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The Influence of Leadership Style, Work Motivation, Working Conditions on the Performance of Population and Civil Registration Service Employees in Jepara Regency

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ABSTRACT

Purpose: *The research aims to examine the influence of leadership style, work motivation, and working conditions on the performance of employees at the Civil Registration Office in Jepara Regency.* ***Methodology:*** *This study A quantitative approach using a saturated sampling or census technique. The population consisted of 72 employees, with 57 respondents the criteria for inclusion in the sample. Data analysis the IBM SPSS Statistics 25.* ***Results:*** *The study's finding indicate that leadership style variable does not significantly affect employee performance. Meanwhile, work motivation and working conditions have a positive influence which is proven to significantly affect the improvement of employee performance.* ***Findings:*** *The provide new insights to improve employee performance in the public service sector.* ***Novelty and Originality:*** *This study provides an important contribution to the development of human resources in local government in the context of public services. The findings provide new insights that can be used to improve employee performance in the public service sector.****Conclusion*** **:** *Work motivation and working conditions positively influence employee performance, whereas leadership style does not have a significant impact. The implications highlight the importance of focusing on improving motivation and working conditions as strategies for enhancing employee performance****. Type of Paper:*** *Research paper.*

INTRODUCTION

Performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of the results of an organization or company in relation to the vision it carries and to know the positive and negative impacts of an operational policy (Khalyza Qaedaniesa Wibowo & Mawar Mawar, 2024). Previous research indicates that performance is the sole indicator of organizational success ((Iptian & Efendi, 2020)). However, reality often falls short of expectations, emphasizing the need for organizations to manage employee performance effectively. Organizations must take concrete steps to retain and develop their employees from recruitment until the end of their employment relationship. Mangkunegara (2009) defines employee performance as the qualitative and quantitative results of work completed by employees while fulfilling their responsibilities. Therefore, performance holds significant importance in an organizational context. Good performance helps organizations achieve predetermined goals and objectives, with high-performing individuals contributing substantially to the overall success of the company.

In summary, good performance is not only essential for organizational growth and success but also for enhancing individual satisfaction and well-being within the workplace. This underscores why managing and developing employee performance is a primary focus for many companies and organizations.

From this research there are still several differences of opinion (Reseacrh GAP), according to research conducted by (Fernanda & Sagoro, 2016) the results of his research state that leadership style on performance has a significant positive effect. . According to (Salutondok & Soegoto, 2015)the results of his research show that motivation has a significant positive effect on performance. According to (Hartanto et al., 2018)said that the influence of working conditions has a significant effect on employee performance, thus if the leadership style, work motivation and working conditions increase, employee performance will also increase and vice versa if the leadership style, work motivation and working conditions decrease, employee performance will also decrease.

Jepara Regency is one of those that organizes population administration services at the Regency / City level in Central Java Province. According to data from the official website of Jepara Regency, the area of Jepara Regency reaches 1,004 km^2, with a total population recorded by the Population and Civil Registration Office of Jepara Regency in 2021 of 1,259,961 people. The population is spread across 16 sub-districts, namely Bangsri, Batealit, Donorojo, Jepara, Kalinyamatan, Karimunjawa, Kedung, Keling, Kembang, Mayong, Mlonggo, Nalumsari, Pakis Aji, Pecangaan, Tahunan, and Welahan. Therefore, the Jepara Regency government is required to provide optimal population administration services in various situations.

