



The Influence of Leadership on Employee Work Motivation at the One-Stop Integrated Administration System (Samsat) Office in Gowa Regency

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ABSTRACT

This study examines the influence of leadership on employee work motivation in a public sector organization, specifically at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency. Although leadership has been widely recognized as a key determinant of employee motivation, empirical findings remain inconsistent, and limited studies have specifically explored this relationship within regional SAMSAT offices. This study adopts a quantitative explanatory approach using a saturated sampling technique involving 43 employees. Primary data were collected through structured questionnaires and observations, while secondary data were obtained from institutional documentation and literature. The data were analyzed using simple linear regression with SPSS version 27. The findings indicate that leadership has a positive and significant effect on employee work motivation, as demonstrated by a t-value of 6.153 exceeding the critical value of 1.681, with a significance level of 0.000. The regression coefficient (0.582) shows that improvements in leadership quality are associated with increased employee motivation. Furthermore, the coefficient of determination (R^2) reveals that leadership explains 48% of the variation in employee work motivation. These results highlight the importance of leadership effectiveness in fostering employee enthusiasm, responsibility, and organizational commitment. This study contributes to the human resource management literature by providing focused empirical evidence on the direct role of leadership in shaping work motivation within a public service context. Practically, the findings offer strategic insights for organizational leaders and policymakers to enhance employee motivation and improve public service performance.

1. Introduction

Human resources (HR) are widely recognized as the most strategic asset in organizations because organizational success largely depends on the quality, competence, and motivation of employees in achieving institutional goals. In both public and private sectors, organizations increasingly rely on effective human resource management practices to maintain productivity, improve service quality, and achieve organizational effectiveness. Employees who possess strong work motivation generally demonstrate higher levels of discipline, responsibility, commitment, and performance. Therefore, organizations require effective leadership that is capable of influencing,

motivating, directing, and supervising employees to ensure the achievement of organizational objectives.

In the era of globalization and increasing public demands for accountability and service quality, leadership has become an essential factor in public sector organizations. Leadership is not merely associated with authority and decision-making but also with the ability to motivate employees, maintain organizational discipline, establish communication, and create a productive work environment. According to (Syahputra et al., 2023), leadership is an interpersonal influence exercised through communication processes in specific situations to achieve organizational goals. Similarly, Purwadi in (Rivaldo & Ratnasari, 2020)

explained that leaders are expected to formulate strategies, create plans, and motivate subordinates to produce effective and efficient performance. Consequently, leadership is considered a critical determinant of employee behavior and organizational success.

Another important aspect influencing organizational effectiveness is employee work motivation. Motivation can be understood as the internal and external drive that encourages employees to perform their duties enthusiastically and responsibly. According to (Umar & Norawati, 2022), motivation reflects an individual's drive to work hard, pursue achievement, and improve performance continuously. Likewise, (Andius Gulo, 2024) defined work motivation as efforts to direct employees' energy and potential so that they are willing to cooperate and perform optimally in achieving organizational goals. Employees with high work motivation tend to demonstrate stronger work enthusiasm, creativity, initiative, and commitment toward organizational objectives.

Globally, leadership and employee motivation have become major concerns in organizational and human resource management studies. Numerous previous studies have confirmed that effective leadership positively contributes to employee motivation and organizational performance. For example, Yukur S. Mendrofa, Samalua Waoma, and Jhon Firman Fau (2021) found that leadership style significantly influenced employee work motivation at the South Nias Regency Food Security Service. Similarly, Dian Wirtadipura (2022) reported that leadership and work motivation simultaneously affected employee performance at the Serang Regency Education and Culture Office. Research conducted by Tuntun and

M. Thamrin Noor (2023) also demonstrated that leadership and motivation significantly improved employee performance at the BPJS Employment Sampit Branch. These findings indicate that leadership plays an important role in shaping employee attitudes, motivation, and organizational productivity.

In the Indonesian public sector context, leadership and employee motivation are increasingly important because government institutions are expected to provide efficient, transparent, and high-quality public services. One institution that strongly depends on employee discipline and motivation is the One-Stop Integrated Administration System (Samsat) Office in Gowa Regency. This institution is responsible for vehicle registration administration, tax collection, issuance of vehicle documents, and other public administrative services related to transportation. Due to the complexity and intensity of these public services, employees are required to demonstrate professionalism, responsibility, and strong work motivation in serving the community.

However, based on preliminary observations conducted at the One-Stop Integrated Administration System (Samsat) Office in Gowa Regency, several organizational problems were identified. Leaders were perceived as paying insufficient attention to employees, particularly regarding supervision, discipline, and work evaluation. In addition, employees were considered to receive limited motivational support from leaders, resulting in reduced enthusiasm and discipline in carrying out their duties. One indication of this problem can be observed through employee tardiness and absenteeism data during 2024.

Table 1. List of Employees Who Were Late/Absent in 2024

No	Month	Number of Employees	Late	Not present
1	January	43	6	2
2	February	43	11	3
3	March	43	8	4
4	April	43	8	3
5	May	43	8	4
6	June	43	9	4
7	July	43	6	3
8	August	43	6	5
9	September	43	8	3

Source: One-Stop Integrated Administration System (Samsat) Office in Gowa Regency

The data presented in Table 1 indicate that employee tardiness and absenteeism remained

relatively high throughout 2024. February recorded the highest number of late employees, reaching 11

employees, while absenteeism was highest in August, involving 5 employees. This condition suggests that employee discipline and motivation have not yet reached the expected organizational standards. Persistent tardiness and absenteeism can negatively affect employee productivity, service quality, and organizational effectiveness, especially in public service institutions where timeliness and professionalism are essential.

The phenomenon identified at the One-Stop Integrated Administration System (Samsat) Office in Gowa Regency demonstrates the importance of leadership in improving employee motivation and organizational discipline. Leaders who fail to supervise employees effectively, provide guidance, and motivate subordinates may contribute to decreased employee morale and productivity. Therefore, leadership is considered a strategic factor in addressing organizational challenges and improving employee performance within public institutions.

Although many previous studies have examined the relationship between leadership, motivation, and employee performance, several inconsistencies and research gaps remain. Most previous studies concluded that leadership positively influences employee motivation and performance. For instance, Mendrofa et al. (2021), Wirtadipura (2022), and Syahputra et al. (2023) found significant positive relationships between leadership and employee outcomes. However, research conducted by Sinaga et al. (2024) at the Medan City SAMSAT Office showed that leadership and work motivation did not significantly influence employee morale partially. These inconsistent findings suggest that the relationship between leadership and employee motivation may differ depending on organizational context, institutional culture, employee characteristics, and research methodology.

Furthermore, many previous studies focused on leadership together with several independent variables, such as work discipline, organizational commitment, compensation, and work environment, in influencing employee performance. Consequently, limited studies specifically examine the direct influence of leadership on employee work motivation in the context of regional SAMSAT offices. In particular, empirical evidence concerning the One-Stop Integrated Administration System

(Samsat) Office in Gowa Regency remains limited. This indicates the existence of a contextual and empirical gap that requires further investigation.

Based on the background and research gaps identified above, the research problem in this study can be formulated as follows: Does leadership significantly influence employee work motivation at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency?

Accordingly, this study aims to determine and analyze the influence of leadership on employee work motivation at the One-Stop Integrated Administration System (Samsat) Office in Gowa Regency. Specifically, this study examines how leadership aspects, including decision-making ability, motivational ability, communication skills, subordinate control, and responsibility, affect employee work motivation.

