

**THE INFLUENCE OF LEADERSHIP STYLE, COMMUNICATION
AND MOTIVATION ON THE PERFORMANCE OF PASAMAN
DISTRICT EDUCATION SERVICE EMPLOYEES**

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Abstract

Employees are the backbone of any organization, and their performance directly impacts success. In the education sector, a well-functioning workforce is crucial for student achievement. Effective leadership, clear communication, and motivated employees are all thought to be important for strong performance in organizations. This study is looking into the effect on the performance of Pasaman Regency Education Service Employees of Leadership Style, Communication, and Motivation. 45 staff members from the Pasaman Regency Education Office made up the population of this research. This study sample applies the whole sampling method. Multiple linear regression was used to examine research data acquired by means of a questionnaire distribution approach. Research findings reveal that staff of Pasaman Regency Education Service perform significantly differently depending on their leadership style, partly. With a significance value of $0.551 > 0.05$, communication has no appreciable effect on employee performance; motivation similarly has no appreciable effect on performance with a significance value of $0.112 > \alpha 0.05$. With a significance value of $0.000 < \alpha 0.05$, Leadership Style, Communication, and Motivation concurrently significantly affect the Performance of Pasaman Regency Education Service Employees. From the Coefficient of Determination Test (R^2), a value of 0.667 was obtained suggesting that Leadership Style, Communication, and Motivation contribute 66.7% to Employee Performance at the Pasaman Regency Education Office.

Keywords: Leadership style, Communication, Motivation and Performance

1. INTRODUCTION

The most crucial component of a company is human element. An organization cannot operate well without the contribution of people. Employee performance is one of the elements affecting the degree of success of a company (Hosnawati, 2016). Authority of education officials Based on the idea of autonomy and assistance responsibilities in the area of education, Pasaman Regency is one of the government bodies assigned to handle specific Regional Government activities. Being a leader means having the power to guide a group toward a goal. A human activity carried out in particular circumstances, leadership is guided via the work communication process towards accomplishing one or multiple particular objectives.

Leadership style may be defined as a deliberate approach used by an individual to guide, influence, motivate, and manage others or subordinates in order to conscientiously and willingly accomplish certain objectives. The characteristics of a good leader according to Kartono (2011) are that a good leader is able to guide, mentor, guide, build,

provide good motivation, provide efficient supervision, and bring his subordinates to the intended target.

At the Pasaman Regency Education Service, the Head of Service or leadership always tries to listen to employees' complaints and provide solutions to any obstacles faced by the employees themselves, so in situations like this it is hoped that employee performance can be improved (Biatna, 2001). However, there are still some employees who feel uncomfortable with the management's methods as if they feel that they are being closely and thoroughly monitored by their leadership or superiors. Hence, for organizational management or organizational leaders, employee performance must be constantly developed in a focused manner so that it can support the advancement of the company without endangering the interests of the employees themselves and the most crucial thing is reaching the objectives of the organization (Geralt et al., 2020).

Amirullah (2015) defines communication as the act of transmitting information and achieving mutual understanding between individuals. Information and comprehension may be sent via several mediums, including written or spoken communication. The techniques used to transmit this information and understanding might include direct interaction, telephone conversations, written memos, or formal reports. Effective workplace communication is crucial for achieving success in job performance. In essence, every work need a communication procedure (Panjaitan, 2017).

When Pasaman Regency Education Service personnel are working, there is contact between employees and between employees and leaders. This interaction occurs because there are instructions that need to be followed, tasks that need to be accomplished, and coordination that has to take place in order to ensure timely completion of work. However, there are still some employees who do not understand the directions given by their superiors and because they are busy working in completing their respective tasks, communication does not go well.

Effective business communication fosters mutual comprehension, promoting a sense of ease in the workplace. Such occurrences are often seen internally. Modern organizational development focuses on the occurrence of misconceptions in two-way work communication between leaders and workers inside the business. Work motivation is a key aspect that enhances performance and boosts employee morale. When workers feel driven, they exhibit good work morale and make significant contributions to the organization. job motivation is essential for ensuring workers consistently attend the workplace and make optimal contributions to their job (Mahmudi, 2010).

In this case, leaders are also required to have policies that aim to provide motivation to each employee. Work motivation in each employee has a positive or negative impact on the results of the employee's work, so that if an employee has good enthusiasm, he will also provide good results and contributions to the agency and vice versa. From my observations, the motivation that has been given to employees at the Pasaman Regency Education Service is giving praise to employees who excel. And from the results of the survey that I have conducted, employees feel dissatisfied with providing this motivation, and providing this motivation is not always carried out within a fixed period of time.

In an organization, performance assessment is the process of assessing or evaluating the outcomes of individual or group of efforts made (Rivai, 2013). The results of activities involving human resources (HR) are compared to performance standards that have been

established by the company in the past (Hasibuan, 2003). In other words, performance evaluation is based on the outcomes of these activities.

