirements (Hendarto et al., 2024; Marta et al., 2021; Otenyo, 2024). This shows that leadership is not only related to formal positions but must also be accompanied by the ability to manage, influence, and motivate employees (Peddell et al., 2020; Williams et al., 2021).

At the Regional Office of the Directorate General of Immigration in Sumatra, organizational complexity is increasing with the number of employees increasing from 10 in 2019 to 38 the following year. Data shows that the number of employees increased from 10 in 2019 to 38 in 2024. However, this increase is not solely related to increased enthusiasm and work productivity. The percentage of employee attendance shows a downward trend, from 90% in 2019 to 80% in 2024, indicating problems in employee discipline and coaching (Personnel Administration, Ministry of Law and Human Rights, West Sumatra, 2024). Initial observations indicate that the leadership style employed tends to be democratic, with leaders attempting to involve employees in the decision-making process. While this approach reflects efforts to foster healthy two-way communication, the lack of firmness in disciplinary enforcement and weak oversight of violations have led to reduced employee motivation. Furthermore, employees receive limited direct guidance from their superiors in carrying out their daily tasks, impacting work effectiveness.

Another observed situation indicates that some employees are not using their working hours productively, such as engaging in casual conversations or non-work activities. There are even times when workspaces appear empty during operational hours, indicating weak supervision and consistency in attendance (Laksana et al., 2020). This phenomenon can create a permissive work culture and reduce the efficiency of public services. Furthermore, there are also issues with assignments that do not align with employee competencies. Some employees feel that their skills and expertise are not being optimally utilized by their superiors. The tasks assigned tend to be monotonous and do not provide room for self-development (Oetomo & Budiyo, 2020). As a result, work enthusiasm declines and productivity fails to develop as expected.

Several previous studies have confirmed that leadership style has a significant impact on work motivation. Bandiyono & Al Fikri (2020) stated that a leader's leadership style will impact whether or not employee work motivation increases or decreases. Ding et al. (2024) also showed that a participatory leadership style can increase motivation if combined with joint decision-making

that considers subordinate input. Another study by Persianov et al. (2020) revealed that leadership accompanied by motivation contributes to improved employee performance. However, studies specifically examining the impact of leadership style on work motivation within the West Sumatra Regional Office of the Directorate General of Immigration are still rare. Given the complexity of the organizational structure and the technical and administrative nature of the tasks, it is important to understand in more detail how leadership style can influence employee work motivation within the institution (Rahmitasari et al., 2021). This also serves as an important lesson in the management of educational institutions, where effective leadership-based human resource management can be key to achieving quality and professionalism in schools and universities.

Based on this background, the tentative assumption in this study is that the leadership style applied by leaders in the Regional Office of the Directorate General of Immigration of West Sumatra has a significant influence on the level of employee work motivation. The purpose of this study is to quantitatively analyze the relationship between leadership style and work motivation, in order to provide an empirical picture that can be used as a basis for improving human resource management. The originality of this study's contribution lies in the context of the study object that is still rarely explored specifically, namely the regional immigration organization environment, and in the effort to link these findings with broader implications in the field of management, including educational management, as a strategic reference in building effective, participatory leadership that has an impact on human resource performance.

RESEARCH METHOD

This study uses a quantitative approach with an associative research type, namely an approach that aims to determine the influence or relationship between two variables (Feuer & Makarov, 2024). In this context, the independent variable is leadership style, while the dependent variable is employee work motivation. This method was used to study the entire population of employees at the Regional Office of the Directorate General of Immigration of West Sumatra, totaling 37 people. The population in this study refers to all subjects who have certain characteristics relevant to the problem being studied, thus allowing the researcher to conduct an analysis that represents real conditions in the field (Sugiyono, 2013). Due to the relatively small population, the researcher used a saturated sampling technique (total sampling), namely, all members of the population were used as research samples.

