



THE EFFECT OF LEADERSHIP STYLE AND WORK MOTIVATION ON THE PERFORMANCE OF ISLAMIC BOARDING SCHOOL EMPLOYEES

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Abstract

This study seeks to determine how employee performance at Pesantren Al Ishlah Tajug is influenced by leadership style and work motivation. Descriptive correlation research using quantitative techniques is the methodology used in this study. All 94 employees of Pesantren Al Ishlah Tajug constituted the study population, which was selected using direct random sampling technique. Employee performance, work motivation, and leadership style questionnaires provided the data. Multiple linear regression analysis is the method used to analyze the data in this study. Based on the results of Multiple Linear Regression analysis with t test and F test, this study concluded that employee performance is influenced by leadership style in the Al Ishlah Tajug Islamic Boarding School environment. Work motivation affects the performance of employees of Al Ishlah Tajug Islamic Boarding School. Work motivation and leadership style affect the performance of employees of Al Ishlah Tajug Islamic Boarding School. Leadership style and work motivation affect the performance of staff at Al Ishlah Tajug Islamic Boarding School by 57.4%.

Keywords: Leadership Style, Employee Performance, Work Motivation

INTRODUCTION

Islamic boarding school is an educational institution that has an important role in character building and the quality of human resources, especially in the fields of religion and social skills (Septyowati et al., 2023). In achieving these goals, the success of internal pesantren management is highly dependent on the performance of existing employees (Heriyono et al., 2021). Good employee performance is not only influenced by technical ability, but also by psychological factors such as work motivation and leadership style applied in the work environment (Halizah & Alwi, 2023; Suryani et al., 2024). Therefore, it is important to understand how leadership style and work motivation can affect employee performance at Pondok Pesantren Al Ishlah Tajug.

Leadership style is one of the main factors that influence the effectiveness of an organization, including in educational institutions such as boarding schools (Muktamar & Yassir, 2024). Good leadership will be able to create a conducive work environment, increase morale, and encourage employees to achieve predetermined goals (Fauzi et al., 2023). Applied leadership can affect the relationship between leaders and employees, and affect the level of employee job satisfaction and motivation (Mahaputra, 2023). Therefore, it is important to explore how the leadership style applied in this pesantren impacts employee performance (Desri et al., 2023).

Work motivation is another psychological factor that greatly affects employee performance in an organization (Rahayu & Dahlia, 2023). Well-motivated employees tend to be more productive, creative, and have the enthusiasm to give their best in their work (Yuniarsih & Alwi, 2023). Work motivation can be influenced by various factors, such as rewards, opportunities for development, and good relationships between employees and superiors (Soejarminto & Hidayat, 2023). Employees' work motivation can be greatly influenced by social support from leaders and coworkers and appreciation for their performance (Anwar et al., 2023; Hidayat et al., 2024).

Research on the influence of leadership style and work motivation on employee performance has been widely conducted in various organizations, but similar research focusing on educational institutions such as boarding schools is still relatively limited. The leadership style applied in the context of pesantren education may have its own characteristics and challenges that are different from business or government organizations.

This research is important to determine the extent to which these factors play a role in improving employee performance in the pesantren environment. The results of this study are expected to provide a clearer picture of the relationship between leadership style, work motivation, and employee performance at Pondok Pesantren Al Ishlah Tajug.

The performance of employees at Pondok Pesantren Al Ishlah Tajug is very important because it is directly related to the quality of education received by students (Mulang, 2023; Winaningsih et al., 2024). Employees who have high performance will be able to provide better services to students and help create an effective learning atmosphere (SL & Baharuddin, 2023; Solahudin et al., 2024). In addition, optimal employee performance will also support the achievement of pesantren's long-term goals in building superior human resources (Yolinza & Marlius, 2023; Ariyanti, et al., 2021). Therefore, it is important to evaluate the factors that influence employee performance thoroughly (Heryanto, 2024; Retnowati et al., 2023).