Theoretically, this study contributes to the development of organizational behavior and human resource management literature by providing empirical evidence regarding the influence of leadership on employee work motivation in public sector organizations. Practically, the findings are expected to provide useful recommendations for leaders and policymakers at the One-Stop Integrated Administration System (Samsat) Office in Gowa Regency in developing effective leadership strategies to improve employee motivation, discipline, and public service quality.

The novelty of this study lies in its specific focus on examining the direct influence of leadership on employee work motivation within the context of a regional SAMSAT office using a simple linear regression approach. Unlike many previous studies that incorporated multiple independent variables simultaneously, this study provides a more focused understanding of leadership as a primary determinant of employee work motivation in public administrative service institutions.

2. Literature Review

2.1 Conceptual and Theoretical Foundations

2.1.1 Leadership

Leadership can be defined as a leader's method of directing, encouraging, and organizing all elements within a group or institution to achieve desired goals. Leadership is the capacity or ability of a person to guide and influence others in a work

context, with the aim of achieving predetermined goals (Rumbiak et al., 2023).

Leadership is an important factor in an organization/agency as according to Hutahean (2021) in (Rumbiak et al., 2023) it is said that leadership is an ability or strength within a person to lead and influence others in terms of work where the goal is to achieve predetermined targets (goals).

According to Purwadi (2020) in (Rivaldo & Ratnasari, 2020) leadership is someone who can determine strategies, is able to make plans, and can be a motivator for his subordinates so that they can produce effective and efficient performance. Leadership is interpersonal influence carried out in certain situations and through the communication process to achieve one or more goals (Syahputra et al., 2023). Leadership is a person's ability to provide an impact that can motivate, appeal, and supervise parties or groups under that leadership (Wati et al., 2022).

Decision-making and team oversight are carried out by the leader. In their role as communicator, leaders have the authority to determine what should be done and how decisions are made. To motivate others to follow their orders, the type of orders or instructions must be specific. This is intended to teach others how to carry out the orders, report the results, and determine the location of the orders to implement the solution. Based on expert understanding of leadership, it can be concluded that leadership is closely related to a person's ability to influence others to achieve desired goals.

There are several types of leadership according to (George in Kencanawati, 2022), namely:

- a. Situational Leadership, in this leadership, the situation is the main factor that determines the leadership style.
- b. Personal Behavioral Leadership, this type of leadership emphasizes the leader's behavior in carrying out his leadership.
- c. Work Centered Leadership, this type of leadership is closely related to "situational leadership".
- d. Personal Leadership, this leadership provides motivation and direction through direct contact between the leader and members.
- e. Democratic Leadership, Emphasizes active participation and utilization of group members'

ideas, by providing a good understanding of the topics discussed.

- f. Authoritative Leadership, this type of leadership is based on the power that the leader has.
- g. Paternalistic leadership, the leader acts like a father figure, providing protection and seeking the welfare and satisfaction of his followers.
- h. Indigenous Leadership, a form of leadership that is religious and develops in informal organizational groups.

Soekarso, et al., in Hidayat (2021: 20-21) stated that factors that influence leadership include:

- a. A leader is someone who will lead. A leader can influence others, as can be seen from the leader's personality (characteristics) and leadership behavior (leadership style).
- b. Members, or followers, are those who will be led (subordinates). Members can determine or influence leadership, as can be seen from the characteristics of their subordinates, their maturity level, and so on.
- c. Influence is the extent to which exemplified behavior causes changes in attitudes and behavior of both individuals and groups.
- d. Power, or power, is the capacity to influence the behavior of individuals or groups, namely the capacity to lead.
- e. Values are basic beliefs about something that influence the behavior or how individuals and groups act.
- f. Goals are the results or targets to be achieved. In achieving these goals, each leader has a different leadership style, so goals can influence leadership.

According to Rumondan (2021:30), the benefits of leadership style are:

- a. Effective leadership provides organizations with a holistic approach to conducting management affairs in a coherent manner.
- b. An effective leadership style must be based on objective criteria. However, the method can be defined according to the organization's circumstances.
- c. An effective leadership style must be able to provide a framework through which important parts of management are identified and improved periodically.
- d. Effective leadership must be able to offer opportunities for comparison with others both inside and outside the organizational system.

- e. Effective leadership and management creates structures and processes and builds relationships that enable members to fully engage in the organization.

Indicators are control variables that can be used to measure changes in an event or activity. Researchers have identified several indicators of leadership style, as previously described by experts. According to Harahap & Khair (2019) in Puspita & Kuntadi (2023), leadership indicators are as follows:

- a. 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.

- b. Motivational ability

This motivational ability becomes a driving force that results in members of an organization being willing and ready to mobilize their abilities and time to carry out various activities that are their responsibility and carry out their obligations in order to achieve the goals and various targets of the organization that have been previously determined.

- c. Communication skills

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

- d. Ability to control subordinates

A leader must have the desire to make others follow his wishes by using the power of office effectively and appropriately for the long-term interests of the company.

- e. Responsibility

Responsibility is one of the factors that a leader must have, which is defined as the obligation to bear responsibility everything or give answers and bear the consequences.

2.1.2 Work motivation

According to (Samudra & Siswanto, 2020) motivation is the level of organizational resource utilization that is maximized with the aim of increasing the results of each unit in resource utilization. Developing relates to the drive to do something, while protecting or nurturing relates to the time required to continue striving to achieve a goal.

According to (Andius Gulo, 2024) "work motivation is how to direct the power and all potential that workers have so that they are willing to work together and work well so that they can achieve organizational goals". Furthermore, According to Sutrisno, et al (2022:10) in (Andius Gulo, 2024) "motivation is a will or desire that arises within employees that creates enthusiasm or encouragement to work optimally in order to achieve goals".

Motivation is a driving force that will manifest a behavior to achieve the goal of self-satisfaction, (Septiadi et al., 2020) in (Syahputra et al., 2023) . Meanwhile, according to (Umar & Norawati, 2022) stated that motivation is a factor that drives a person to perform a certain activity, therefore because motivation is often interpreted as a factor that drives a person's behavior.

The objectives of holding Hasibuan's work motivation in (Hatimah et al., 2021) are as follows.

- a. Improve employee morale and job satisfaction
- b. Increase employee work productivity
- c. Maintaining the stability of company employees
- d. Improve employee discipline
- e. Streamlining employee procurement
- f. Creating a good working atmosphere and relationships
- g. Increase loyalty, creativity and participation
- h. Improving employee welfare levels
- i. Increase responsibility for his duties
- j. Increase the efficiency of use of tools and materials

There are several theories related to motivation (Wijaya & Manurung, 2021: 37) as follows.

- a. Maslow's Theory of Needs Abraham Maslow stated that there are levels of needs that are important to a person from the lowest-level basic need through the highest-order need. These levels include.
 - b. Physiological Needs, these needs concern the most basic needs and are primary needs to fulfill psychological and biological needs such as eating, drinking, clothing, sleeping, sex and a place to sleep.
 - c. Safety Needs, these needs relate to the need for a sense of security, protection, fair treatment, pensions and old age security.
 - d. Social Needs, these needs include the need to be loved, the need for friendship, harmonious

relationships, the need to feel appreciated, to achieve and to participate.