Population is the main basis and focus of all development issues. Almost all development activities, both sectoral and cross-sectoral, are oriented and related to the population. In other words, the population should be seen as both a subject and an object in the development process. Population is very important in development planning, social policy, public health, education, and various other aspects of socio-economic life. Therefore, in taking care of all matters related to population, it is handled by an agency, where the agency records and collects data on the population living in the area they serve. Birth Certificate Services are a form of public service that must be carried out by government agencies to create administrative order. The implementation of the duties and functions of the Population and Civil Registration Office of Jepara Regency must adhere to the principles of good administration. These duties and functions are regulated in Jepara Regent Regulation Number 77 of 2021, which provides an explanation of the position, organizational structure, duties, functions, and work procedures of the Population and Civil Registration Office of Jepara Regency as a guide in carrying out the duties and functions of regional apparatus. The Population and Civil Registration Office of Jepara Regency has the responsibility to assist the regent in carrying out government affairs in the field of population and civil registration which fall under regional authority. In carrying out these tasks, the Office is inseparable from various problems related to its main tasks and functions, which have been identified in the 2023-2026 Strategic Plan (RENSTRA) and become strategic issues that need to be resolved gradually over the next four years. Internal problems that hamper public service agencies are often related to difficulties in accessing services, especially for people in remote areas. In addition, the condition of internal resources owned by the agency also plays an important role, both in terms of the quality of human resources and the facilities and infrastructure available. The apparatus' lack of understanding of dynamic work procedures and limited facilities are some of the factors that affect performance (Ummah, 2019).

According to the publication regarding changes to the Strategic Plan of the Jepara Regency Population and Civil Registration Office for 2023 – 2026, there are still several problems related to service performance from the community. Some people, who are the target of performance indicators, still do not understand the importance of managing population documents, so they only take care of it when it is really needed. The public often does not pay attention to the importance of population administration management. This was acknowledged by Wahyanto as the Head of Population Administration Information Division of the Jepara Disdukcapil, who stated that people usually only take care of documents when they are urgent. For example, when they need documents to apply for a job or apply to a school. During the school registration period and diploma management, many people ask for improvements to the birth certificate file. This condition causes a buildup of documents, which results in a slower processing process ((Rika Widianita, 2023)).

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Figure 1. Overall Birth Certificate Ownership Achievement

From the graph above, it can be seen that birth certificate ownership in 2023 has decreased compared to the previous year, which shows that there are still many people who do not have birth certificates, only around 43% of the total population have the document. The factor that causes the low birth certificate ownership rate is due to many people who still think that birth certificates are not very important, so they postpone processing them until there is an urgent need. The data conversion process into the Population Administration Information System (SIAK) may cause some previously existing birth certificate data not to be registered in the new system. This can result in inaccuracies in recording the number of birth certificate ownership. To increase the birth certificate ownership rate, there needs to be an effort from the government and related agencies to increase public awareness of the importance of birth certificates, simplify the processing process, and ensure that all population data is properly recorded in the new system. In addition, information campaigns and socialization regarding the benefits and needs of birth certificates can also help increase the ownership rate of these documents in the community ((Ummah, 2019)).

According to ((Kamal & Abdillah, 2019)) Performance describes the extent to which a program, activity, or policy has succeeded in achieving the goals and objectives of the organization's vision and mission, which are formulated through strategic planning. In the context of an organization, performance is the result of an evaluation of the work done, compared to the established criteria. According to Hasibuan (2000) in (Hartanto et al., 2018) Performance is a work result achieved by a person in carrying out the tasks assigned to him, which is based on skills, experience, sincerity, and time in defining employee performance can be explained as the result of evaluating the quality of work carried out by an employee in achieving the goals set by the organization where they work. The instruments used to assess employee performance in this study were quality, quantity, work time and effectiveness and efficiency.

According to ((Sutoro, M., Mawardi, S.,&Sugiarti, 2020)) explains that "leadership style is the way a leader works and acts by directing his subordinates to do something." Leadership style refers to the characteristics and behaviors applied by a leader in directing his subordinates in carrying out their work. According to Nawawi (2008) in a study (Clinton et al., 2020)) leadership style is a real pattern of behavior in influencing others. Leadership in an organization is one of the factors that determines the success or failure of an organization or company. Because successful leadership shows that the leadership of an organization has been successfully implemented. From the research conducted ((Fernanda & Sagoro, 2016)) and ((Astuti et al., 2020)) Leadership Style on performance has a significant positive effect. This means that the higher the level of leadership style, the higher/better employee performance. However, this is different from the findings (Clinton et al., 2020) which show that leadership style does not have a positive and significant impact on employee performance. The instruments used to assess Leadership Style are consultative leadership style, participatory leadership style, instructional leadership style and delegation leadership style.