The leadership style applied at Pondok Pesantren Al Ishlah Tajug can be authoritarian, participative, or democratic. Each type of leadership style has a different impact on employee motivation and performance. Authoritarian leadership may create strict discipline, but it can reduce employee confidence and creativity (Ruhayu, 2023). In contrast, democratic and participative leadership tends to increase employee participation in decision-making, which in turn can increase their motivation and performance (Suryani et al., 2024).

Work motivation at Pondok Pesantren Al Ishlah Tajug is also influenced by religious and cultural values upheld in the pesantren environment. Employees who have high work motivation will be more committed in carrying out their duties, while reflecting the moral values that are the foundation of pesantren education (Mendrofa et al., 2021). This will create a harmonious work atmosphere and increase the effectiveness of employee performance (Widiarsa et al., 2023).

Based on the background and observations of researchers, it is concluded that leadership style and work motivation play an important role in improving employee performance. Therefore, researchers are interested in studying the effect of leadership style and work motivation on employee performance at Pondok Pesantren Al Ishlah Tajug is very relevant for organizational development oriented to the quality of education and services.

REVIEW OF LITERATURE

Leadership Style

Leadership style is defined as the way a leader influences, motivates, and directs the actions of others to achieve certain goals (Fauzi et al., 2023). This style is influenced by various factors such as education, experience, personality, and the situation faced by the leader (Mahaputra, 2023). Various theories and definitions emphasize that leadership involves the ability to move and cooperate with others in a group or organization (Sultan, 2023).

An effective leader must be able to adapt his leadership style to the situation and the needs of the team (Kale et al., 2023). It requires a deep understanding of the strengths and weaknesses of each style, as well as the ability to recognize team needs and dynamics (Muktamar & Yassir, 2024). This flexibility allows leaders to adopt the most appropriate approach in various contexts, thereby increasing the chances of success in achieving organizational goals. In addition, leaders should also be open to feedback and ready to make necessary adjustments (Nurliah et al., 2023).

Work Motivation

Motivation is a drive that comes from within a person that is abstract but has a real impact (Yolinza & Marlius, 2023). It can be seen as a change in energy within a person characterized by the emergence of feelings and responses to certain goals. Three important aspects of motivation are: 1) initiating energy changes in individuals, 2) eliciting feelings that affect behavior from psychological and emotional aspects, and 3) triggered by a goal (Tsuraya & Fernos, 2023). Motivation is the willingness to do something, while motives are needs, desires, drives, or impulses (Adinata & Turangan, 2023). The strength of the motive determines how much influence it has on behavior; the stronger the motive, the greater the influence (Dewi et al., 2023).

Motivation serves to encourage employee morale to work hard and utilize all abilities and skills to achieve organizational goals (Sholeh et al., 2024). Work motivation is an encouragement to improve employee performance, which makes them work hard and well in accordance with the duties and obligations given (Hidayat et al., 2024). This is the driving force within a person to behave and work well in order to achieve the desired results (Putra & Fernos, 2023).

Employee Performance

Performance is defined as the results of work that a person achieves based on established work standards, namely the expected level of job completion (Retnowati et al., 2023). Performance can be assessed from the results of work during a certain period compared to predetermined standards, targets, or criteria (Oktavia & Fernos, 2023). Employee performance measures how well an employee carries out duties and responsibilities at work (Sunarto & Abidin, 2024). It includes various aspects such as productivity, quality of work, speed of completing tasks, as well as the ability to collaborate with coworkers (SL & Baharuddin, 2023). Good performance supports the achievement of organizational goals, while poor performance can hinder progress and operational efficiency (Sutrisno et al., 2023).

Various factors affect employee performance, including motivation, work environment, skills and leadership (Sari et al., 2023). Motivation is very important because motivated employees tend to work harder and be more committed (Heryanto, 2024). A supportive work environment, with adequate facilities and a comfortable atmosphere, can also improve performance. Skills and competencies are also crucial to employee performance. Employees with the right skills are more effective and efficient in carrying out tasks (Andrian & Cholil, 2023). Continuous training and development is essential to ensure employees have skills that are in line with the latest developments in their field (Anggara et al., 2023).