- e. Esteem Needs: These needs are egotistical and closely related to a person's status. The higher a person's status, the higher their needs, such as the need for achievement, trust, perfect intelligence, and the ability to perform tasks.
- f. Self-Actualization Needs: This is the highest need to demonstrate maximum achievement. This means that everyone desires recognition, continuous self-development, and the pursuit of excellence. Based on the explanation above, it can be understood that a person will strive to fulfill more basic needs first before moving on to fulfill higher needs.

2.1.3 Two Factor Theory

This two factor theory of motivation was put forward by Herzberg, and he concluded that there are two groups of factors that can influence a person's work motivation in an organization, namely.

- a. Job satisfaction is related to the content of the job (motivator), the factors that are sources of job satisfaction are motivators which include achievement promotion, job promotion or promotion, awards, the job itself and responsibility.
- b. Causes of job dissatisfaction related to the work environment (hygiene factors), factors of job dissatisfaction include working conditions, interpersonal relationships, salary, supervision, and so on. The application of this motivation theory is based on job satisfaction, which can motivate employees, but job dissatisfaction factors are also necessary for motivation to function.

2.1.4 McClelland's Theory of Needs David

McClelland explains three basic types of motivational needs, namely as follows.

- a. The need for power, humans have a high desire for power, have great attention to exerting influence and control. In general, they always look for a position to lead, are full of power, clever at talking, stubborn, bossy and happy when making speeches.
- b. The need for affiliation: People with a high need for affiliation generally enjoy being loved and tend to dislike loneliness due to social isolation.

As individuals, they enjoy fostering social relationships, enjoying a sense of intimacy and mutual understanding, always ready to comfort and help those in need, and enjoy friendship.

- c. The need for achievement: People with a high need for achievement have a strong desire for success that is as strong as their fear of failure. They embrace challenges, are willing to face difficulties, are unafraid of failure when it occurs, and tend to assert themselves. When a need is strong enough within an individual, it motivates them to engage in behavior directed toward satisfying that need.

The factors that can influence work motivation (Gomes in Khaeruman et al., 2021: 31-32) are as follows.

- a. Individual Factors
 - 1) Goals;
 - 2) Needs.
- b. Organizational Factors
 - 1) Payment or salary (pay);
 - 2) Job security;
 - 3) Fellow workers (co-workers) or Collaboration;
 - 4) Supervision; and
 - 5) Praise.

According to Soepriyadi, et al (2022:209) in (Andius Gulo, 2024) the indicators for measuring work motivation are:

- a. The drive to achieve goals

A person who has high work motivation will have a strong drive to achieve maximum performance, which will later influence the goals of a company or agency.
- b. Spirit at work

Work enthusiasm is a good psychological state if the work enthusiasm creates pleasure that encourages someone to work harder and better and consistently in achieving the goals set by the company or agency.
- c. Initiative and creativity

Initiative is defined as the strength or ability of an employee or worker to start or continue a job with full energy without any encouragement from others or on their own will, while creativity is the ability of an employee or worker to find new relationships and make new combinations so that they can find something new . In this case, something new does not mean that it did

not exist before, but this new thing can be something that was not known before.

d. Sense of responsibility

The attitude of individual employees who have good work motivation must have a sense of responsibility for the work they do so that the work they do can be completed on time.

2.2 Review of Empirical Studies

Yukur S. Mendrofa, Samalua Waoma, Jhon Firman Fau (2021). This research journal discusses the influence of leadership style on employee work motivation at the South Nias Regency Food Security Service. This study aims to determine the influence of leadership style on employee work motivation at the South Nias Regency Food Security Service. The population and sample in this study were 37 employees. The data analysis method used was simple linear regression analysis, where the regression model value $Y = 18.778 + 0.475X$. The results of this study indicate that leadership style (X) influences employee work motivation at the South Nias Regency Food Security Service with a t-value of $3.850 > t\text{-table } 1.697$ with df: $nk-1 (37-1-1) = 35$. This study can be concluded that leadership style (X) influences employee work motivation at the South Nias Regency Food Security Service.

Dian Wirtadipura (2022). This journal discusses the influence of leadership and work motivation on employee performance at the Serang Regency Education and Culture Office, the purpose of this study is to determine whether leadership partially influences employee performance, to determine whether motivation partially influences employee performance, and to determine whether leadership and motivation simultaneously influence employee performance at the Serang Regency Education and Culture Office. This study aims to examine phenomena that have occurred and then try to find their relationship with other variables. The approach in this study is quantitative. In this study, the population is all employees of the Serang Regency Education and Culture Office, so the total population is 40 people. Based on the results of the analysis, it states that the variables of leadership (X1) and motivation (X2) if tested together or simultaneously have an effect on performance (Y) this is proven by calculations using SPSS where the calculated F value is 50.494 and the significance value is $0.000 < 0.05$ or less than 0.05. The results of

this study can be used as a basis for leaders in making decisions and acting in treating employees.

Anur Achsanuddin, Muhammad Yusuf (2022) The Impact of Motivation on Increasing Employee Work Productivity at the Sidrap Regency Samsat Office The purpose of this study is to determine the effect of motivation on increasing employee work productivity at the Sidrap Regency Samsat Office. The research method uses a quantitative method because the research data are numbers processed using the SPSS 20 application. With a population of 45 and a sample of 31 respondents, the data analysis technique used in this study is simple linear regression with motivation variables (X) and employee performance (Y). The results of the study show that From the results of simple linear regression processed and analyzed using the SPSS method, the equation obtained is $Y = 6.592 + 0.664X$, where the constant number has a value of 6.592 (positive) stating that if there is no work motivation (X) then work productivity (Y) is 0.664, meaning that employee work productivity remains the same even though work motivation towards Y is zero. If there is a decrease in work motivation, it will reduce the level of employee work productivity. So it can be explained that work motivation has a significant influence on employee work productivity at the Sidrap Regency Samsat office.

Tuntun, M. Thamrin Noor. (2023) The title of this research journal is The Influence of Leadership and Motivation on the Performance of BPJS Employment Employees of the Sampit Branch. This research was conducted on BPJS Employment employees of the Samoit Branch and Outsourcing employees of PT. Binajasa Abadikarya on Jalan Jend Sudirman KM.3,8, Mentaya Baru Hulu Village, Mentawa Baru District, Ketapang, Sampit, Central Kalimantan, Postal Code 7432. Based on the results of the hypothesis test in this study is the t-test for the Leadership variable (X1) namely $t \text{ count } 4.421 > t \text{ table } 2.05553$ with a significant level of $0.001 < 0.05$ then H_0 is rejected and H_a is accepted. In the second hypothesis test where motivation influences employee performance the t count value $> t \text{ table } 4.063 > 2.05553$ with a significant level of $0.000 < 0.05$ then H_0 is rejected and H_a is accepted. Then for the f-test, namely f count $19.098 > f \text{ table } 3.37$ and a significant level of $0.000 < 0.05$. The r number of 0.771 indicates that

the relationship/correlation between leadership and the independent variable is strong (significant). R square of 0.595% means that 59.5% of the Employee Performance variable (Y) can be explained by the leadership variable (X1) and Motivation (X2). While the remaining 40.5% is influenced by other variables not included in this study. Based on the results of the multiple linear regression test, $Y = -1.080 + 0.643 (X1) + 0.425 (X2)$ means that the constant score/value (a) shows that if there is no increase in the Leadership and Motivation variables, the Employee Performance Value is -1080. And every additional score/value of the Leadership variable is 0.643 on Employee Performance with the condition that Motivation (X2) remains constant and the addition of one score/value of the Motivation variable provides the same increase of 0.425 on Employee Performance with X1 remaining constant.