Data collection was conducted by distributing a closed-ended questionnaire to respondents, containing structured questions and answer options based on a Likert scale (Afif et al., 2023). This questionnaire was designed

to obtain primary data relevant to the variables studied and tailored to respondents' expectations and understanding of the topic discussed. This technique was chosen because it was considered efficient and allowed for data collection in a relatively short time. The obtained data were then analyzed using simple linear regression techniques to determine the extent of influence of leadership style on employee work motivation. This analysis helped researchers predict changes in the dependent variable based on changes in the independent variables, so that the results could be used as a basis for decision-making in human resource management within the studied organization.

RESULT AND DISCUSSION

Validity Test of Questionnaire Variable X (Leadership Style)

Table 1. Output of Validity Test of Variable X

Statement	r-Calculat	r-table	Description
1	0.419	0.324	Valid
2	0.427	0.324	Valid
3	0.533	0.324	Valid
4	0.462	0.324	Valid
5	0.437	0.324	Valid
6	0.594	0.324	Valid
7	0.534	0.324	Valid
8	0.587	0.324	Valid
9	0.633	0.324	Valid
10	0.661	0.324	Valid
11	0.463	0.324	Valid
12	0.618	0.324	Valid

In Table 1 above, there are 12 indicators of statements that are said to be valid. The analysis results prove that the calculated r value for each variable indicator is greater than the r table value, with a value of 0.324, indicating that all items in the Leadership Style (X) variable are valid as measurement instruments for the variable.

Validity Test of Questionnaire Variable Y (Work Motivation)

Table 2. Output of Validity Test of Variable Y

Statement	r-Calculat	r-table	Description
1	0.453	0.324	Valid
2	0.451	0.324	Valid
3	0.425	0.324	Valid
4	0.635	0.324	Valid
5	0.398	0.324	Valid
6	0.404	0.324	Valid

7	0.464	0.324	Valid
8	0.425	0.324	Valid
9	0.428	0.324	Valid
10	0.456	0.324	Valid
11	0.442	0.324	Valid
12	0.411	0.324	Valid
13	0.444	0.324	Valid
14	0.376	0.324	Valid
15	0.448	0.324	Valid
16	0.560	0.324	Valid

Based on Table 2, 16 statements in the variables are categorized as valid, because the calculated r value for each indicator is greater than the r table value of 0.324. Thus, all items are suitable for use as variable measurement instruments.

Reliability Test of Variable X (Leadership Style)

Table 3. Output of Reliability Test of Variable X

Reliability Statistics	
Cronbach's Alpha	N of Items
,765	12

Based on Table 3 above, the leadership style assessment shows a Cronbach's Alpha of 0.765. This result indicates that the researcher's questionnaire instrument meets adequate internal consistency requirements; therefore, the instrument can be relied upon as a data collection tool in the research process.

Reliability Test of Variable Y (Work Motivation)

Table 4. Output of Reliability Test of Variable Y

Reliability Statistics	
Cronbach's Alpha	N of Items
,737	16

Based on Table 4 above, it can be seen that the items in the work motivation statement have an alpha coefficient of 0.737. A reliability score above 0.6 indicates that the instrument is reliable.

Normality Test

Normality testing was conducted to determine the extent to which the residual data from the regression model conformed to the assumed normal distribution pattern for both variables. The researcher used a non-parametric method that has several requirements that must be met, one of which is that the

data being analyzed must be normally distributed. In carrying out the test, the researcher used the Kolmogorov-Smirnov test based on the criteria used where the significance test results show a number above 0.05 (sig value > 0.05) for it is considered to have a normal distribution, but when the value is less than 0.05 (sig value < 0.05) as a result, the distribution requirements do not match. The following is a display of the Normal P-Plot graph, which shows the following output:

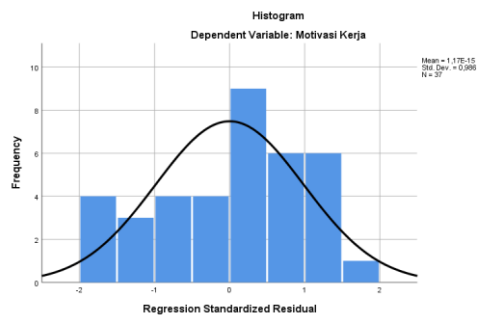


Figure 1. Results of the Normality Test of X against Y

Figure 1 shows that the residual data from the regression results in this study are normally distributed. This is evident from the normality test, which uses a histogram to produce a mountain-shaped curve. These results indicate that the data meet the established assumptions of normality. This analysis is further supported by the output of the Kolmogorov-Smirnov normality test, shown in the following figure 2.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		37
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	4,35063645
Most Extreme Differences	Absolute	,119
	Positive	,071
	Negative	-,119
Test Statistic		,119
Asymp. Sig. (2-tailed)		,200 ^{c, d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Figure 2. Kolmogorov-Smirnov Normality Test