RESEARCH METHOD

This study used a non-experimental research design and a descriptive correlational research approach. The quantitative research approach used in this study aims to determine the relationship between one independent variable and the dependent variable or to produce a specific sample or population. This study aims to determine how the leadership style and motivation level of employees of Al Ishlah Tajug Islamic Boarding School affect their performance.

The study population was all employees at Al Ishlah Tajug Islamic Boarding School. The research sample consisted of 94 employees selected by purposive sampling, with the

criteria of employees who had worked for at least one year in the pesantren led by the Head of the Foundation.

Data were collected using a questionnaire which was divided into three main parts, namely the measurement of leadership style, work motivation, and employee performance, each of which was measured with relevant instruments.

The collected data will be analyzed using multiple regression techniques to determine the simultaneous effect of leadership style and work motivation on employee performance, by first conducting validity, reliability, and classical assumption tests to ensure the reliability of 5% data.

RESULTS AND DISCUSSION

The results in this study come from data from the leadership style questionnaire sheet, work motivation questionnaire sheet, and employee performance questionnaire sheet conducted on employees who are research samples. The following is a description of this research data:

Table 1
Description of Observed Data

Data	X_{\max}	X_{\min}	Measure of Central			Defensiveness Measure of Group Variance	
			\bar{x}	M_o	M_e	R	Sd
Leadership style	88.89	57.78	76.34	80.00	77.78	31.11	7.74
Work motivation	92.00	52.00	73.92	80.00	74.00	40.00	9.74
Employee performance	92.00	56.00	75.80	68.00	75.00	36.00	8.66

Source: Data analysis, 2025

Table 1 displays the maximum and minimum values of 88.89 and 57.78 for leadership style, 92.00 and 52.00 for work motivation, and 92.00 and 56.00 for the employee performance questionnaire sheet. Then, the mean, median, and mode values for the leadership style results are 76.34, 80.00, and 77.78 respectively; the mean, median, and mode values for the work motivation results are 73.92, 80.00, and 74.00 respectively; and the mean, median, and mode values for the employee performance questionnaire results are 75.80, 68.00, and 75.00 respectively. The conclusion is that the results of the leadership style questionnaire are slightly higher than the results of the motivation and employee performance questionnaire sheets.

After obtaining the data value of the leadership style questionnaire sheet, work motivation, and employee performance, the data obtained will then be analyzed. The data will be analyzed using the classical assumption test and multiple linear regression analysis. If the data analyzed is normally distributed, parametric statistical techniques can be used, while if the data analyzed is not normally distributed, non-parametric statistical techniques can be used (Casella & Berger, 2002).

The first step is to analyze the data in the form of the Kolmogorov Smirnov normality test on the questionnaire results. The test decision is if the $p\text{-value} > \alpha = 0.05$, then the data is normally distributed. The following are the results of the normality test calculation:

Table 2
Kolmogorov Smirnov Normality Test Results

		Unstandardized Residual
N		29
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.04672235
Most Extreme Differences	Absolute	.162
	Positive	.132
	Negative	-.162
Test Statistic		.162
Asymp. Sig. (2-tailed)		.151 ^c

Source: Data analysis, 2025

The results of the normality test calculation of leadership style data, work motivation, and employee performance at a significance level of $\alpha = 0.05$ can be seen in Table 2. The data can be said to come from a regularly distributed population because the $p\text{-value}$ is greater than α .

The second step will be data analysis in the form of a multicollinearity test of the questionnaire results. The following are the results of the multicollinearity calculation on the results of this research questionnaire:

Table 3
Multicollinearity Test Results

No	Data	Tolerance	VIF
1.	Leadership style	0,530	1,888
2.	Work motivation	0,530	1,888

Source: Data analysis, 2025

Because the VIF value is less than 10 and the tolerance value is more than 0.10, Table 3 shows that there is no multicollinearity in the leadership style and work motivation data.