A person's work in terms of both quality and quantity that has been accomplished by workers in the course of carrying out their tasks in line with the obligations that have been assigned to them is the consequence of employee performance (Mangkunegara, 2016). Organizations definitely want employees to work as expected, work well, be disciplined, innovative, and be able to implement what the organization wants so that the goals of the organization itself can be achieved. Because in the business world, employees play the biggest role in advancing an organization. Work that is closely linked to the organization's strategic objectives, job happiness, and financial contribution produces performance. Performance is the actual conduct that each individual presents as a product of their labor, created by workers in line with their position within the organization (Rivai, 2013).

At the Pasaman Regency Education Office, the tasks given to employees exceed the ability of the employee himself, where the tasks given to the employee are to be carried out by two people, then the work is completed by the employee himself so that the employee cannot complete the work on time and this results in poor performance. good or unsatisfactory for the employee himself (Jogiyanto & Abdillah, 2009).

2. RESEARCH METHODS

The type of research used in this research is quantitative, associative, which aims to determine the partial and simultaneous influence of Leadership Style, Communication and Motivation on Performance of Pasaman Regency Education Service employees. The population in this study were employees of the Pasaman Regency Education Office, consisting of 45 people. This research sample uses technique total sampling. The analysis technique used in this research is double linear regression analysis (Sugiyono, 2012).

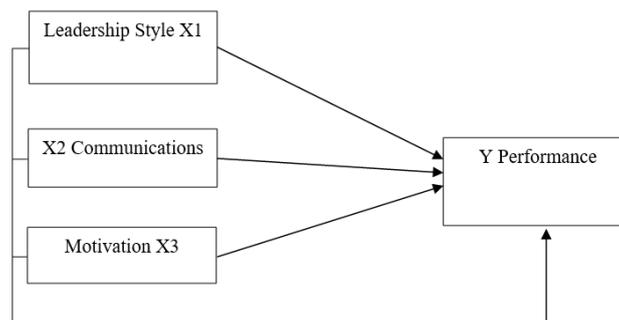


Figure 1. Conceptual Framework

3. RESULTS AND DISCUSSION

3.1. Research Results

3.1.1. Validity Test and Reliability Test

Table 1. Variable Reliability Test

NO	Variable	Cronbach's Alpha	Information
1	Performance (Y)	0.729	Reliable
2	Leadership Style (X1)	0.924	Reliable
3	Communication (X2)	0.820	Reliable
4	Motivation (X3)	0.750	Reliable

Source: Processed SPSS Data

The data reliability testing findings for each variable utilized in this study are presented in Table 1, where the Cronbach's Alpha value for each variable is more than 0.60. There are four different Cronbach's Alpha values: 0.729 for the Performance variable, 0.924 for the Leadership Style variable, 0.820 for the Communication variable, and 0.750 for Motivation. This demonstrates the dependability and reliability of the instruments employed for each of these variables.

3.1.2. Classic assumption test

1) Normality test

Table 2. Normality Test Results

No	Variable	Asymp Sig (2-Tailed)	Alpha	Conclusion
1	Performance (Y)	0.770	0.05	Normal
2	Leadership Style (X1)	0.302	0.05	Normal
3	Communication (X2)	0.110	0.05	Normal
4	Motivation (X3)	0.494	0.05	Normal

Source: Processed SPSS Data

The significance level for the Performance measure (Y) is 0.770, which can be seen in Table 2. Leadership Style (X1) has a value of 0.302, Communication (X2) has a value of 0.110, and Motivation (X3) has a value of 0.494. We can say that all of the study factors used are usually distributed. Since all of the study factors have asymp sig (2-Tailed) values greater than 0.05.

2) Linearity Test

Normal P-P Plot of Regression Standardized Residual

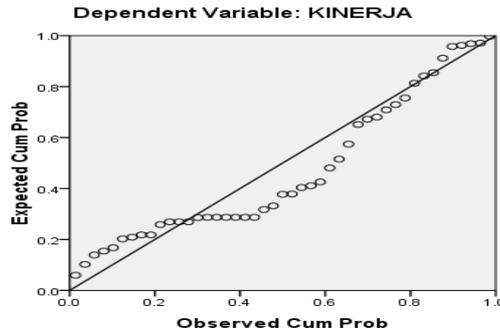


Figure 2. Points Move in The Direction of The Linear Line

3) Heteroscedasticity Test

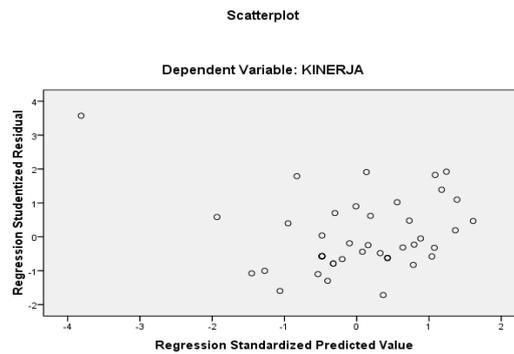


Figure 3. Heteroscedasticity Test

Figure 3's heteroscedasticity test reveals a disorganized distribution with points both above and below the 0 on the Y axis, suggesting a lack of discernible structure. As a result, we know that our regression model does not include any heteroscedasticity, and we may use it to make predictions about the Performance variable (Y).

