

THE INFLUENCE OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE CIREBON CITY COOPERATIVE, SMALL AND MEDIUM ENTERPRISE TRADE AND INDUSTRY SERVICE



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Abstract

Companies play an important role in producing goods or services to achieve profits, and human resources (HR) have a crucial role in determining the success and development of the company. Employees as the main component in the company, need special attention regarding HR management so that the company's goals are achieved. HR development aims to improve the quality of workers to support good performance. This study focuses on the influence of leadership style and work motivation on employee performance at the Cooperatives, Small and Medium Enterprises, Trade and Industry Service of Cirebon City. Based on theory, the right leadership style and high work motivation can improve employee performance. The study used a quantitative method with a descriptive approach. The results of the regression analysis showed that leadership style and work motivation had a positive and significant effect on employee performance. A leadership style that pays attention to the welfare and communication with subordinates, as well as high work motivation, can improve employee performance at the Service. The results of this study provide an important contribution to the company in creating a conducive and productive work environment.

Keywords: Leadership Style, Work Motivation, Employee Performance

INTRODUCTION

A company is "a business entity formed to produce goods or services with the aim of gaining profit or gain, with a broad role because it can be a producer, distributor, and consumer" (Wahjono, 2021:116). Human resources "are agents of change, who act as implementers and determinants of company activities" (Herlina, et.al., 2022:491). Therefore, it is mandatory for a company to achieve success and develop, they must pay special attention to managing their human resources so that goals can be achieved according to planned expectations. Human resources or workers who work in a company are generally called employees, "an employee is the most important component in a company to carry out the production process to distribution" (Widodo and Yandi, 2022:1).

Human resource development in a company is an effort to develop the quality of human resources that aims to improve the quality of workers. Company goals can be achieved if supported by good performance from employees. To get good and more productive performance in accordance with company goals, employees must get structured and effective direction from the company (Tifani Nur Adinda, et.al., 2023).

The Department of Cooperatives, Small and Medium Enterprises, Agriculture and Trade of Cirebon City is one of the one agency that has the main task of assisting the Mayor in carrying out government affairs and assistance tasks given to the City Region in the fields of cooperatives, small and medium enterprises, trade and industry. In this case, there needs to be a leader who is able to control and provide all good directions to the fields that is in the agency.

The Cooperatives, Small and Medium Enterprises, Agriculture and Trade Service of Cirebon City has a Vision, namely "SEHATI We realize Cirebon as a Creative City Based on Culture and History" which means Healthy, Green, Religious, Peaceful, Innovative. And has a Mission, namely, Realizing the Quality of Human Resources of Cirebon City that are Competitive, Cultured and Superior in All Fields. Realizing clean, Accountable, authoritative, and Innovative governance. Improving the Quality of Public Facilities and Infrastructure Services that are Environmentally Aware. Realizing Conducive Security and Public Order.

Employee performance is the result or achievement of employee work which is assessed in terms of quality and quantity based on work standards determined by the company (Sri Mulyeni & Ibnu A, 2023). Good performance is optimal performance, namely performance that meets company standards and supports the achievement of company goals. A good company is a company that strives to improve the competence of its human resources, because this is the main supporting factor in improving employee performance. Performance is the result achieved by employees in each job according to the job specification criteria (Purwanto et al., 2020). According to (Damayanti et al., 2020) the supporting elements that influence employee execution are motivation, organizational culture, and leadership.

Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates (Pratama, 2022). In an organization there are people who have the ability to influence, direct, guide and also some people who have activities to influence the behavior of others to follow the wishes of their superiors or leaders. Therefore, leadership can be understood as the ability to influence subordinates to form cooperation

within the group to achieve organizational goals (R. Efendi, 2020). Leadership in an organization needs to develop staff and build a moral climate that produces high levels of performance, so leaders need to think about the right leadership style (Tamimi & Sopiah, 2022).

Work motivation is a potential force in each individual in carrying out work that affects the work productivity of workers (Nugroho, 2021). Motivation will encourage workers to be more accomplished and productive. Because motivation itself is a state of mind and mental attitude of humans that provides energy to drive or direct towards achieving satisfying needs (Barelson and Steiner in Pratikno & Hermawan, 2022).

REVIEW OF LITERATURE

Employee Performance

Furthermore, performance is an employee's work performance which is a reflection of their loyalty to where they work (Anjani 2017) Performance is the result of employee work as seen from several aspects such as quality, quantity, working hours, and cooperation to achieve a predetermined goal in an organization (Sutrisno, 2019: 172).