The third step is to test the heteroscedasticity of the questionnaire results. The following are the results of the calculation of heteroscedasticity in the results of this research questionnaire:

Table 4
Summary of Heteroscedasticity Test

No	Data	<i>p – Value</i>	Significance
1.	Leadership style	0,224	0,05
2.	Work motivation	0,295	0,05

Source: Data analysis, 2025

The results of the heteroscedasticity test, as shown in Table 4, indicate that the independent variables (work motivation and leadership style) have p-values of 0.395 and 0.224, respectively, with a significance level of $\alpha = 0.05$. The fact that the p-value is higher than $\alpha = 0.05$ indicates that heteroscedasticity does not occur.

A parametric test called multiple linear regression analysis was used in this investigation to evaluate the hypotheses. The first test of multiple linear regression analysis is the t-test. The results of the t-test of Multiple Linear Regression analysis are shown in the following table.

Table 5
Partial Statistical Test Results (t-test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.950	11.458		1.043	.307
Leadership style	.347	.100	.037	.476	.014
Work motivation	.827	.065	.018	12.630	.000

Source: Data analysis, 2025

Based on Table 5, the p-value for the relationship between leadership style and employee performance = 0.014 is less than 0.05. The finding indicates that the performance of workers of Pondok Pesantren Al Ishlah Tajug is influenced by their leadership style. Consequently, the p-value for the relationship between employee performance and work motivation is 0.000 and less than 0.05. The findings indicate that the performance of workers of Al Ishlah Tajug Islamic Boarding School is influenced by their level of work motivation.

The F test is the second test used in multiple linear regression analysis. The table below displays the results of the F test of Multiple Linear Regression analysis:

Table 6
F Statistical Test Results (Simultaneous Test)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2859.538	2	1429.769	143.026	.000 ^b
	Residual	259.910	26	9.997		
	Total	3119.448	28			

Source: Data analysis, 2025

Based on Table 6, there is no correlation between employee performance with leadership style and work motivation. The p value is less than 0.05, this indicates that leadership style and work motivation are proven to have an influence on staff performance at Al Ishlah Tajug Islamic Boarding School.

Multiple Linear Regression analysis aims to determine the relationship between leadership style and work motivation on employee performance at Al Ishlah Tajug Islamic Boarding School. The results of the Multiple Linear Regression test can be seen in the following table:

Table 7
Multiple Linear Regression Analysis Results
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	11.950	11.458		1.043	.307
	Leadership style	.347	.100	.037	.476	.014
	Work motivation	.827	.065	.018	12.630	.000

Source: Data analysis, 2025

The multiple linear regression equation based on Table 7 is :

$$\hat{Y} = 11,950 + 0,347X_1 + 0,827X_2$$

The value of 11.950 is constant, meaning that work motivation and leadership style will be close to 11.950 if employee performance does not increase. The regression coefficient, which is 0.347, indicates that there will be an increase in leadership style of 0.347 for each additional employee performance figure. Likewise, the regression coefficient is 0.827, meaning that there will be an increase in work motivation of 0.827 for every figure of increased employee performance.

The following test, the coefficient of determination (R²) test, essentially assesses the extent to which work motivation and leadership style explain the variance in employee

performance characteristics. The table below displays the results of the coefficient of determination (R^2):

Table 8
Test Results of the Coefficient of Determination (R^2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 ^a	.317	.310	3.162

Source: Data analysis, 2025

Table 8 shows that the result of $R^2 = 0.317$, which shows that work motivation and leadership style have an influence of 31.7% on employee performance. These results indicate that 31.7% of employees at Al Ishlah Tajug Islamic Boarding School have performance that is influenced by leadership style and motivation at work.

