

**THE INFLUENCE OF LEADERSHIP STYLE ON WORK MOTIVATION OF EMPLOYEES AT
THE OFFICE OF COMMUNITY AND VILLAGE EMPOWERMENT IN POLEWALI
MANDAR REGENCY**

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Abstract

This research aims to determine the influence of leadership style on the work motivation of employees at the Community and Village Empowerment Office of Polewali Mandar Regency. The variables in this research consist of the independent variable, namely leadership style, and the dependent variable, namely work motivation. The research method uses a quantitative approach with data collection techniques in the form of observations, interviews and questionnaires which were distributed to 47 respondents. The data analysis technique used is simple linear regression analysis with SPSS version 26 software to prove the hypothesis. The results of this research indicate that the application of a democratic leadership style has a significant effect on employee work motivation. Employees who feel involved in the decision-making process, receive clear communication, and feel attention to their needs tend to show higher levels of motivation in carrying out their duties and responsibilities.

Keywords: Leadership Style, and Work Motivation.

INTRODUCTION

Human resources are a very important asset for organizations in both the government and private sectors, because people are a crucial part of every organization. The success of an organization in achieving its goals and targets, as well as in facing internal and external problems, greatly depends on the human resources it possesses. To obtain competent human resources, they must be managed professionally so that work productivity can be maximally achieved.

In an organization or company, leadership is one of the important factors. Leadership is considered very important for two reasons: first, the fact that the replacement of a leader often changes the performance of a unit, agency, or organization. Second, research findings show that one of the internal factors influencing organizational success is leadership, encompassing the leadership process at every level of the organization, the competence, and the actions of the respective leaders.

Meanwhile, the definition of leadership according to Dubrin (2005:3) states that leadership is the effort to influence many people through communication to achieve goals, the way to influence people with instructions or commands, actions that cause others to act or respond and bring about positive change, an important dynamic force that motivates and coordinates the organization in order to achieve goal, the ability to create a sense of confidence and support among subordinates so that organizational goals can be achieved.

Leadership itself can influence morale, job satisfaction, security, quality of work life, and especially the performance level of an organization. Leadership is very important because it influences employee behavior gradually, changing their values in accordance with the organization, and when employees consider top managers to be trustworthy, the performance of an organization will certainly be stronger. The ability and skills in directing are important factors in an organization (Ferine, 2021).

Leadership is a very important factor in influencing and providing direction to employees, especially now that the system has become more open, making the role of leadership that strengthens its employees even more crucial. On the other hand, leadership that can foster employee work motivation is leadership that can cultivate a high sense of self-confidence in carrying out all their work tasks.

Through leadership style, it is hoped that employee work motivation will increase. Employee work motivation here refers to the hopes and expectations held by the employees. The driving force that motivates work depends on the expectations that are met. If expectations become reality, then employees will tend to improve their quality. Robbins (2007:67) states that the strength of the tendency to act in a certain way depends on the strength of the expectation that the action will be followed by a certain outcome and the appeal of that outcome to the individual. So, employee work motivation depends on how well the job can meet their expectations. The behavior of leaders will provide motivation as long as it makes subordinates feel the need for

satisfaction in achieving effective performance and provides the necessary teaching, guidance, support, and appreciation in effective performance.

A good leadership style can reflect a caring attitude towards employees, such as discussing problems, establishing communication with employees, and participating in problem discussions. On the contrary, if a leader's leadership style worsens, the problem-solving will also deteriorate. For example, a leader who is indifferent to problem-solving, does not participate in discussions, does not provide solutions to employees when needed, and lets employees solve their own problems. Leaders must also be able to clarify all tasks so that they can diplomatically decide on an issue accurately and direct and motivate employees towards goals that align with the common interest.

The Office of the Community and Village Empowerment Service of Polewali Mandar Regency is led by the Head of Service who is responsible for assisting the Regent in carrying out regional authority and delegated tasks in the field of community and village empowerment in accordance with policies established based on applicable laws and regulations. To carry out its duties and functions, the Office of Community Empowerment and Village Affairs of Polewali Mandar Regency has a structure to divide the numerous tasks that must be performed. Therefore, there are several divisions of tasks within the structure of the Office of Community Empowerment and Village Affairs of Polewali Mandar Regency, ranging from leadership to the division of several fields.