Employee performance indicators according to (Sunarto, et.al., 2020:4) state that indicators for measuring employee performance include:

1. Work result
2. Job knowledge
3. Initiative

Leadership Style

Leadership style is a standard of behavior used by a person when the person tries to influence the behavior of others as desired. In an organization, the right leadership style is needed to create pleasant performance and improve employee performance so that it is expected to produce high productivity. Leaders who can maximize style well in influencing their followers in a psychosocial context will create a comfortable work environment (Souisa, et.al., 2023).

According to Kartono (2016: 34), the dimensions and indicators of leadership style are as follows:

1. Decision Making Ability

Decision making is a systematic approach to the nature of the alternatives faced and taking the action that is calculated to be the most appropriate action.

2. Ability to Motivate

Motivational ability is the driving force that causes a member of an organization to be willing and ready to mobilize his abilities (in the form of expertise or skills), energy and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and various targets of the organization that have been previously determined.

3. Communication Skills

Communication skills are the ability or capability to convey messages, ideas or thoughts to other people with the aim that the other person understands what is meant well, directly verbally or indirectly.

4. Ability to Control Subordinates

A leader has the desire to make others follow his wishes by using personal power or positional power effectively and appropriately for the long-term interests of the company. This includes telling others what to do in a tone that varies from firm to requesting or even threatening. The goal is for tasks to be completed properly.

5. Ability to Control Emotions

The ability to control emotions is very important for the success of our lives. The better our ability to control emotions, the easier it is for us to achieve happiness.

Work Motivation

Work motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they do get good and quality results (Farisi, et.al., 2020). In addition, work motivation is the provision of driving force that creates a person's work passion so that they are able to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is something basic that drives someone to work. When employees feel appreciated, they tend to put in more effort in completing their tasks (Souisa, 2025).

Work motivation indicators according to Hasibuan (2008) are:

1. Physical Needs.

The need for supporting facilities that can be obtained in the workplace, for example supporting facilities to facilitate the completion of tasks in the office.

2. The need for security.

These security needs include physical security, stability, dependency, protection and freedom from threatening forces such as fear, anxiety and danger.

3. Social needs.

Needs that must be met based on common interests in society, these needs are met together, for example good interaction between each other.

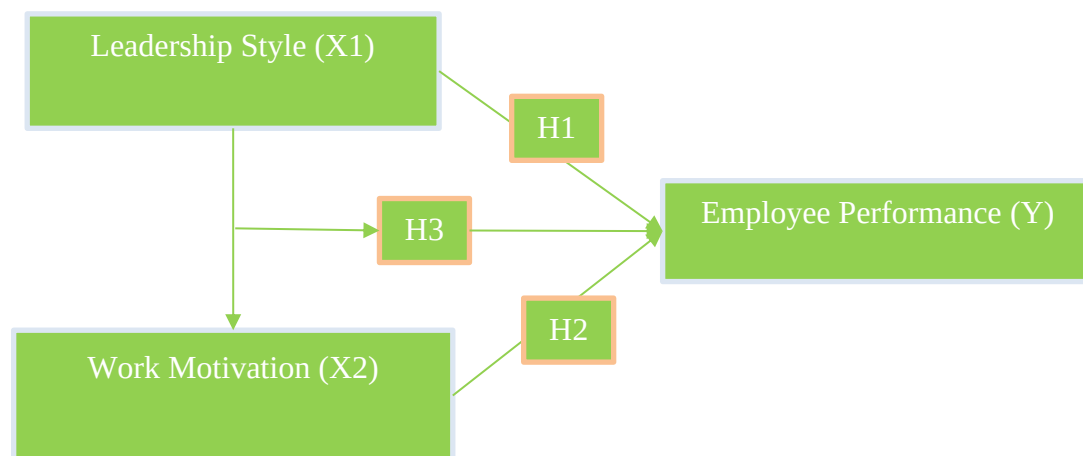
4. The need for appreciation.

The need for appreciation for what a person has achieved, for example the need for status, glory, attention, reputation.

5. The need for motivation to achieve goals.

The need for encouragement to achieve something desired, for example motivation from leadership.