Based on Figure 2 above, the results of the normality test for data X against Y using the Kolmogorov-Smirnov method produced a test probability value of 0.200 > 0.05. In conclusion, the research residuals can be stated to meet the normality assumption.

Linearity Test

This test is used as a basis for identifying a regression equation to estimate the independent variables' contribution in explaining the dependent variable, in order to assess whether there is a significant linear relationship between the two. This test is performed by observing the distribution pattern of points on the graph. If the points consistently follow the diagonal line, the linearity assumption is met, and the regression model can be applied. The results of the linearity test are as follows.

Table 5. Linearity Test Results

		Source	Sum of Squares	df	Mean Square	F	Sig.
		(Combined)	279,553	12	23,296	1,238	.315
Work Motivation * Leadership Style	Between Groups	Linearity	49,834	1	49,834	2,648	.117
		Deviation from Linearity	229,719	11	20,884	1,11	.396
	Within Groups		451,69	24	18,82		
	Total		731,243	36			

Based on Table 5, the significance value for the Deviation from Linearity section is $0.396 > 0.05$. These results indicate that the leadership style variable is linearly related to the work motivation variable, meeting the research's linearity assumptions and allowing for the application of a linear regression model. Additionally, another method for testing linearity is shown in Figure 3:

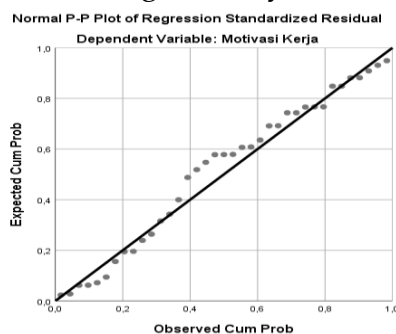


Figure 3. Output of Linearity Test of the Influence of Variable X on Y

The results of Figure 3 show that the data points are systematically distributed along the diagonal line without showing excessive spread. This reflects that the residuals in the regression model are normally distributed, thus fulfilling the classical assumptions.

Heteroscedasticity Test

The heteroscedasticity test is performed to determine the inequality of the residuals related to each other. The following results show the residual distribution from the heteroscedasticity test, as depicted in the graph below:

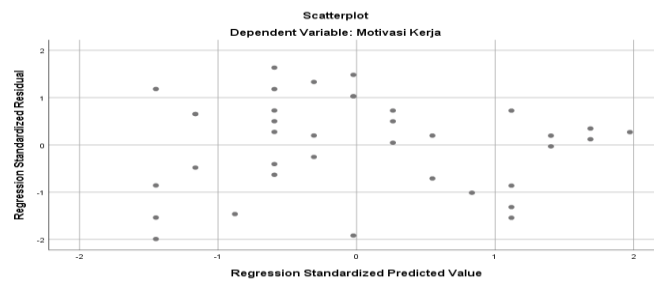


Figure 4. Output of Heteroscedasticity Test of the Effect of Variable X on Y

Figure 4 shows that the scatterplot graph shows a random and proportional distribution on both sides of the line, both above and below. This finding indicates that the regression model does not exhibit heteroscedasticity. Testing for heteroscedasticity is not only performed using a scatterplot graph but can also be done using the Glejser technique. The Glejser method is an approach that involves regressing the absolute magnitude of the residuals against the independent variable. The output from this stage is presented as follows:

Table 6. Heteroscedasticity Test

Coefficients ^a					
Model		Tidak Koefisien Standar		T	Sig.
		B	Std. Error		
1	(Constant)	47,685	10,527	4,530	,000
	Gaya Kepemimpinan	,335	,210	,261	,119

a. Dependent Variable: Motivasi Kerja

Based on Table 5 above, the SPSS 25 output shows that all independent variables have a significance level of 0.119, with a value above 0.05 ($0.119 > 0.05$). Therefore, this model has no problems and is free from heteroscedasticity.