Here is the employee data from the Office of Community Empowerment and Village Affairs, Polewali Mandar Regency:

Table 1.1 List of Employees at the Office of Community and Village Empowerment Service, Polewali Mandar Regency, 2024.

No	Field	Amount
1	Head of the Community and Village Empowerment Office	1
2	Secretariat of the Community and Village Empowerment Office	10
3	Village Community Empowerment and Development	13
4	Village Government	11
5	Village Economic Enterprises and Utilization of Natural Resources & Appropriate Technology	12

Source: Office of Community Empowerment and Village Affairs, Polewali Mandar Regency.

Leadership style needs to be considered by a leader when performing their functions as a leader. A leader must be adept at choosing and applying the most suitable leadership style so that they can determine the appropriate actions to take and understand the needs of their employees. Like at the Office of Community Empowerment and Village Affairs of Polewali Mandar Regency, the leadership style applied by the Head of the Office of Community Empowerment and Village Affairs of Polewali Mandar Regency is a democratic leadership style, where the leader always involves the employees in decision-making and provides space for them to express their opinions. The democratic leadership style essentially motivates subordinates to do better than what they can do or can increase the trust and confidence of subordinates, which will affect the improvement of employee motivation.

Based on interviews with several employees at the Office of Community Empowerment and Village Affairs on October 1, 2024, it was found that the leadership style of the head of the department has a significant impact on employee motivation and engagement.

Mr. S stated that the leadership of the head of the department pays great attention to the care and motivation of the staff. He emphasized the characteristics of democratic leadership, where the head of the department often seeks input from employees before making policy decisions (personal communication, October 1, 2024).

Mr. K.A stated that the way the head of the department leads is good and always welcomes suggestions from employees. He emphasized that the head of the department holds meetings before making decisions, so all staff feel involved in the process (personal communication, October 1, 2024).

Mr. A.M stated that the leadership style of the head of the department is influenced by gender factors, where she strives to maintain a pleasant work atmosphere while ensuring that tasks are carried out well. He also emphasized the importance of staff involvement in decision-making (personal communication, October 1, 2024).

Overall, this interview shows that the head of the department adopts a democratic approach, which positively contributes to the motivation and participation of the employees in the department.

Based on initial observations, there are still issues with leadership style. It can be seen that there are still employees who are less motivated in their work, the leadership lacks understanding of the democratic leadership style in influencing subordinates to cooperate, there is still insufficient employee training in completing tasks, and the leadership does not provide firm reprimands to employees who arrive late to the office, resulting in decreased employee

work motivation.

This means that a leader plays a very important role here because they must be able to set a good example for their members and understand the issues that their members face. Then, leaders should also bring about positive change, providing guidance to their subordinates to restore the main functions and objectives of the institution. In government agencies such as the Office of Community Empowerment and Villages of Polewali Mandar Regency, there is a need for leadership roles to influence employees' interests in the agency and employees in particular, such as fostering cooperation, job satisfaction, discipline, work motivation, and ultimately impacting work productivity.

RESEARCH METHOD

The type of research used is quantitative research, which is a systematic scientific study of parts and phenomena as well as the causal relationships between them. Quantitative research can be defined as a systematic investigation of phenomena by collecting measurable data using statistical, mathematical, or computational techniques (Abdullah et al., 2021: 1).

This research approach uses an associative or relational approach where the research inquires about the relationship between two or more variables (Abdullah et al., 2021: 19). This type is used because it aligns with the research objective, which is to test whether the independent variable (liquidity) has a relationship or influence on the dependent variable (profitability) in the study.

According to Sugiyono (2018:117), he states that the population is a generalization area consisting of objects and subjects that have certain qualities or characteristics determined by the researcher to be studied and then concluded. The population in this study consists of all employees working at the Office of Community Empowerment and Village Affairs in Polewali Mandar Regency, totaling 47 employees.

A sample is a part of the quantity and characteristics possessed by that population (Sugiyono 2011). The sample used in this study is a saturated sample. According to Arikunto (2012:104), if the population is less than 100 people, the entire population is sampled. However, if the population is more than 100 people, 10-15% or 20-25% of the population can be sampled.

Based on this research, since the population size is not more than 100 respondents, the author took 100% of the population present at the Office of Community Empowerment and Village Affairs, Polewali Mandar Regency, which amounts to 47 respondents.

The data analysis technique used in this research is analyzing data using statistical techniques. To obtain an overview of the influence of leadership style on employee work motivation, data processing will be conducted using simple linear regression techniques to test the hypothesis. In this analysis, the researcher uses SPSS for Windows.