According to ((Khairizah et al., 2018)) work motivation is the energy that motivates an individual to achieve the expected goals when doing a job. Based on the definition above, work motivation is the process of motivating or encouraging someone to do a job in order to achieve the expected goals. According to Torang (2013) in the study ((Changgriawan, 2017)) work motivation is the energy that drives individuals to try to achieve the expected goals in doing their work. Based on several definitions above, work motivation is the

process that drives or encourages someone to do a job to achieve the expected goals. From the research conducted ((Fernanda & Sagoro, 2016)), ((Hartanto et al., 2018)) and ((Salutondok & Soegoto, 2015)) shows that work motivation has a positive and significant impact on performance. However, there are differences of opinion from the study ((Changgriawan, 2017)) showing that work motivation does not affect performance. The instruments used refer to research ((Changgriawan, 2017)), namely employee behavior, employee effort and employee persistence.

According to Widodo (2000) in a study ((Hartanto et al., 2018))working conditions include various physical, social, and management factors that shape the work environment for workers. In other words, working conditions are not only limited to physical aspects such as facilities and equipment, but also include psychological and social aspects that can affect how employees interact and function in the environment. According to Mario and Wijono (2012) in a study ((Salutondok & Soegoto, 2015)) stated that work engagement will increase if members of the organization face a situation (working conditions) that is good and important to discuss together. From the research conducted according to ((Hartanto et al., 2018))and ((Astuti et al., 2020)) shows that working conditions have a positive and significant influence on performance. However, this is different in the study ((Salutondok & Soegoto, 2015)) which states that working conditions do not have a significant influence on performance. The instruments used to assess working conditions are work space, employee cooperation, workload and number of employees and work facilities.

Based on the explanation above, this study aims to test and analyze the extent to which leadership style, work motivation, and working conditions influence employee performance. It is hoped that the results of this study can contribute to the development of more effective human resource strategies, as well as provide insight for agencies in improving employee performance to achieve organizational goals and meet community expectations.

METHOD

This type of research is a quantitative approach that aims to analyze how much influence the variables of leadership style, work motivation, and working conditions have on employee performance at the Population and Civil Registration Service of Jepara Regency. In this study, the variables studied consist of independent variables, namely Leadership Style (X1), Work Motivation (X2), and Working Conditions (X3), and dependent variables, namely Employee Performance (Y). The framework used to show the process of testing the relationship between variables will be explained as follows:

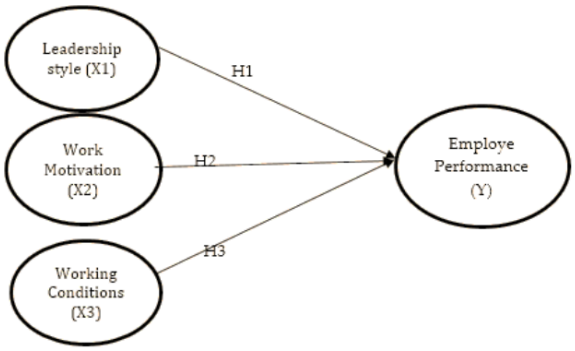


Figure 2.Framework of thought

To determine the limitations of this study, the following hypotheses are proposed between the relationships between variables:

H1: Positive Influence of Leadership Style on the Performance of Population and Civil Registration Service Employees in Jepara Regency

H2: Positive Influence of Work Motivation on the Performance of Population and Civil Registration Service Employees in Jepara Regency
H3: Positive Influence of Working Conditions on the Performance of Population and Civil Registration Service Employees in Jepara Regency

The data collection method in this study used a questionnaire scored with a Likert scale. The population in this study consisted of 72 employees of the Population and Civil Registration Service in Jepara Regency. From this population, there were 57 employees participating as respondents who met the criteria. The type of sampling in this study used the Saturated Sampling/census method. The data analysis method of this study used SPSS with the Multiple Linear Regression analysis method, including Multiple linear regression in the classical assumption test, multiple linear regression test, F test and T test. With the T Test size Significance Value t <a = 0.05, F Test is carried out by comparing F-count with F-Table (F-count> F-table), Multiple Linear Regression Analysis is used to measure the influence between more than one independent variable on the dependent variable, testing the analysis of the Coefficient of determination (R2). And the reliability test is carried out by measuring Cronbach's Alpha and comparing it with a critical value > 0.60, while the validity test is carried out using Pearson Correlation Product Moment with the condition that the correlation value (r) < 0.05.