Sri Wahyuni, Firmansyah Kusumayadi (2023). This research journal aims to determine and analyze the influence of leadership and work motivation on employee performance at the Manpower and Transmigration Office of Bima Regency. The type of research is associative using a Likert scale questionnaire as a research instrument. using a questionnaire with a Likert scale. The population used in this study were all employees at the Manpower and Transmigration Office of Bima Regency, totaling 111 respondents, consisting of 55 civil servant employees, 20 honorary employees, and 36 volunteers. The sample in this study was 55 civil servant employees at the Manpower and Transmigration Office of Bima Regency. The sampling technique used in this study was purposive sampling. Data collection techniques were carried out by observation, questionnaires, and literature studies. The collected data were then analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression, correlation coefficients, and determination tests. The results of the study showed that leadership and work motivation had a partial and simultaneous effect on employee performance at the Manpower and Transmigration Office of Bima Regency.

Alvin Randika, Elvina, Abd. Halim (2023) This research journal aims to determine Employee Performance at the Rantau Prapat SAMSAT Office and to determine the relationship and contribution of each factor that influences Employee

Performance at the Rantau Prapat SAMSAT Office. The method in this research is a quantitative method. In this study, the population is employees at the Rantau Prapat SAMSAT Office. The data analysis method used is multiple linear regression analysis, and Hypothesis Testing (Partial Test, Simultaneous Test and Determination Coefficient). Based on the results of the t test, it is known that four variables have a positive and significant effect on employee performance at the Rantau Prapat SAMSAT Office. Based on the F test, it is concluded that work motivation, work discipline, professional attitude and career development simultaneously have a positive and significant effect on employee performance at the Rantau Prapat SAMSAT Office. Based on the research through the F test, the value of Table 4.8 contains an Fcount value of $14,303 > F_{table} 2.449$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded that Work Spirit, Organizational Commitment, Motivation and Work Discipline simultaneously have a positive and significant effect on Employee Performance. Based on the Adjusted R Square of 0.564, it means that 56.4% of the Employee Performance factors at the Rantau Prapat SAMSAT Office can be explained by Work Spirit (X1), Organizational Commitment (X2), Motivation (X3) and Work Discipline (X4), while the remaining 43.6% can be explained by other factors not examined in this research.

Febi Prateguh Syahputra, Juarsa Badri, Febsri Susanti, Sonya Putri Ramafina (2023) Journal This study aims to: 1. Determine the influence of leadership on employee performance at the Department of Manpower and Industry in Padang City; 2. Determine the influence of motivation on employee performance at the Department of Manpower and Industry in Padang City. The method used in this study is a quantitative method with a descriptive approach. The sample in this study was 34 respondents with a sampling technique using total sampling. The data analysis technique used was multiple linear regression analysis using SPSS 26. The data analysis technique began with a validity test, reliability test, normality test, heteroscedasticity test, multicollinearity test, multiple linear regression analysis, and hypothesis testing. The results of this study show the following results: 1) Leadership has a positive and significant effect on employee performance with t-count > t-

table ($3.995 > 2.026$) and a sign value $< \alpha$ ($0.000 < 0.05$); 2) Motivation has a positive and significant effect on employee performance with t-count $>$ t-table ($2.860 > 2.026$) and a sign value $< \alpha$ ($0.008 < 0.05$).

Irna Iwah, Andi Irfan, Jumaidah Jumaidah (2023) This research journal aims to determine the Influence of Leadership on Employee Performance at the Village Office in Tommo District, Mamuju Regency. The method used in this study is quantitative with 80 employees as respondents who were used as samples with a saturated sampling technique. The data used in this study are primary data obtained directly from data sources using questionnaires. The data analysis method uses simple linear regression analysis, coefficient of determination, validation test, reliability, hypothesis test (T test). The results of the leadership variable test have a positive and significant effect on employee performance variables.

Saifullah, Rd. Kusyeni, Rudianto Hermawan (2024) This article journal conducted a study with the aim of knowing how much influence leadership and work motivation have on the performance of employees of PT. Windu Persada Cargo (WPC Cargo). This research method uses a quantitative approach with an explanatory paradigm. The sampling technique used in this study uses a non-probability sampling technique with a saturated/full sampling technique. The number of samples from this study was 39 employees of PT. Windu Persada Cargo. Data testing was carried out with the SPSS program using multiple regression analysis. with the t-test results on the work motivation variable having a significance level of 0.001. < 0.05 . From the t-test results on the work motivation variable, it states that the significance of the t-test results is smaller than 0.05. ($p < 0.05$) and the calculated T value is: 5.177. $>$ T table 2.028, then Ho.2 is rejected and Ha.2 is accepted. And the regression coefficient value has a positive value of: 1.520. The contribution of the influence of the independent variable of work motivation (X2) on employee performance (Y) in this study is: 42%. The Leadership and Work Motivation variables have a significant and positive effect on the Employee Performance variable of PT. Windu Persada Cargo (WPC Cargo) simultaneously. In this case, it can be proven by the significant value for the simultaneous influence of Leadership (X1) and Work Motivation

(X2) on the Employee Performance variable (Y) is 0.001. < 0.05 and F count 32.210. $>$ F table 3.16. This also proves that Ho.3 is rejected and Ha.3 is accepted. The contribution of the leadership and work motivation variables to the employee performance variable is: 64.2%. The results of this study indicate that the leadership and work motivation variables simultaneously have a significant positive influence on the employee performance variable of PT. Windu Persada Cargo (WPC Cargo) that it has.

Elias N. Sinaga, Ahmad Rizki Harahap, Agus Salim Harahap (2024). The purpose of this study was to determine whether there is an influence of leadership and work motivation on work morale at the Medan City SAMSAT office, both partially and simultaneously. Based on the results of the pre-survey conducted, problems related to work morale can be identified. There are two factors that can influence employee work morale at the Medan City SAMSAT office, namely leadership and work motivation. The population in this study were all 143 employees of the Medan City SAMSAT office and sampling or respondents using the Slovin formula, namely 60 people. Data collection was carried out by distributing questionnaires to determine the opinions or perceptions of research respondents about the variables studied, namely leadership and work motivation as independent variables and work morale as the dependent variable. The research method used is a quantitative research method. Data analysis techniques used descriptive analysis, multiple linear regression analysis, and significance testing with t-test, f-test, and coefficient of determination (R²) with SPSS version 23. The results of this study concluded that leadership does not have a significant effect on work morale of Medan City SAMSAT office employees. Work motivation did not significantly influence the work morale of Medan City SAMSAT employees. However, leadership and work motivation simultaneously significantly influenced employee morale at the Medan City SAMSAT office.

2.3 Identification of the Research Gap

Based on the theoretical and empirical review, several research gaps can be identified. First, previous studies have largely focused on examining leadership together with multiple independent

variables, such as organizational commitment, work discipline, compensation, work environment, and career development, in influencing employee performance. Consequently, limited studies specifically investigate the direct influence of leadership on employee work motivation within public service institutions.