RESULT AND DISCUSSION

This research aims to analyze the relationship between leadership style and employee work motivation at the Office of Community Empowerment and Villages in Polewali Mandar Regency. The results obtained indicate that the application of a democratic leadership style significantly affects employee work motivation. Employees who feel involved in the decision-making process, receive clear communication, and perceive attention to their needs tend to show higher levels of motivation in carrying out their tasks and responsibilities.

Dubrin's theory (2005) asserts that effective leadership involves communication that can motivate and direct employees in achieving organizational goals. Quality leadership not only creates a conducive work atmosphere but also builds trust and a sense of support among employees. Robbins and Judge (2019) also emphasize that job satisfaction is influenced by leadership styles that can create a positive work environment, pay attention to harmonious working relationships, and fairly appreciate employee performance.

Several previous studies support this finding. Febrianti (2023) in her research on the Influence of Transformational Leadership Style on the Motivation of Millennial Generation Employees shows that the transformational leadership style has a significant positive impact on employee work motivation with a contribution of 44%. Padauleng (2019) also found that positively applied leadership styles influence the increase in employee work motivation at the Turikale Village Head Office, Maros Regency.

This research supports the findings of Ihsan (2021) which revealed that authentic leadership that involves employees in decision-making and provides sufficient motivation has a positive impact on employee performance. The results of the research at the Office of Community Empowerment and Village Affairs indicate that employees feel more motivated when the leadership involves them in decision-making and provides clear directions in task completion. However, similar to what Ihsan mentioned, the study also found constraints in providing adequate rewards and recognition for employees' work.

These findings are also supported by Alviyana's (2023) research, which states that leadership style, motivation, and work discipline collectively have a significant impact on employee performance. In this study, an open and democratic leadership style also contributes to the increase in motivation, although there is a need for improvement in the aspects of discipline and a more structured reward system.

In this study, the majority of employees feel that the communication carried out by the management in resolving issues in the workplace is going well. This open communication creates a sense of mutual trust between leaders and employees, thereby supporting the creation of a positive and collaborative work environment. However, although communication is considered good, there are still aspects that need improvement, especially in terms of the leaders' empathy towards the employees'

feelings. Some employees feel that attention to their emotional conditions has not been fully addressed, which can affect their comfort and motivation at work.

The findings in this study can be explained in more depth using Herzberg's Two-Factor Theory (1959). Motivator factors such as responsibility and achievement have proven to have a positive influence on increasing employee motivation, as reflected in the results that employees feel motivated to take on more responsibilities with high scores. However, hygiene factors such as inadequate rewards and feedback are evident from the low scores on the indicator "praise for work results," which reflects the need for improved recognition of employee performance.

In this study, it was found that employee motivation to take responsibility shows that many employees feel driven to contribute more to their work, reflecting their commitment to achieving optimal results. This indicates that the employees have a high sense of responsibility and strive to give their best in carrying out their tasks.

However, on the other hand, although most employees feel disciplined and responsible for their work, there are some employees who are less satisfied with the way their work performance is evaluated and the methods of motivation applied. This indicates that although there is motivation to work hard, the aspects of appreciation and feedback received by employees need to be further addressed to improve their job satisfaction.

Vroom's Expectancy Theory (1964) is also in line with these findings. Employees who feel that their contributions and responsibilities will lead to positive outcomes, such as appropriate praise or rewards, show higher work motivation. However, due to the lower reward aspect in this study, some employees may feel that their efforts have not been fully appreciated, which could reduce their motivation in the long term.

This research is also in line with Fiedler's Contingency Theory (1967), which emphasizes that leadership effectiveness highly depends on the alignment with organizational conditions. In the context of the Office of Community Empowerment and Village Affairs, the democratic leadership style applied has been in line with a work environment that requires collaboration and open communication. However, further adjustments are needed in the management of the reward and performance evaluation system to optimally motivate employees.

CONCLUSION

The results obtained in this study indicate that leadership style has a significant impact on employee work motivation. The democratic leadership style implemented at the Office of Community Empowerment and Village Affairs in Polewali Mandar Regency has proven to increase employee work motivation. Where employees who feel involved in the decision-making process, receive clear communication, and perceive attention to their needs tend to show higher levels of motivation in carrying out their tasks and responsibilities.

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