4) Multicollinearity Test

Table 3. Multicollinearity Test

Independent Variable	Tolerance	VIF
Leadership Style	0.723	1,384
Communication	0.723	1,384
Motivation	0.723	1,384

Source: Processed SPSS Data

According to the data in the table 3, the variables of Leadership Style, Communication, and Motivation all have tolerances more than 0.10, and the VIF is less than 10, ruling out the possibility of multicollinearity. These variables may therefore be utilized for research purposes.

3.1.3. Multiple Linear Regression Analysis

Table 4. Summary of Multiple Regression Analysis Results, F Test and R2

Variable	B	t	Sig
Constant	25,735	7,958	0,000
Leadership Style	0.361	8,105	0,000
Communication	0.051	0.063	0.551
Motivation	0.369	1,632	0.112
F	42,144		0,000
R ²		0.667	

SPSS data processing source

Based on the research model, thus the regression equation obtained is as follows:

$$Y = 25.735 + 0.361X_1 + 0.051X_2 + 0.369X_3$$

It is possible to identify the partial effect of each independent variable on the dependent variable by examining its significance value. The table above shows that the Leadership Style variable has a significant value of 0.000. When using the t-test, an error rate of 0.05 is used. The findings show that the significance level is $0.000 < 0.05$. As a result, the conclusion can be drawn that Leadership Style has a considerable impact on the performance of Pasaman Regency Education Service employees. Therefore, hypothesis 1 is accepted. This indicates that when the leadership style variable increases, so does employee performance. Leaders that are sensitive to all problems and capable of providing solutions will do well (Guterres & Supartha, 2016). A leader's leadership style is critical to enhancing performance because an open leader can mobilize and motivate his colleagues to finish tasks on time, hence raising employee performance (Waridin, 2006).

The table 4 present that the Communication variable has a significant value of 0.551. The t-test uses an error rate of 0.05. The findings show that the significant value is $0.551 > 0.05$. As a result, the conclusion can be drawn that communication has no substantial influence on the Pasaman Regency Education Office's performance. Thus, Hypothesis 2 is rejected. This demonstrates that the communication used at the Education Department is inappropriate. Pasaman Regency Education Service staff must collaborate to receive open communication instructions from superiors and subordinates so that the agency may fulfill its objectives as near as feasible to the agency's expectations.

The table above illustrates that the Motivation variable has a significant value of 0.112. The t-test uses an error rate of 0.05. The collected findings show that the significant value is $0.112 > 0.05$. As a result, the conclusion may be drawn that motivation has no substantial influence on the performance of Pasaman Regency Education Service

employees. Thus, Hypothesis 3 is rejected. This suggests that supplying work motivation has little influence on the performance of Education Department workers, demonstrating that motivation is not the most important aspect in enhancing employee performance (Nurhamiden & Trang, 2015). Every person is not always eager to provide their best effort at work, thus encouragement is still required to ensure that someone is willing to work to their maximum potential. This driving drive is known as motivation. Employees with work competencies have strong abilities in carrying out work and the skills to accomplish work in accordance with the organization's work aims (Robbins, 2008).

The F value derived from the data analysis in the table is 42.144, with a 0.000 level of significance. The F-test uses an error rate of 0.05. The findings show that the significant value is $0.000 < \alpha 0.05$. As a result, it can be inferred that Leadership Style, Communication, and Motivation all have a major impact on the performance of Pasaman Regency Education Service employees. Therefore, hypothesis 4 is accepted. The table shows a coefficient of determination (R^2) of 0.667, indicating that Leadership Style, Communication, and Work Motivation may improve Pasaman Regency Education Service Employees' performance. Meanwhile, the remaining 33.3% is impacted by characteristics that were not included in this study.

4. CONCLUSION

The conclusion of the research is based on the analysis of data, which indicates that Leadership Style has a substantial impact on the performance of workers working for Pasaman Regency Education Service. The value of 0.000 is less than the significance level of 0.05, which indicates that effective leadership has a favorable influence on employee performance. The Communication and Motivation factors, on the other hand, did not have any significant impacts on performance. The values of 0.551 and 0.112, respectively, were more than 0.05, which indicates that the existing communication practices and motivating efforts are not adequate to improve performance. The combination of Leadership Style, Communication, and Motivation has a positive and significant impact on employee performance, with a combined significant value of 0.000, which is less than the threshold of 0.05.

According to studies, multiple suggestions are made: Leadership style affects performance, thus strengthen leadership development programs to promote responsiveness and support. Regular feedback and good communication channels may improve performance because present techniques do not. Recognition, awards, and professional development should be included to employee motivating initiatives.

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