Autocorrelation Test

Autocorrelation analysis using the Durbin-Watson test aims to determine whether there is a relationship between sequential residuals. The results of this test are presented below.

Table 7. Autocorrelation Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,261	,068	,042	2.044
a. Predictors: (Constant), Leadership style				
b. Dependetn Variable: Work Motivation				

Based on Table 6 above shows that the Durbin-Watson score is between -2 and +2, indicating the absence of autocorrelation symptoms. Therefore, the simple regression model is eligible for use in hypothesis testing analysis or continued.

Simple Regression Test

This regression analysis is used when the dependent variable is influenced by only one independent variable. To measure how much influence the variable X (Leadership Style) has, the results can be seen from the statistical data processing process using simple analysis techniques as below:

Coefficient of Determination Test (R²)

Table 8. Output of the Test of the Determination Coefficient of Leadership Style on Work Motivation

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768	.590	.578	.99499
c. Predictors: (Constant), Leadership style				

The coefficient of determination test is carried out to assess the extent to which the dependent variable influences the independent variable. The results in Table 7 show that the Leadership Style variable contributes 59% to work motivation, while the other 41% comes from other factors outside the research variables studied.

Hypothesis Test (T-Test)

This analysis is applied to obtain information regarding the extent to which each variable (X) influences the variable (Y). In this study, the assumption used is that the calculated t value < the t table value or the statistical probability level > 0.05, then the null hypothesis (H₀) of the study is accepted. Likewise, if the calculated t value is obtained > the t table value or the statistical probability level < 0.05, then the alternative hypothesis (H_a) of the study is accepted. The results of the hypothesis test show that H₀ is rejected and H_a is accepted. The table of results of the research hypothesis test is as follows:

Table 9. Test Results (T) of the Effect of Variable X on Y

Coefficients ^a					
Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	
	B			Beta	t
1 (Constant)	47,685		2,374		20.088
Leadership Style	,335		,047	,768	7,095

a. Dependent Variable: Work Motivation

This study involved 37 respondents. The results obtained in Table 8 show that the constant value for the leadership style variable (X) is 47.685, and the leadership style coefficient (X) is 0.335. Furthermore, the calculated t value is $7.095 > t_{table} 2.030$, meaning that variable X influences variable Y. Therefore, the simple regression analysis equation formula for this study can be written as follows:

$$Y = 47.685 + 0.768 (0.335)$$

This means that there is a regression equation of leadership style variable on work motivation, namely $Y = 47.685 + 0.768 (0.335)$. Based on statistical considerations, the alternative hypothesis (H_a) is proven valid, while the null hypothesis (H_0) cannot be maintained. These results indicate that leadership style (X) has a strong and significant influence on the level of work motivation (Y) in the West Sumatra Regional Office of the Directorate General of Immigration.

Simultaneous Test (F Test)

Furthermore, to strengthen the interpretation of the research, an ANOVA (F) test was conducted to see the effect of leadership style (X) on work motivation (Y) in employees. The ANOVA (F) test for the research can be seen in the following table:

Table 9. ANOVA Output (F) Variable X against Variable Y

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49,834	1	49,834	50,338	,000 ^b
	Residual	34,650	35	,990		
	Total	84,484	36			

Based on the ANOVA output listed in the table above, the leadership style variable (X) is proven to have a real impact on work motivation (Y), as indicated by the F value achieved of 50.338. The significance value in Table 4.26 is $0.000 < 0.05$, which indicates that it is valid, so the regression model meets the linearity criteria and can significantly predict the contribution of leadership style in

influencing employee work motivation at the Regional Office of the Directorate General of Immigration of West Sumatra.