Previous research shows that leadership style and work motivation have a major effect on employee performance. For example, research by Mendrofa et al. (2021) found that the right leadership style can increase employee motivation and performance. In addition, research by Gani et al. (2023) also revealed that good work motivation can encourage employee productivity. In the context of education, a study by Anwar et al. (2024) showed that democratic leadership can improve teacher morale and performance. Meanwhile, Adinata & Turangan (2023) found that high work motivation in pesantren was associated with improved employee performance. These studies show the importance of both factors in improving employee performance, including in the pesantren environment.

Each indicator of employee performance, work motivation, and leadership style was scrutinized during the research process. Indicators of leadership style include responsibility, ability to see perspectives, objective attitude, ability to determine priorities, and ability to communicate. Then the indicators of work motivation include motivating factors and maintenance factors. Furthermore, employee performance indicators include work quality standards, amount of work, knowledge of work, teamwork, innovation, creativity, and initiative.

In general, the results of descriptive statistical analysis of employee leadership styles at Pondok Pesantren Al Ishlah Tajug are still classified as quite good (76.32), while the value of employee performance (76.14) is still below average and the value of employee work motivation (73.24) is still average. Based on these results, most employees still lack mastery of leadership style, work motivation, and employee performance. Therefore, the

performance, work motivation, and leadership style of employees at Pondok Pesantren Al Ishlah Tajug need to be improved. Based on the results of this study, the researcher intends to provide the best solution in order to perfect and improve the performance, work motivation, and leadership style of employees at Pondok Pesantren Al Ishlah Tajug.

Based on the results of Multiple Linear Regression analysis, work motivation and leadership style have a positive effect on employee performance, with a coefficient of determination of 31.7%. Based on this, leadership style and work motivation together can contribute 31.7% of employee performance if the influence of other factors is ignored. The assumption is that in Pondok Pesantren Al Ishlah Tajug will perform better as a result of employee performance.

It was determined from the results of the Multiple Linear Regression analysis that leadership style has an impact on employee performance based on the findings of the t-test which tests the relationship between the two independent and dependent variables partially (alone). These findings indicate that the study findings on employee leadership style and employee performance are consistent. This study shows the actual results of employee leadership style and work performance at Pondok Pesantren Al Ishlah Tajug. Leadership style will increase along with employee performance, and vice versa. The second conclusion is that the performance of Pondok Pesantren Al Ishlah Tajug is influenced by their level of work motivation. The findings also show that the study findings on employee work motivation and employee performance are consistent. Actual findings on workers' motivation and performance in schools are presented in this study.

Furthermore, the results of Multiple Linear Regression analysis with the F test which tests the relationship between the two independent variables and the dependent variable together (collectively) show that leadership style and work motivation affect employee performance at Al Ishlah Tajug Islamic Boarding School. The results of this study indicate that the importance of employee performance and the research value of employee leadership style and work motivation are comparable. This research presents the performance, leadership style, and motivation achievements of employees at Al Ishlah Tajug Islamic Boarding School. Employee performance will increase along with work motivation and leadership style, and vice versa. The three main competencies required of employees are: work motivation, leadership style, and employee performance.

$\hat{Y} = 11,950 + 0,347X_1 + 0,827X_2$ is the resulting multiple linear regression equation model. This shows that the value of 11.950 is constant, meaning that work motivation and leadership style will approach 11.950 if employee performance does not increase. The regression coefficient of 0.347 means that there will be an increase in leadership style of 0.347 for each increase in employee performance. The regression coefficient is 0.827, meaning that for every increase in employee performance, there will be an increase in leadership style of 0.347.

CONCLUSION

Based on the results of the analysis and discussion of this study, it can be concluded that leadership style has an influence on employee performance. At Al Ishlah Tajug Islamic Boarding School. At Al Ishlah Tajug Islamic Boarding School, work motivation affects employee performance. Employee performance at Al Ishlah Tajug Islamic Boarding School is influenced by leadership style and work motivation.

This research is expected to provide benefits for organizations and academics. The results of this study can assist companies in improving employee performance by focusing on leadership style and work motivation. Meanwhile, academics can utilize this research as a reference for future research on leadership styles, work motivation, and employee performance, both as more in-depth research and as ongoing research.

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