Research Framework



Hypothesis

H1: Leadership Style Has a Significant Positive Influence on Employee Performance

H2: Work Motivation Has a Significant Positive Influence on Employee Performance

H3: Leadership Style and Work Motivation Have a Significant Positive Influence on Employee Performance

RESEARCH METHOD

In this study, the researcher used a quantitative method because this study aims to analyze the relationship between variables and describe the results of the study. The research method used is quantitative research. Quantitative research is a type of research that aims to obtain conclusions by using data in the form of numbers (Sugiyono, 2016). This study is included in quantitative descriptive research because it describes variables supported by data in the form of numbers from the results of actual conditions in the field. In this quantitative descriptive study, there are three independent variables in this study, namely Leadership Style (X1), Work Motivation (X2), and the dependent variable in this study is Employee Performance (Y). The population in this study was 250 employees of the Cirebon City DKUKMPP Service and the sample was 150 employees of the Cirebon City DKUKMPP Service, this study conducted data processing using SPSS version 22, using validity and reliability tests, classical assumption analysis tests with multicollinearity tests, normality tests, and heteroscedasticity tests, autocorrelation tests, and using multiple linear regression analysis tests with a t-test and f-test.

RESULTS AND DISCUSSION

Validity Test

Indicator	R table	R count	Conclusion
X1_1	0.1603	0.742	Valid
X1_2	0.1603	0.745	Valid

X1_3	0.1603	0.775	Valid
X1_4	0.1603	0.803	Valid
X1_5	0.1603	0.765	Valid
X2_1	0.1603	0.734	Valid
X2_2	0.1603	0.758	Valid
X2_3	0.1603	0.690	Valid
X2_4	0.1603	0.775	Valid
X2_5	0.1603	0.815	Valid
Y1_1	0.1603	0.680	Valid
Y1_2	0.1603	0.832	Valid
Y1_3	0.1603	0.804	Valid

Because the calculated R value > R table, the data is said to be valid.

Reliability Test

Variables	Cronbach's Alpha	Conclusion
X1	0.823	Realizable
X2	0.811	Realizable
Y	0.666	Realizable

Because the Cronbach's Alpha value is > 0.6, the data is said to be reliable.

Classical

Assumption

Test

Multicollinearity Test

		Coefficientsa				Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance
1	(Constant)	1,038	,842		1,232	,220	
	Leadership Style	,207	,069	,296	3,018	,003	,300
	Work motivation	,328	,065	,494	5,042	,000	,300
							VIF
							3,329
							3,329

a. Dependent Variable: Employee Performance

Because the Tolerance value > 0.100 and VIF < 10,000, it is concluded that there are no symptoms of multicollinearity.

Normality Test

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual	
N	150

Normal Parameters ^{a,b}		Mean	,1466667
		Std. Deviation	1.02588477
Most Extreme Differences	Extreme	Absolute	,061
		Positive	,046
		Negative	-,061
Test Statistics			,061
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.

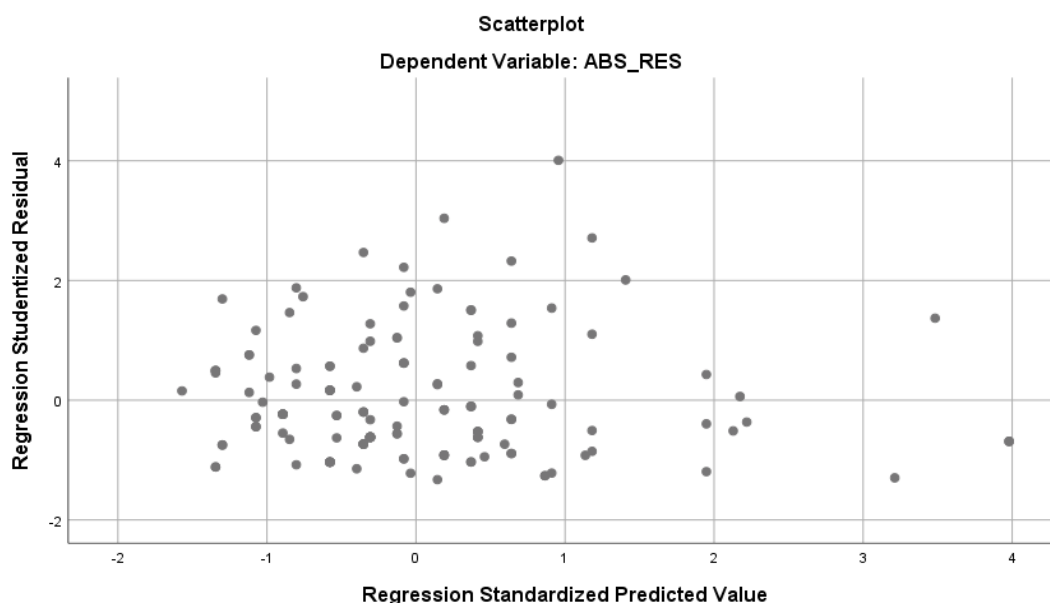
Because the Asymp. Sig. (2-tailed) value is $0.200 > 0.05$, it is concluded that the data is normally distributed.