Second, inconsistencies remain in empirical findings regarding the relationship between leadership and employee motivation. While many studies found significant positive effects of leadership on motivation and performance, research conducted by Sinaga et al. (2024) demonstrated insignificant partial effects of leadership on employee morale. These inconsistent findings indicate that leadership effectiveness may differ across organizational settings and cultural contexts.

Third, previous studies predominantly examined leadership and motivation in general government institutions or private organizations. Empirical evidence focusing specifically on SAMSAT offices, particularly in regional public service institutions such as the One-Stop Integrated Administration System (Samsat) Office in Gowa Regency, remains limited. This indicates a contextual gap because SAMSAT offices possess unique operational characteristics related to administrative services, taxation, and public interactions.

Fourth, many prior studies employed multiple regression analysis involving several independent variables simultaneously, making it difficult to isolate the specific influence of leadership on employee motivation. This study addresses that limitation by focusing specifically on leadership as the independent variable and employee work motivation as the dependent variable using a simple linear regression approach.

Therefore, this study contributes to the literature by providing more focused empirical evidence regarding the direct influence of leadership on employee work motivation within the context of a regional public service institution.

2.4 Development of the Conceptual Framework

The research framework is the author's thoughts, expressed in written form and then developed further. This research will analyze the influence of leadership variables on employee work

motivation variables. Leadership variables will be analyzed using indicators such as decision-making ability, motivational ability, communication ability, ability to control subordinates, and responsibility. Employee work motivation will be analyzed using indicators such as encouragement, reach goal, spirit work, initiative and *kr e a tivita*, *rasa not quite enough answer*.

The results of this study are expected to provide recommendations for the Gowa Regency One-Stop Integrated Administration System (Samsat) Office to improve employee work motivation.

2.5 Hypotheses or Research Propositions

Based on the framework of thought, the hypothesis of this research is: leadership has a positive and significant influence on employee work motivation at the One-Stop Integrated Administration System (Samsat) Office in Gowa Regency.

3. Research Methods

3.1 Research Design

This study adopted a quantitative explanatory research design. The explanatory approach was selected because the study aimed to analyze and explain the causal relationship between leadership as the independent variable and employee work motivation as the dependent variable. The quantitative method allows the researcher to measure the strength and significance of the relationship between variables using statistical analysis techniques.

The research design was considered suitable because it provided an objective and systematic framework for testing hypotheses. Data were collected using structured questionnaires distributed to employees of the Gowa Regency SAMSAT Office. The findings were analyzed using simple linear regression analysis to determine the extent to which leadership influences employee work motivation.

3.2 Research Context and Setting

The research was conducted at the One-Stop Integrated Administration System (SAMSAT) Office of Gowa Regency, located on Jl. Tumanurung Raya, Kalgowa, Somba Opu District, Gowa Regency, South Sulawesi, Indonesia. The

institution was selected because it plays an important role in delivering public administrative services, particularly vehicle taxation and registration services, which require effective leadership and highly motivated employees to ensure service quality and operational efficiency.

The study was conducted from December 2024 to February 2025. This research setting was considered relevant because public service organizations often face challenges related to employee discipline, motivation, and organizational performance. Therefore, examining leadership and employee work motivation in this context contributes to the understanding of human resource management practices in public sector institutions.

3.3 Population and Sample / Research Participants

The population in this study consisted of all employees working at the Gowa Regency SAMSAT Office, totaling 43 employees. According to Sugiyono (2020), population refers to a generalized area consisting of subjects or objects that possess certain characteristics determined by the researcher for investigation and conclusion drawing.

Due to the relatively small number of employees, this study employed a saturated sampling technique or census sampling, where all members of the population were included as research participants. Therefore, the sample size was equal to the total population, consisting of 43 employees. The use of saturated sampling ensured that all relevant perspectives were represented and minimized sampling error, thereby increasing the reliability of the findings.

3.4 Data Sources and Data Collection

This study utilized both primary and secondary data sources. Primary data were collected directly from respondents through questionnaires and observation. The questionnaire was designed to measure employees' perceptions regarding leadership and work motivation at the Gowa Regency SAMSAT Office. Observation was also conducted to gain a broader understanding of the organizational environment and employee behavior. Secondary data were obtained indirectly from institutional documents, reports, archives, and related literature relevant to the study. These data supported the interpretation of the research

findings and provided contextual information regarding the organization. The primary instrument used for data collection was a structured questionnaire employing a Likert scale ranging from 1 to 5, where:

Tabel 2. Likert Scale

Criteria	Score
Strongly Agree	5
Agree	4
Less Agree	3
Disagree	2
Strongly Disagree	1

The use of questionnaires enabled systematic and standardized data collection, thereby reducing bias and enhancing data accuracy.

3.3 Measurement of Variables and Research Instruments

This study involved two variables, namely leadership as the independent variable (X) and employee work motivation as the dependent variable (Y).

3.5.1 Leadership (X)

Leadership refers to the ability of leaders to influence, direct, motivate, and control employees in achieving organizational goals. Leadership indicators in this study were adapted from leadership concepts proposed in previous studies and included:

- a. Decision-making ability
- b. Motivational ability
- c. Communication skills
- d. Ability to control subordinates
- e. Responsibility

3.5.2 Employee Work Motivation (Y)

Employee work motivation refers to the internal drive that encourages employees to perform their duties enthusiastically and effectively. The indicators of employee work motivation included:

- a. Encouragement to achieve goals
- b. Work spirit
- c. Initiative and creativity
- d. Sense of responsibility

All variables were measured using a five-point Likert scale. The research instrument consisted of 10 statement items for the leadership variable and 8 statement items for the employee work motivation variable. The indicators and measurement scales were designed to ensure

consistency with prior studies and theoretical concepts related to leadership and work motivation.

3.6 Data Analysis Techniques

The collected data were analyzed using descriptive and inferential statistical techniques with the assistance of SPSS version 27. Descriptive statistics were used to describe respondent characteristics and summarize responses related to leadership and employee work motivation variables. Inferential statistical analysis was conducted to test the proposed hypothesis. The analytical methods used in this study included:

3.6.1 Simple Linear Regression Analysis

Simple linear regression analysis was employed to examine the influence of leadership on employee work motivation. The regression equation used in this study was:

$$Y = a + bX$$

Where:

Y= Employee Work Motivation

X= Leadership

a= Constant

b= Regression coefficient

3.6.2 t-Test (Partial Test)

The t-test was used to determine whether leadership significantly influences employee work motivation. The significance level applied in this study was 0.05.

3.6.3 Coefficient of Determination (R^2)

The coefficient of determination was used to measure the extent to which leadership explains variations in employee work motivation.

3.7 Validity, Reliability, and Trustworthiness

To ensure the quality and credibility of the research instrument, validity and reliability tests were conducted.

3.7.1 Validity Test

Validity testing was performed using the Pearson Product Moment correlation method. An item was considered valid if the calculated correlation coefficient (r-count) exceeded the r-table value of 0.308 at a

significance level of 5%. The results indicated that all questionnaire items for both leadership and employee work motivation variables were valid.

3.7.2 Reliability Test

Reliability testing was conducted using Cronbach's Alpha coefficient. A variable was considered reliable if the Cronbach's Alpha value exceeded 0.60. The leadership variable obtained a Cronbach's Alpha value of 0.848, while the employee work motivation variable obtained a value of 0.836. These results indicated that the instruments possessed high internal consistency and reliability.

