



INFLUENCE OF LEADERSHIP, MOTIVATION, AND WORK CONDITIONS ON EMPLOYEE PERFORMANCE T THE CIVIL REGISTRATION OFFICE IN JEPARA

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ABSTRACT

Purpose: To examine the influence of leadership style, work motivation, and working conditions on employee performance. **Methodology:** Quantitative approach using census sampling, because of the relatively small scale; 57 of 72 employees sampled. IBM SPSS Statistics 25 used for analysis. **Results:** 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. These findings suggest that improving performance requires the most effective leadership style, a structured motivation system, and the creation of a conducive work environment. **Conclusion :** Work motivation and working conditions positively influence employee performance, whereas leadership style does not have a significant impact. The implications Institutions or companies need to focus more on enhancing employee motivation through the provision of rewards, training, and career development opportunities. In addition, creating a comfortable, safe, and supportive work environment is also key to improving performance, such as by providing adequate facilities and ensuring a balanced distribution of tasks. Although leadership style does not have a direct effect, leaders still play an important role in building a positive work atmosphere and encouraging employee morale. By paying attention to these aspects, employee performance can be improved effectively and sustainably. **Type of Paper:** Research paper.

INTRODUCTION

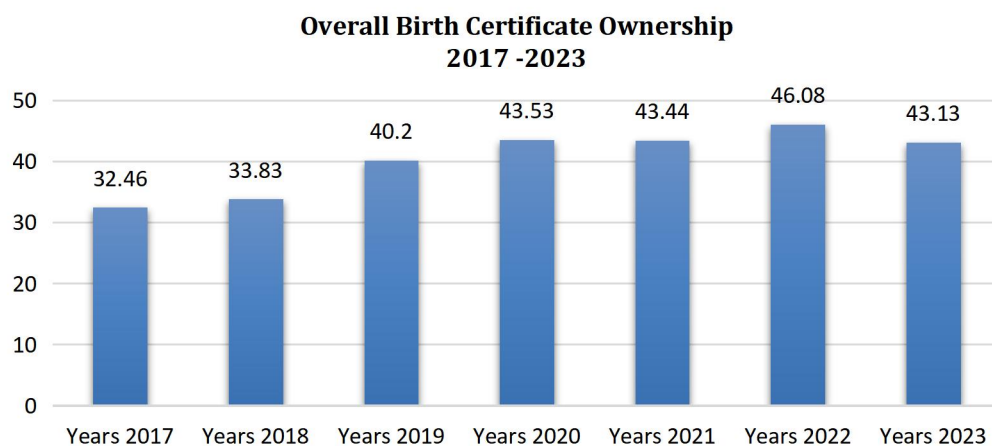
Performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of the results of an organization or company in relation to the vision it carries and to know the positive and negative impacts of an operational policy (Khalyza Qaedania Wibowo & Mawar Mawar, 2024). Previous research indicates that performance is the sole indicator of organizational success ((Iptian & Efendi, 2020)).

From this research there are still several differences of opinion (Reseach 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.

The Department of Population and Civil Registration of Jepara Regency holds a vital role in delivering optimal administrative services to a population of 1,259,961 residents across 16 districts (Disdukcapil Jepara Data, 2021). Public service serves as a key indicator of government performance, which can be directly evaluated by the community. Consequently, it is essential for all public service providers to continuously enhance the quality of their services by disseminating information that is aligned with the organization's vision, mission, and strategic plans, thereby serving as a reference for planning and controlling activities within public sector organizations ((Asiva Noor Rachmayani, 2015)). The quality of these services is crucial because population data serves as the foundation for development planning and social policy formulation ((Ummah, 2019)). Therefore, population affairs are managed by agencies responsible for recording and documenting citizen data (Rika Widianita, 2023).

Figure 1. Overall Birth Certificate Ownership Achievement



Based on the Strategic Plan publication of the Department of Population and Civil Registration of Jepara Regency for 2023–2026, there are still issues related to service performance. A portion of the community does not fully understand the importance of population documents and tends to only process them when necessary. Many individuals often neglect administrative matters related to civil registration, for example, only applying for documents when seeking employment or enrolling in school. This situation leads to a backlog of document processing and delays in service delivery. As shown in Graph 1.1, the ownership of birth certificates in 2023 decreased compared to the previous year. This indicates that a significant portion of the population (approximately 43%) still does not possess a birth certificate. Contributing factors include the perception that a birth certificate is not essential and the tendency to postpone its issuance. Moreover, the data conversion to the Population Administration Information System (SIAM) has resulted in previously recorded birth certificates not being properly registered in the new system, causing inaccuracies in the data (Asiva Noor Rachmayani, 2015), ((Ummah, 2019)).