RESULTS AND DISCUSSION

Descriptive Analysis

This descriptive analysis is based on the research data that has been collected, namely the responses from the questionnaire filled out by 57 respondents. The data obtained were then arranged in the form of a numerical table to facilitate the process of understanding and interpretation. The researcher used descriptive analysis to describe information about the demographic characteristics of the respondents. The following are the results of the descriptive analysis:

Table 1. Correspondent characteristic

Category	Amount	%
Based On Age		
< 50 Years	48	84,21 %
> 50 Years	9	15,79 %
By Gender		
Female	23	40,35 %
Male	34	59,65 %
Based On Employee Status		
Civil Servants	34	59,65 %
Dailyworkes	23	40,35 %

Source: SPSS data processing, 2025

Based on Table 1, out of 57 respondents, there were 34 men, which covered 59.65% of the total respondents, while female respondents numbered 23 people or 40.35%. This figure shows that the majority of the sample in this study were men. Furthermore, for the age group, there were 48 people or 84.21% who were under 50 years old, while 9 people or 15.79% were over 50 years old. This shows that the majority of respondents are in the age group under 50 years old. Based on employee status, the majority of respondents work as casual daily workers, which is 23 people or 40.35%, while Civil Servants number 34 people or 59.65%. This shows that the majority of respondents are Civil Servants.

Validity Test

Testing the validity of each item is done through item analysis, namely by correlating the score of each item with the total score, which is the sum of all item scores. If the probability of the correlation result is less than 0.05 (5%), then the item is considered valid; conversely, if it is greater, the item is considered invalid. ((Clinton et al., 2020)) This test uses the Pearson Correlation test which is declared valid if r-count> r-table. The results of data management using SPSS are presented in the following table:

Tabel 1. 1 Validity Test

Variable	*Items*	*Correlation Person (r)*	*R-Table*	*Descriptions*
Leadership Style (X1)	GP01	0,360	0,260	Valid
	GP05	0,521	0,260	Valid
	GP06	0,378	0,260	Valid
	GP07	0,288	0,260	Valid
Work Motivation (X2)	MO02	0,291	0,260	Valid
	MO03	0,458	0,260	Valid
	MO04	0,471	0,260	Valid
	MO05	0,447	0,260	Valid
	MO06	0,370	0,260	Valid
Working Conditions (X3)	KK01	0,496	0,260	Valid
	KK02	0,543	0,260	Valid
	KK03	0,419	0,260	Valid
	KK04	0,308	0,260	Valid
	KK06	0,421	0,260	Valid
	KK07	0,598	0,260	Valid
Employee Performance (Y)	KP01	0,569	0,260	Valid
	KP02	0,554	0,260	Valid
	KP03	0,322	0,260	Valid
	KP04	0,465	0,260	Valid
	KP05	0,614	0,260	Valid
	KP06	0,559	0,260	Valid
	KP07	0,566	0,260	Valid
	KP08	0,531	0,260	Valid
	KP09	0,449	0,260	Valid
	KP10	0,537	0,260	Valid

Source: SPSS data processing, 2025

Based on the results of the validity test above using the number of respondent data as many as 57, the R-table value can be obtained from r data r pearson product moment with df (degree of freedom) = n-2, so df 57-2 = 55, then the R-table can be obtained = 0.260. The overall results of the items in the questionnaire above are declared valid because all R-count values > R-table. And it can be concluded that there is a significant relationship between leadership style, work motivation, working conditions, and employee performance indicating good validity. This indicates the importance of these factors in improving employee performance in an organization.

Reability Test

Reliability test is a measuring tool used to assess all items or questions in this study. The method applied is using the Cronbach's alpha formula. In general, an instrument is considered reliable if its Cronbach's alpha value is more than 0.6. ((Sutrischastini & Riyanto, 2017)).

Tabel 1. 2 Reability Test

Variable	*Cronbach's Alpha*	*Description*
Leadership Style	0,603	Realible
Work Motivation	0,636	Realible
Working Condition	0,727	Realible
Employee Performance	0,827	Realible

Source: SPSS data processing, 2025

Based on Table 1. 2, it can be seen that all variables have a Cronbach's Alpha value above 0.6. This means that all variables are reliable.