3.8 Ethical Considerations

This study adhered to ethical research principles throughout the research process. Respondents participated voluntarily and were informed about the purpose of the study before completing the questionnaire. Confidentiality and anonymity of respondents were maintained to protect personal information and ensure privacy.

The collected data were used solely for academic purposes and analyzed objectively without manipulation. Ethical compliance was maintained to preserve the integrity and credibility of the research findings.

3.9 Research Procedure

The research procedure was conducted systematically through several stages:

- a. Identifying the research problem and determining the research objectives.
- b. Reviewing relevant literature related to leadership and employee work motivation.
- c. Developing research instruments based on theoretical indicators.
- d. Conducting preliminary observations at the Gowa Regency SAMSAT Office.
- e. Distributing questionnaires to respondents.
- f. Collecting and tabulating research data.
- g. Conducting validity and reliability testing of the instruments.
- h. Analyzing data using descriptive statistics and simple linear regression analysis.
- i. Interpreting the findings and drawing conclusions.
- j. Preparing the research report and recommendations.

This systematic procedure ensured methodological transparency and enhanced the replicability of the study.

3.10 Methodological Limitations

This study has several limitations that should be acknowledged. First, the research was limited to one public service institution, namely the Gowa Regency SAMSAT Office, which may limit the generalizability of the findings to other organizational contexts.

Second, the study only examined leadership as the independent variable influencing employee work motivation. Other potential factors such as organizational culture, work environment, compensation, and job satisfaction were not included in the research model.

Third, the study relied on self-reported questionnaire data, which may be subject to respondent bias or socially desirable responses. Future studies are encouraged to include additional variables, broader research settings, and mixed-method approaches to obtain more comprehensive

findings regarding employee work motivation in public sector organizations.

4. Results and Discussion

4.1 Research Results

4.1.1 Sample Description and Descriptive Statistics

a. Characteristic Analysis

Characteristic analysis is the process of collecting and processing data to understand the profile of respondents, including demographic variables such as age, gender, highest education, length of service, and position. This analysis aims to obtain a comprehensive picture of the respondents' characteristics and understand how these variables influence employee work motivation at the Gowa Regency One-Stop Integrated Administration System (SAMSAT) Office.

1) Characteristics Based on Gender

The following table presents respondent characteristics based on gender. Gender differences can influence employee perceptions and work motivation at the Gowa Regency One-Stop Integrated Administrative System (SAMSAT) Office.

Table 3. Respondent Characteristics Based on Gender

		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	25	58.1	58.1	58.1
	Woman	18	41.9	41.9	100.0
Total		43	100.0	100.0	

Source: Primary Data Processed 2024

The majority of respondents at the Gowa Regency One-Stop Integrated Administrative System (SAMSAT) Office were male, at 58.1%, while females comprised 41.9%. This suggests a slightly male-dominated workforce, possibly reflecting gender preferences in the division of tasks or operational functions within the office.

2) Characteristics Based on Age

The following table presents the age characteristics of the respondents who participated in this study. Differences in age range may influence the work experience, knowledge, and motivation of employees at the Gowa Regency One-Stop Integrated Administrative System (SAMSAT) Office.

Table 4. Respondent Characteristics Based on Age

		AGE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 Years	9	20.9	20.9	20.9
	31-40 Years	16	37.2	37.2	58.1
	41-50 Years	15	34.9	34.9	93.0
	51-60 Years	3	7.0	7.0	100.0
	Total	43	100.0	100.0	

Source: Primary Data Processed 2024

The majority of respondents were between the ages of 31 and 40 (37.2%), followed by those aged 41 and 50 (34.9%). This age group indicates that employees have a relatively high level of maturity, which can support stable organizational performance.

3) Characteristics Based on Last Education

Table 5. Respondent Characteristics Based on Last Education

		LAST EDUCATION			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School/Equivalent	6	14.0	14.0	14.0
	S1	30	69.8	69.8	83.7
	S2	7	16.3	16.3	100.0
	Total	43	100.0	100.0	

Source: Primary Data Processed 2024

The majority of respondents (69.8%) had a Bachelor's degree (S1), followed by 16.3% with a Master's degree. This indicates that employees have a relatively high level of education, which can support improved service quality and decision-making in the office.

4) Characteristics Based on Length of Service

Table 6. Respondent Characteristics Based on Length of Service

		LENGTH OF WORK			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 Years	9	20.9	20.9	20.9
	6-10 Years	23	53.5	53.5	74.4
	> 10 Years	11	25.6	25.6	100.0
	Total	43	100.0	100.0	

Source: Primary Data Processed 2024

The majority of respondents had between 6 and 10 years of work experience (53.5%), followed by employees with more than 10 years of experience (25.6%). This indicates that the majority of employees have substantial work experience.

5) Characteristics Based on Position

Table 7. Respondent Characteristics Based on Position

		POSITION			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee	38	88.4	88.4	88.4
	Head	4	9.3	9.3	97.7
	Civil service	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

Source: Primary Data Processed 2024

The majority of respondents were employees in non-managerial positions, at 88.4%. Only a small

The following table presents the characteristics of respondents based on their last education, which shows the level of formal education of employees at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency.

The following table presents the characteristics of the length of service of the respondents who participated in this study. Length of service can influence the experience, knowledge, and work motivation of employees at the Gowa Regency One-Stop Integrated Administration System (SAMSAT) Office.

The following table presents the characteristics of respondents based on their positions, which shows the organizational structure and roles of employees at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency.

proportion held positions as heads (9.3%) and civil servants (2.3%).

b. Description of Research Variables

1) Description of Leadership Variable (X)

Leadership in this study refers to a leader's ability to influence, motivate, and direct employees

Table 8. Description of Leadership Variable (X)

Statement Items	SS (5)		S (4)		KS (3)		TS (2)		STS (1)		Total		Average
	F	N	F	N	F	N	F	N	F	N	F	N	
	X.P1	20	100	23	92	0	0	0	0	0	0	43	
X.P2	14	70	28	112	0	0	1	2	0	0	43	184	4.27
X.P3	22	110	19	76	2	6	0	0	0	0	43	192	4.46
X.P4	15	75	15	60	3	9	0	0	0	0	43	144	3.34
X.P5	8	45	23	92	2	6	0	0	0	0	43	143	3.32
X.P6	11	55	31	124	0	0	1	2	0	0	43	181	4.20
X.P7	19	95	23	92	1	3	0	0	0	0	43	190	4.41
X.P8	15	75	28	112	0	0	0	0	0	0	43	187	4.34
X.P9	15	75	27	108	1	3	0	0	0	0	43	186	4.32
X.P10	18	90	24	96	1	3	0	0	0	0	43	189	4.39
Average Leadership Variable (X)												4.15	

Source: Processed primary data, 2024

The descriptive analysis results show that the leadership variable has an average score of 4.15, indicating that respondents tended to agree with statements related to leadership. This indicates that leadership in this office is considered quite effective in influencing employee work motivation.

b. Description of Employee Work Motivation Variable (Y)

Table 9. Description of Employee Work Motivation Variable (Y)

Statement Items	SS (5)		S (4)		KS (3)		TS (2)		STS (1)		Total		Average
	F	N	F	N	F	N	F	N	F	N	F	N	
	X.P1	19	95	23	93	1	3	0	0	0	0	43	
X.P2	18	90	25	100	0	0	0	0	0	0	43	190	4.41
X.P3	18	90	23	93	1	3	1	2	0	0	43	188	4.37
X.P4	15	75	27	108	1	3	0	0	0	0	43	186	4.32
X.P5	19	95	23	93	1	3	0	0	0	0	43	191	4.44
X.P6	18	90	25	100	0	0	0	0	0	0	43	190	4.41
X.P7	18	90	23	93	2	6	0	0	0	0	43	189	4.39
X.P8	15	75	26	104	2	6	0	0	0	0	43	185	4.30
Average Employee Work Motivation Variable (Y)												4.38	

Source: Processed primary data, 2024

The descriptive analysis of employee work motivation variables showed an average score of 4.38. Respondents generally gave a positive assessment of their work motivation. This indicates that employees have a strong drive to achieve their set work goals.