Discussion

Based on the findings obtained from the research results, it is clear that leadership style at the Regional Office of the Directorate General of Immigration of West Sumatra has a significant influence on employee work motivation. The Respondent Achievement Rate (TCR) for leadership style was only 30.8%, while for work motivation it was 29.52%, both of which are in the low category. This indicates that employee perceptions of the applied leadership style have not met the expected expectations, and have a direct impact on low work enthusiasm and employee engagement in carrying out tasks (Mulawarman et al., 2022). From a managerial perspective, low work motivation can reduce the efficiency of overall organizational performance.

In the context of educational management, this phenomenon can serve as an important reflection. Educational institutions, as institutions steeped in human resource interactions, also rely heavily on the quality of leadership (Bali et al., 2024; Hina, 2024; Jali, 2025). If principals or other leaders fail to implement a communicative, adaptive, and assertive leadership style, the motivation of teachers and other educational staff can potentially decline. Consequently, teaching enthusiasm, discipline, and even educational quality can be compromised (Aziz & Sain, 2025; Munawwaroh, 2024; Sain, 2025). Therefore, effective leadership is not only an issue within public organizations such as immigration, but also a key pillar of quality-oriented educational governance.

Statistically, testing conducted using SPSS version 25 showed that the regression model met all basic assumptions. The normality test obtained a significance value of 0.200 (> 0.05), indicating that the data were normally distributed. The linearity test result of 0.396 (> 0.05) indicated a linear relationship between leadership style and work motivation (Khoiroh et al., 2024; Nisa' et al., 2024). Furthermore, the heteroscedasticity test provided a probability value of 0.119 (> 0.05), indicating no symptoms of heteroscedasticity in the model. The Durbin-Watson value of 2.044 also indicated the absence of autocorrelation, so the model can be used validly for regression analysis.

The influence of leadership style on work motivation is also strengthened by the coefficient of determination (R Square) of 0.590. This means that 59% of the variation in employee work motivation can be explained by leadership style, while the remaining 41% is influenced by other factors not discussed in this study (Widiasari et al., 2024). The t-test shows a calculated t value of 7.095, which is greater than the t-table of 2.030, with a significance value of 0.000 < 0.05 . This strengthens that there is a significant relationship between leadership style and

employee work motivation. Thus, the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected.

Theoretically, the results of this study support House's Path-Goal theory (in Northouse, 2018), which states that leaders play a role in providing direction, support, and creating a motivating work environment to achieve organizational goals. Leaders who adapt their leadership style to the needs of their subordinates can increase productivity and job satisfaction (Abdullah, 2024; Febriyanti et al., 2024; Putri, 2023). In this context, leadership style is not merely a method of leadership but also a strategic tool to encourage individuals to achieve their best performance (Herlina, 2024; Safitri et al., 2025; Umar et al., 2024). In the education sector, this principle can be applied by principals and educational institution managers as a guideline in developing teachers and staff.

Thus, the findings of this study not only provide empirical contributions in the context of government organizations but also enrich the body of knowledge in educational management. Weaknesses in leadership styles have the potential to hinder work motivation, which impacts institutional productivity, both in public service and educational quality. Therefore, leadership capacity building is needed through managerial training, ongoing supervision, and evaluation of adaptive and transformative leadership styles to create a healthy and productive work climate in various sectors, including education.

CONCLUSION

Through a process of observation and in-depth structured discussion, it was concluded that leadership style (X) significantly influences work motivation (Y). Evidence of this is shown by the coefficient of determination (R²) obtained, namely 0.590, which means that the contribution of leadership style reaches 59% to increasing employee work motivation at the Regional Office of the Directorate General of Immigration of West Sumatra. In addition, the partial significance test produces a significant value of $0.000 < 0.05$, including the Tcount value of $7.095 > T_{table} 2.030$. Thus, the alternative hypothesis of the study (Ha) is accepted, meaning that Leadership Style (X) on Work Motivation (Y) of Employees at the Regional Office of the Directorate General of Immigration of West Sumatra. So that Leaders who provide direction, support, and involve employees in the work process are able to increase work motivation. Therefore, leaders are advised to balance participation with firm supervision, increase consistency in the division of tasks, and strengthen the performance evaluation system to create a more disciplined, fair, and productive work culture.

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