Uji Asumsi Klasik

Uji Heteroskedastisitas

This test is performed when the variance inequality in the regression analysis. The purpose of the heteroscedasticity test is to test the difference in residual variance between different observation periods. If the residual variance between observation periods is unstable or fluctuates, this condition is called

heteroscedasticity. Conversely, if the residual variance between observation periods remains the same, this condition is called homoscedasticity (Changgriawan, 2017)

Tabel 1. 3 Heterokedastisitas Test

Independent Variable's	*B*	*T-hitung*	*Sig*
Constant	0,620	1,365	0,178
Leadership Style	-0,157	-1,328	0,190
Work Motivation	0,745	7,027	0,000
Working Condition	0,275	2,340	0,023
Dependent Variable		**RES_2**	

Source: SPSS data processing, 2025

Berdasarkan nilai probabilitas (sig.) sebesar 0,190 yang lebih besar dari tingkat alpha (0,05), dapat disimpulkan bahwa tidak terdapat masalah heteroskedastisitas pada variabel gaya kepemimpinan. Hal ini menunjukkan bahwa variansi residual bersifat homogen atau memenuhi asumsi homoskedastisitas, yang merupakan kondisi ideal dalam model regresi.

Normality Test

Normality test is conducted before regression and correlation analysis to verify whether the dependent variable and independent variable in the regression model have normal distribution or not with a significance level of 5%. If the test results show a significance value (sig) > alpha (0.05), then the residual is declared normally distributed ((Changgriawan, 2017)

Tabel 1. 4 NormalityTest

N	Normal Parameter		Most Extreme Differences			Test Statistik	Asymp.Sig.(2-tailed)
57	Mean	Std. Deviation	Absolute	Positive	Negative		
	0,0000000	0,19493762	0,116	0,063	-0,116	0,116	0,052[c]

Source : SPSS data processing,2025

Based on the data in the table above, it can be seen from the Asymp.sig value (2-tailed) of 0.052, which means that the value is greater than the significance value of 0.05. And the decision is that the regression model follows a normal distribution.

Hypothesis Test

Multiple Linear Regression Analysis

Table 2. Multiple Linear Regression Analysis

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	*Constant*	0,620	0,454		1,365	0,178
	Leadership Style	-0,157	0,118	-0,123	-1,328	0,190
	Work Motivation	0,745	0,106	0,736	7,027	0,000
	Working Condition	0,275	0,117	0,243	2,340	0,023

Source : SPSS data processing,2025

Based on the results of the hypothesis test, it shows that Leadership Style has a T-count value <T-table, namely -1,328 <1,673 with a significance value of 0,190, which means that the first hypothesis (H1) of the Leadership Style variable shows that there is no significant influence of the variables analyzed on employee performance at the Population and Civil Registration Service of Jepara Regency. Therefore, it can be concluded that this factor does not contribute significantly to employee performance in the context of this study. However, there are several studies that have different opinions, according to (Changgriawan, 2017)) saying that leadership style has a significant positive influence on employee performance. According to ((Prasetya et al., 2017)) that the leadership style variable has a significant positive effect on employee performance.

The second hypothesis (H2), namely the Work Motivation variable has a T-count value > T-table, namely 7,027 > 1,673 with a significance value of 0,000, which means that Hypothesis 2 (H2), shows that work motivation has a very significant influence on employee performance at the Population and Civil Registration Service of Jepara Regency. In other words, increasing work motivation will contribute positively to improving employee performance. And the third hypothesis (H3), namely the Working Conditions variable has a T-count value > T-table, namely 2,340 > 1,673 with a significance value of 0,023, which means that Hypothesis 3 (H3), shows that working conditions have a significant influence on employee performance at the Population and Civil Registration Service of Jepara Regency. In other words, improvements in working conditions can contribute positively to improving employee performance.