4.1.2 Data Quality and Preliminary Analysis

a. Validity Test

of the Gowa Regency One-Stop Integrated Administrative System (SAMSAT) Office to achieve organizational goals. The following table describes the leadership variable (X).

Employee work motivation in this study refers to the internal drive that drives employees of the Gowa Regency One-Stop Integrated Administration System (SAMSAT) Office to achieve organizational goals. The following table describes the employee work motivation variable (Y).

Table presents the results of the validity test of the questionnaire used to measure the influence of leadership on employee work motivation at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency. The validity test was conducted using the Pearson correlation coefficient with a significance level of 5% ($\alpha = 0.05$) and a total of 43 employees, with an r-table value of 0.308.

Table 10. Leadership Validity Test Results (X)

No.	Statement	r Count	r Table	Information
1.	X.P1	0.747	0.308	Valid
2.	X.P2	0.565	0.308	Valid
3.	X.P3	0.660	0.308	Valid
4.	X.P4	0.689	0.308	Valid
5.	X.P5	0.701	0.308	Valid
6.	X.P6	0.594	0.308	Valid
7.	X.P7	0.828	0.308	Valid
8.	X.P8	0.545	0.308	Valid
9.	X.P9	0.575	0.308	Valid
10.	X.10	0.608	0.308	Valid

Source: SPSS 27 2024

The results of the validity test of the leadership variables show that all statements have a correlation value (r-count) greater than the r-table (0.308) with a significance level of 5% ($\alpha = 0.05$). For example, statement X.P1 has an r-count of

0.747, which indicates high validity. This indicates that all statement items in the leadership variable are valid and able to measure the aspects being studied well.

Table 11. Employee Work Motivation Validity Test Results (Y)

No.	Statement	r Count	r Table	Information
1.	X.P1	0.763	0.308	Valid
2.	X.P2	0.706	0.308	Valid
3.	X.P3	0.555	0.308	Valid
4.	X.P4	0.616	0.308	Valid
5.	X.P5	0.763	0.308	Valid
6.	X.P6	0.706	0.308	Valid
7.	X.P7	0.637	0.308	Valid
8.	X.P8	0.761	0.308	Valid

Source: SPSS 27 2024

The results of the validity test of the employee work motivation variable also showed that all statements were valid, with a calculated r-value greater than the table r-value (0.308). For example, statement X.P1 had an r-value of 0.763, indicating excellent validity. Thus, the instrument used in this study for the work motivation variable has been tested as valid.

The reliability test results for the leadership variable showed a Cronbach's Alpha value of 0.848, which is greater than 0.6. This indicates that the measurement instrument for the leadership variable is highly reliable and consistently used in the study.

b. Reliability Test

The following table presents the results of the reliability test of the questionnaire used to measure the influence of leadership on employee work motivation at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency.

Table 12. Leadership Reliability Test Results (X)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.848	10

Source: SPSS 27 2024

Table 13. Employee Work Motivation Reliability Test Results (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.836	8

Source: SPSS 27 2024

The results of the reliability test for the employee work motivation variable show The Cronbach's Alpha value was 0.836. This indicates that the questionnaire for the work motivation variable has good consistency in measuring the aspects studied.

4.1.3 Main Analytical Results

The following table presents the results of a simple linear regression analysis that tests the influence of leadership on employee work motivation at the One-Stop Integrated

Administration System (SAMSAT) Office in Gowa Regency.

Table 14. Simple Linear Regression Analysis Test Results

		Coefficients ^a				
Model		Unstandardized	Std.	Standardized	t	Sig.
		Coefficients	Error	Coefficients		
		B		Beta		
1	(Constant)	9,688	4.131		2,345	0.024
	LEADERSHIP	0.582	0.095	0.693	6,153	0.000

a. Dependent Variable: Employee Work Motivation

Source: SPSS 27 2024

Based on the results obtained from the variable regression coefficients with the help of the SPSS program, a simple linear regression equation can be written as follows:

$$Y = 9.688 + 0.582 X$$

The results of the simple linear regression analysis show that the constant number has a value of 9.688 and the leadership variable has a regression coefficient of 0.582 with a significance value of 0.000, which is smaller than 0.05. This means that there is a positive and significant influence of

leadership on employee work motivation at the Gowa Regency SAMSAT Office.

4.1.4 Hypothesis Testing Results / Key Findings**a. Partial Test Results (t-Test)**

The following table presents the results of the t-test that examines the significance of the influence of leadership on employee work motivation at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency.

Table 15. Partial Test Results (t-Test)

		Coefficients ^a				
Model		Unstandardized	Std.	Standardized	t	Sig.
		Coefficients	Error	Coefficients		
		B		Beta		
1	(Constant)	9,688	4.131		2,345	0.024
	LEADERSHIP	0.582	0.095	0.693	6,153	0.000

a. Dependent Variable: Employee Work Motivation

Source: SPSS 27 2024

The partial test results show that the leadership variable has a t-value of 6.153 with a significance of 0.000, which is smaller than 0.05. This means that leadership has a significant influence on employee work motivation at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency.

b. Coefficient of Determination Test (R²)

The following table presents the results of the coefficient of determination (R-squared) test which measures how much of the variance in employee work motivation at the One-Stop Integrated Administration System (SAMSAT) Office in Gowa Regency can be explained by the leadership variable.

Table 16. Results of the Coefficient of Determination (R²) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.693 ^a	0.480	0.467	2.19802

a. Predictors: (Constant), Leadership

Source: SPSS 27 2024

The R^2 value of 0.480 indicates that 48% of the variation in employee work motivation can be explained by leadership variables. The remaining 52% is influenced by other variables not included in the model

4.1.5 Visual Presentation of Results

This section presents the research findings through tables and statistical analysis to enhance clarity and readability. Each table is accompanied by an explanation to help interpret the findings regarding the influence of leadership on employee work motivation at the Gowa Regency One-Stop Integrated Administration System (SAMSAT) Office.

4.2 Research Discussion

4.2.1 Interpretation of Key Findings

The results of this study indicate that leadership has a positive and significant effect on employee work motivation at the Gowa Regency One-Stop Integrated Administration System (SAMSAT) Office. The simple linear regression analysis produced a regression coefficient value of 0.582 with a significance level of 0.000 ($p < 0.05$). This means that improvements in leadership quality are followed by increases in employee work motivation. Therefore, the proposed hypothesis in this study is accepted. These findings explain that leadership plays an important role in encouraging employees to work more enthusiastically, responsibly, and productively. This result is in line with the theory proposed by Harahap and Khair (2019), which states that leadership influences employee motivation through communication, decision-making ability, supervision, motivation, and responsibility.