According to ((Kamal & Abdillah, 2019)), ((Asiva Noor Rachmayani, 2015)), ((Fernandez & Moldogaziev, 2011)) Performance represents the degree to which a program, initiative, or policy meets its objectives and aligns with the organization's vision and mission, established through strategic planning. In an organizational framework, performance is assessed by evaluating the work outcomes against established benchmarks. According to Robert in Timpe (1992), as cited in the study by (Fu'ad et al., 2015)), employee performance refers to employee work achievements measured based on standards or criteria established by the company. Management efforts aimed at achieving high performance are primarily intended to improve the overall performance of the company. 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)), ((Moningkey et al., 2020)), ((Lestari, 2024)) 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)) & (Moynihan & Pandey, 2007) 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.

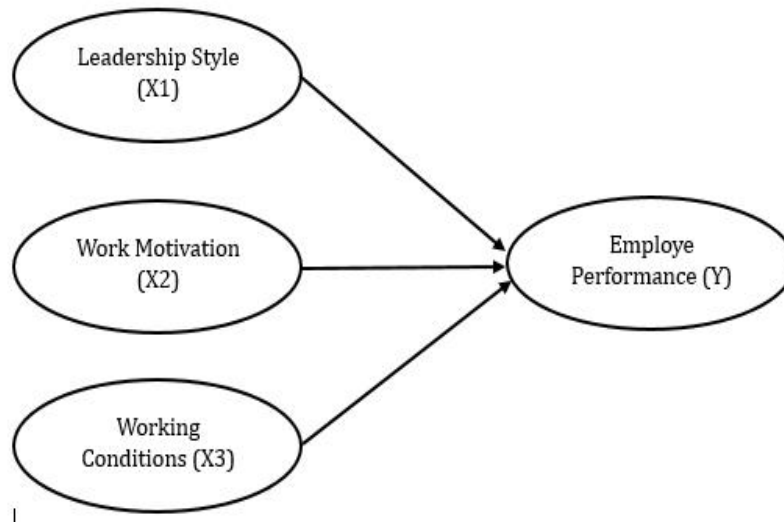
Based on the explanation above, this study aims to examine whether leadership style, work motivation, and working conditions have an influence on employee performance at the Department of Population and Civil Registration of Jepara Regency. The results of this study are expected to contribute to the development of more effective human resource strategies and provide valuable insights for the institution in improving employee performance.

METHOD

This research employs a quantitative approach aimed at analyzing the extent to which leadership style, work motivation, and working conditions influence employee performance at the Department of Population and Civil Registration of Jepara Regency. In this study, the variables examined consist of independent variables, namely Leadership Style (X1), Work Motivation (X2), and

Working Conditions (X3), as well as the dependent variable, namely Employee Performance (Y). The conceptual framework illustrating the process of testing the relationships between these 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 was conducted by distributing an online questionnaire via Google Forms to respondents. The questionnaire includes respondent data such as age, gender, and employee status. Each item on the questionnaire was assessed using a 1-5 Likert scale (where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree). The population in this study consists of employees from the Department of Population and Civil Registration in Jepara Regency. Out of this population, 57 employees participated as respondents who met the criteria. The sampling method used in this study is Saturation Sampling/Census. The data analysis method for this research employed SPSS with Multiple Linear Regression analysis, including the testing of classical assumptions, multiple linear regression test, F-test, and t-test. The t-test significance value is determined by $t < \alpha = 0.05$, the F-test is conducted by comparing the calculated F with the F-table (calculated F > F-table). Multiple Linear Regression analysis is used to measure the effect of more than one independent variable on the dependent variable, along with the Coefficient of Determination (R^2) analysis. Reliability testing is conducted by measuring Cronbach's Alpha and comparing it with the critical value > 0.60, while validity testing is done using Pearson's Product Moment Correlation, 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 $r\text{-count} > r\text{-table}$. The results of data management using SPSS are presented in the following table:

Tabel 2. 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
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 3. 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.

Asumsiion Clasic Test

Heteroskedastisitas test

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 4. 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

Based on the probability value (sig.) of 0.190, which is greater than the alpha level (0.05), it can be concluded that there is no issue of heteroscedasticity in the leadership style variable. This indicates that the residual variance is homogeneous or meets the assumption of homoscedasticity, which is the ideal condition in a regression model.