Heteroscedasticity Test

		Coefficients ^a		t	Sig.
Model		Unstandardized Coefficients B	Std. Error		
1	(Constant)	1,329	,411	3,233	,002
	Leadership Style	,019	,033	,087	,561
	Work motivation	-,043	,032	-,202	,178

a. Dependent Variable: ABS_RES

Because the Sig. value of Leadership Style is $0.561 > 0.05$ and Work Motivation is $0.178 > 0.05$, it means that the data does not show Heteroscedasticity symptoms or the assumption of the Heteroscedasticity test has been met.



Based on the scatterplot graph between the studentized residual value and the standardized predicted value, it can be seen that the points are spread randomly and do not form a particular pattern. This indicates that the regression model is free from heteroscedasticity problems, so it is suitable for testing the effect of independent variables on dependent variables.

Autocorrelation Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,759a	,576	,570	1.28521	2,052

a. Predictors: (Constant), Work Motivation, Leadership Style

b. Dependent Variable: Employee Performance

Because the Durbin-Watson value is 2,052, where $DU < DW < (4-DU)$ or $1,760 < 2,052 < 2,240$, it can be concluded that the data does not experience autocorrelation.

Coefficient of Determination (R-Square)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,759a	,576	,570	1.28521

a. Predictors: (Constant), Work Motivation, Leadership Style

The R Square value obtained was 0.576, which shows that 57.6% of employee performance variability can be explained by work motivation and leadership style, while the remaining 42.4% is explained by other variables outside the model.

F Test

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	329,831	2	164,915	99,842	,000b
	Residual	242,809	147	1,652		
	Total	572,640	149			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Leadership Style

Because the Sig. Value is $0.000 < 0.05$ and the calculated f value is $99.842 > f$ table value of 3.06. Thus, it can be concluded that there is a significant influence of Leadership Style and Work Motivation simultaneously on Employee Performance.

T Test

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	Std. Error	Beta		
1	(Constant)	1,038	,842		1,232	,220
	Leadership Style	,207	,069	,296	3,018	,003
	Work motivation	,328	,065	,494	5,042	,000

a. Dependent Variable: Employee Performance

- Analysis of the influence of leadership style on performance
The significance value of Leadership Style is $0.003 < 0.05$, and the calculated t value is $3.018 >$ the t-table value of 1.976. Thus, it can be concluded that there is a significant influence of Leadership Style on Performance.
- Analysis of the influence of work motivation on performance
The significance value of Work Motivation is $0.000 < 0.05$, and the calculated t value is $5.042 >$ the t table value of 1.976. Thus, it can be concluded that there is a significant influence of Work Motivation on Performance.

CONCLUSION

Therefore, the final conclusion in this study is that leadership style affects employee performance at the Cooperatives, Small and Medium Enterprises, Trade and Industry Office of Cirebon City positively and significantly. Leaders who show great concern for the welfare and fulfillment of subordinates' needs, consult and discuss more with subordinates before making decisions, and discuss a lot with subordinates in the workplace can affect employee performance at the Cooperatives, Small and Medium Enterprises, Trade and Industry Office of Cirebon City. These results can be interpreted that the more appropriate the leadership style applied, the better the employee performance will be. Furthermore, employee work motivation can affect employee performance positively and significantly. This means that employee work motivation is able to encourage individuals or employees to be more active in doing or working, if employees have high motivation, then performance will also increase.

These findings provide strategic implications for human resource management in local government institutions. It is recommended that government agencies actively develop leadership training programs that emphasize participatory and empathetic approaches. In addition, it is necessary to design a reward and recognition system that can increase employee motivation. In the future, the results of this study can be a reference in the development of public management policies in Indonesia, especially in strengthening responsive leadership practices and strategies for increasing work motivation in the public sector. Future research can expand the scope by comparing various leadership styles in other government institutions, as well as exploring their influence in the context of bureaucratic change and public service reform.

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