Furthermore, the average employee motivation score of 4.38 indicates that employees at the Gowa Regency SAMSAT Office already possess a relatively high level of work motivation. Effective leadership contributes to creating a supportive work atmosphere, encouraging discipline, and increasing employees' commitment to organizational goals. These findings confirm that leadership is an essential factor in improving employee morale and organizational performance in the public service sector.

4.2.2 Comparison with Previous Studies

The findings of this study are consistent with several previous empirical studies. Dian Wirtadipura (2022) found that leadership and work motivation simultaneously have a significant effect on employee performance. Similarly, Maryadi and Sjarlis (2023) concluded that effective leadership styles positively influence employee work motivation. The similarity of these findings strengthens the argument that leadership is a key determinant in motivating employees and improving organizational outcomes.

However, this study also reveals differences from several previous studies. Sinaga et al. (2024) found that leadership and work motivation did not partially influence employee morale at the Medan City SAMSAT Office. This difference may be caused by variations in organizational culture, respondent characteristics, and analytical approaches. Sinaga et al. used multiple linear regression involving several independent variables simultaneously, while this study specifically focused on the direct relationship between leadership and employee work motivation using simple linear regression analysis.

In addition, Achsanuddin and Yusuf (2022) reported that employee motivation had a more dominant influence on productivity than leadership. Their study focused on productivity outcomes, whereas this study specifically examined leadership as the primary factor affecting work motivation. Therefore, this study provides a more focused understanding of leadership effectiveness in motivating employees within public service institutions.

4.2.3 Theoretical Contributions

This study contributes theoretically by strengthening leadership and work motivation theories, particularly in the context of public sector organizations. The findings confirm that leadership remains a fundamental factor in shaping employee motivation and supporting organizational effectiveness. This study also extends previous literature by providing empirical evidence from the Gowa Regency SAMSAT Office, which represents a local public service institution.

In addition, this study highlights the importance of leadership quality in creating a positive work environment that supports employee

enthusiasm, responsibility, and discipline. The findings enrich the understanding of how leadership functions not only as a managerial role but also as a motivational driver that influences employee attitudes and behavior within government organizations.

4.2.4 Practical and Policy Implications

The findings of this study provide important practical implications for the management of the Gowa Regency SAMSAT Office. Leaders are expected to improve communication quality, provide clear direction, motivate employees consistently, and strengthen supervision within the workplace. Effective leadership can help reduce operational obstacles, improve employee discipline, and enhance service quality provided to the public.

From a policy perspective, the organization should consider leadership development programs, management training, and employee motivation strategies to improve organizational performance. Since leadership significantly influences employee motivation, strengthening leadership capacity can support the organization's vision of providing effective, efficient, and high-quality public services.

Furthermore, the coefficient of determination (R^2) value of 0.480 indicates that approximately 52% of employee work motivation is influenced by other factors outside leadership, such as the work environment, supporting facilities, interpersonal relationships, and employee welfare. Therefore, organizational policies should not only focus on leadership improvement but also address other supporting factors that contribute to employee satisfaction and motivation.

4.2.5 Integration with the Research Gap

This study successfully addresses the research gap identified in the literature review. Previous studies generally examined leadership together with other variables such as work discipline, productivity, organizational culture, or employee performance. In contrast, this study specifically focused on the direct relationship between leadership and employee work motivation within a public service institution.

By concentrating on leadership as the primary independent variable, this study provides a more specific explanation regarding the strategic role of leadership in increasing employee motivation at the Gowa Regency SAMSAT Office. Therefore,

the study contributes original insights into leadership effectiveness in the public sector, particularly in the context of public administration and service institutions.

4.2.6 Acknowledgement of Study Limitations

Despite its contributions, this study has several limitations. First, the study only focused on one public institution, namely the Gowa Regency SAMSAT Office, which may limit the generalizability of the findings to other organizations with different characteristics and organizational cultures. Second, leadership was examined as the sole independent variable affecting employee work motivation, whereas other important factors such as organizational climate, compensation, work environment, and employee welfare were not analyzed in depth.

Additionally, the coefficient of determination indicates that leadership explains only part of employee motivation, meaning that other factors also play important roles in influencing employee attitudes and behavior. Therefore, future studies are encouraged to include additional variables and broader research settings to obtain a more comprehensive understanding of the determinants of employee work motivation in public sector organizations.

5.1 Summary of Key Findings

The results of the study indicate that leadership has a positive and significant influence on employee work motivation at the Gowa Regency SAMSAT Office. The findings show that improvements in leadership quality are followed by increased employee motivation, which is reflected in employees' enthusiasm, responsibility, initiative, and commitment to work. Effective leadership was found to create a more conducive work environment and support the achievement of organizational objectives.

In addition, the study revealed that leadership contributes substantially to explaining employee work motivation, although other factors such as work environment, supporting facilities, and interpersonal relationships also influence employee motivation. Therefore, leadership remains a central factor in improving employee performance and public service quality within the organization.

5.2 Theoretical Contributions

This study contributes theoretically by strengthening existing leadership and work motivation theories, particularly within the context of public sector organizations. The findings confirm that leadership remains an important determinant of employee motivation and organizational effectiveness. The study also extends previous research by providing empirical evidence from the Gowa Regency SAMSAT Office, thereby enriching the literature related to leadership effectiveness in public administration institutions.

Furthermore, this research addresses the identified research gap by specifically focusing on the direct relationship between leadership and employee work motivation. Unlike previous studies that combined leadership with several other variables, this study provides a more focused understanding of how leadership independently influences employee motivation in a public service environment.

5.3 Practical and Policy Implications

The findings of this study provide several practical implications for the management of the Gowa Regency SAMSAT Office. Organizational leaders are encouraged to maintain participatory leadership practices by involving employees in discussions, considering employee suggestions, and consulting employees during decision-making processes. Such leadership approaches can strengthen employee engagement and motivation in carrying out organizational responsibilities.

In addition, leaders should continue to encourage cooperation among employees and create a supportive work environment to improve organizational performance and public service quality. The organization is also encouraged to develop more comprehensive strategies that not only strengthen leadership effectiveness but also improve supporting facilities, work conditions, and employee welfare in order to enhance employee motivation sustainably.

From a policy perspective, the findings highlight the importance of leadership development programs and managerial training in public sector institutions. Strengthening leadership quality can support operational efficiency and help

organizations achieve better public service outcomes.

5.4 Limitations of the Study

This study has several limitations that should be acknowledged. First, the research was conducted only at the Gowa Regency SAMSAT Office, which may limit the generalizability of the findings to other organizations or public institutions with different characteristics and organizational cultures. Second, the study focused solely on leadership as the independent variable influencing employee work motivation, while other factors that may affect motivation were not examined comprehensively.

Additionally, although leadership was found to significantly influence employee motivation, there are still other factors outside the scope of this study that contribute to employee motivation. Therefore, the findings should be interpreted within the specific organizational context of the study.

5.5 Directions for Future Research

Future research is recommended to explore additional variables that may influence employee work motivation, such as organizational culture, compensation, work environment, employee welfare, and job satisfaction. Including these variables may provide a more comprehensive understanding of the factors affecting employee motivation in public sector organizations.

Further studies are also encouraged to examine different organizational settings and broader research contexts to improve the generalizability of the findings. In addition, future researchers may apply alternative analytical methods or comparative approaches to better understand the relationship between leadership and employee motivation across various institutional environments.

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