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 5. NormalityTest

N	Normal Parameter		Most Extreme Differences			Test Statistik	Asymp.Sig.(2-tailed)
	Mean	Std. Deviation	Absolute	Positive	Negative		
57	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 6. Multiple Linear Regression Analysis

Model	Unstandardized Coefficient B	Std. Error	Standardized Coefficient Beta	t	Sig.
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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

The t-test used to assess partial relationships was also conducted to evaluate hypotheses based on the regression analysis findings mentioned above. The t-value obtained and the t-table value derived from $df = nk-1$, where $df = 57-3-1 = 54$, were compared to conduct the t-test, yielding a t-value of 1.673.

The research results indicate that (H1) regarding the leadership style variable shows no significant effect from the analyzed variable on employee performance. This can be seen from the test results in the table above, where the leadership style coefficient is -0.157 with a t-calculated value of $-1.328 < 1.673$ and a significance value of $0.190 > 0.05$. However, some studies disagree, such as those by (Fernanda & Sagoro, 2016) and (Prasetya et al., 2017), who stated that leadership style has a significant positive effect on employee performance.

Hypothesis 2 (H2) shows that work motivation, based on the test results in the table above, has a motivation coefficient value of 0.745 with a t-calculated value of $7.027 > 1.673$ and a significance value of 0.000, which means it has a very significant effect on employee performance at the Department of Population and Civil Registration in Jepara Regency. In other words, increasing work motivation will contribute positively to improving employee performance.

Hypothesis 3 (H3), regarding the work condition variable, shows that the coefficient value for motivation is 0.275 with a t-calculated value of $2.340 > 1.673$ and a significance value of 0.023. This means that Hypothesis 3 (H3) indicates that work conditions significantly affect employee performance at the Department of Population and Civil Registration in Jepara Regency. In other words, improvements in work conditions can contribute positively to the enhancement of employee performance.

Simultaneous Test (F Test)

Table 7. 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 8. Determinant Test (R²)

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 hypothesis testing (H1) indicate that leadership style does not have a significant effect on employee performance at the Department of Population and Civil Registration in Jepara Regency. Leadership style is an activity aimed at influencing the behavior of others so that they are willing to be directed toward achieving specific goals. In this process, leaders use their influence to explain the organization's objectives to employees, subordinates, or those being led, as well as motivate them to achieve these goals and create a productive work culture within the organization. This finding suggests that changes in leadership style do not have an impact on improving or decreasing employee performance at the Department of Population and Civil Registration in Jepara Regency because every leader has their own way of leading an organization. Differences in leadership styles can affect the extent to which employees actively participate in achieving the organization's goals. Therefore, it is important for leaders to choose the most appropriate leadership style to maximize employee performance. This research finding aligns with the results of previous studies. (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 Qaedanies 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 research conducted on the influence of leadership style, work motivation, and work conditions on employee performance at the Department of Population and Civil Registration in Jepara Regency, several key conclusions can be drawn. First, regarding leadership style, this study shows that there is no significant effect on employee performance. The findings explain that

changes in leadership style do not have an impact on either improving or decreasing employee performance at the Department of Population and Civil Registration in Jepara Regency, because each leader has their own way of leading an organization. Differences in leadership styles can influence how much employees participate in achieving the organization's goals. Therefore, it is important for leaders to choose the most appropriate leadership style to maximize employee performance. This finding is consistent with previous research that also indicates that leadership style does not have a significant impact on employee performance. This suggests that, while leadership style is an important aspect of management, in this context, it does not contribute significantly to improving employee performance. Second, work motivation has been proven to have a positive and significant impact on employee performance. The research results show that increased work motivation correlates with better performance. In other words, the higher the motivation of employees, the better their performance will be. This highlights the importance of creating a work environment that can motivate employees to achieve optimal results. Third, work conditions were also found to significantly affect employee performance. This study reveals that good working conditions can significantly improve employee performance. This indicates that, although there are various factors influencing performance, work conditions have a strong impact, especially when compared to leadership style.

Overall, the results of this study emphasize that work motivation and work conditions are significant factors influencing employee performance at the Department of Population and Civil Registration in Jepara Regency. Meanwhile, leadership style does not show the same impact. In practice, the study suggests that the institution should focus more on enhancing employee motivation through rewards, training, and career development opportunities. Additionally, creating a comfortable, safe, and supportive work environment is key to improving performance, such as providing adequate facilities and ensuring a balanced workload. While leadership style does not have a direct impact, leaders still play a crucial role in fostering a positive work atmosphere and encouraging employee motivation. By addressing these aspects, employee performance can be improved effectively and sustainably.

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