Simultaneous Test (F Test)

Table 3. Anova[a]

Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	Regression	5,506	3	1,835	45,707	0,000[b]
	Residual	2,128	53	0,040		
	Total	7,634	56			

Source : SPSS data processing,2025

The results of the feasibility test of the model are that the variables of Leadership Style, Work Motivation, and Working Conditions simultaneously have a significant effect on the Employee Performance variable, with a calculated F value of 45,707 and a significance value of 0,000, which indicates that the significance value is less than 0,05. Therefore, the three independent variables are suitable for use in this study.

Determinant Test (R2)

Table 3. 1 Determinant Test (R^2)

Model	R	R - Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
1	0,849[a]	0,721	0,705	0,20038	2,021

Source : SPSS data processing,2025

The results of the analysis are that Leadership Style, Work Motivation, and Working Conditions together have a significant influence on Employee Performance, with an Adjusted R Square value of 0,705. This means that 70,5% of the variation in employee performance can be explained by these three factors, while the remaining 29,5% is influenced by other factors outside the research model.

DISCUSSION

The Influence of Leadership Style on Employee Performance

The results of the hypothesis test (H1) show that leadership style does not have a significant influence on the performance of employees of the Population and Civil Registration Service in Jepara Regency. Leadership style is an activity that aims to influence the behavior of others so that they are willing to be directed to achieve certain goals. In this process, leaders use their influence to explain the goals of the organization to employees, subordinates, or people they lead, and motivate them to achieve those goals and create a productive work culture in the organization. The findings of this study are in line with the results of the study (Clinton et al., 2020)) which showed that leadership style does not have a significant effect on employee.

The Influence of Work Motivation on Employee Performance

The results of the hypothesis test (H2) show that work motivation has a significant positive effect on employee performance. Work motivation is the energy that drives individuals to strive to achieve the expected goals in doing their work. The results of this study are in line with ((Fernanda & Sagoro, 2016)), (Salutondok & Soegoto, 2015)), ((Hartanto et al., 2018)), ((Changgriawan, 2017)) and ((Prasetya et al., 2017)) showing that there is a positive and significant effect on performance. Thus, if work motivation increases, performance will also increase and vice versa if work motivation decreases, performance will also decrease. So that work motivation has a significant effect on employee performance.

The Influence of Working Conditions on Employee Performance

The results of the hypothesis test (H3) show that working conditions have a significant effect on employee performance. Working conditions are the state of employees in the workplace when carrying out their work, both physically, psychologically and in terms of place and social relationships. Although this study shows an influence, the results are contrary to previous studies according to the results of ((Khalyza Qaedaniesa Wibowo & Mawar Mawar, 2024)), ((Hartanto et al., 2018)) and ((Salutondok & Soegoto, 2015))showing that there are Working conditions do not affect employees because they are ignored by the leadership because they do not affect employee performance. This indicates that although working conditions can have an effect, their effectiveness is highly dependent on the attention and management given by the leadership. If the leadership does not pay attention to working conditions, then the conditions are good, employee performance will still not increase. Therefore, the leadership's attention to working conditions is very important to improve employee performance.

CONCLUSION

Based on the results of the study conducted on the influence of leadership style, work motivation, and working conditions on employee performance at the Population and Civil Registration Service of Jepara Regency, several important things can be concluded. First, regarding leadership style, this study shows that there is no significant influence on employee performance. This finding is in line with previous studies which also indicate that leadership style does not have a significant impact on employee performance. This indicates that although leadership style is an important aspect in management, in this context, it does not contribute significantly to improving employee performance. Second, work motivation is proven to have a positive and significant influence on employee performance. The results of the study show that increasing work motivation is directly proportional to increasing performance. This means that the higher the motivation an employee has, the better the performance shown. This emphasizes the importance of creating a work environment that can motivate employees to achieve optimal results. Third, working conditions were also found to have a significant influence on employee performance. This study revealed that good working conditions can significantly improve employee performance. This shows that although there are various factors that affect performance, working conditions have a fairly strong impact, especially when compared to leadership style. Overall, the results of this study confirm that work motivation and working conditions are significant factors in influencing employee performance at the Population and Civil Registration Service of Jepara Regency. Meanwhile, leadership style does not show the same influence. These findings provide important insights for management in efforts to improve employee performance through increased motivation and improved working conditions.

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