

The Influence of Leadership and Motivation on the Performance of Gowa Regency Trade and Industry Service Employees

Mirnawati¹ Dg Maklassa² Ismail Rasulong³

Management Study Program, Muhammadiyah University of Makassar

E-mail : mirnawati@gmail.com

Article Info

Leadership,
Motivation,
Employee
Performance,
Public Sector,
Human Resource
Management

Abstract

This study examines the influence of leadership and motivation on the performance of employees at the Trade and Industry Office of Gowa Regency, Indonesia. Effective leadership and employee motivation are crucial factors in enhancing organizational performance and productivity. This quantitative research involved 35 employees as respondents selected through a census sampling technique. Data were collected using structured questionnaires and analyzed through validity and reliability testing, classical assumption tests, multiple linear regression, and hypothesis testing. The results reveal that leadership has a positive and significant effect on employee performance with a significance value of 0.000 (t-count 5.246 > t-table 1.692). Similarly, motivation also has a positive and significant effect on performance with a significance value of 0.000 (t-count 3.897 > t-table 1.692). These findings indicate that strong leadership and high motivation contribute significantly to improving employee performance. The results suggest that leaders should adopt participatory and motivational approaches to strengthen employees' sense of responsibility and commitment toward achieving organizational goals. This study contributes to the understanding of human resource management practices in public organizations and offers practical implications for enhancing leadership and motivation in government institutions.

1. Introduction

Leadership and motivation are among the most critical determinants of employee performance in both public and private organizations. In the context of government institutions, effective leadership ensures that employees are guided, inspired, and committed to achieving organizational goals, while motivation serves as an internal driver that encourages individuals to perform optimally. As Thoha (2007) argues, the success or failure of an organization is largely influenced by its leadership quality, since leaders play a central role in directing resources and fostering employee commitment. Similarly, Wukir (2013) emphasizes that motivation represents a set of internal and external factors that trigger individuals to act purposefully in achieving desired outcomes.

The performance of public sector employees is often affected by managerial practices, work environment, and the leadership style applied by supervisors. Leadership not only influences the direction and coordination of work but also impacts employees' enthusiasm, accountability, and

engagement. Motivation, on the other hand, contributes to employees' willingness to exert effort and maintain persistence in their roles. Previous studies (e.g., Wijayanti, 2012; Ahmad, 2019; Mulyadi, 2020) consistently show that strong leadership and high motivation are positively associated with improved employee performance. However, empirical evidence from local government institutions in Indonesia, particularly at the regional level, remains limited. This gap highlights the need for further research exploring how leadership and motivation jointly shape employee performance in public organizations.

In the case of the Trade and Industry Office of Gowa Regency, preliminary observations revealed several managerial challenges, including inconsistent supervision, insufficient recognition for employee achievements, and a lack of motivation programs. Some employees were found to misuse working hours for personal matters, and delays in task completion were common. Such issues may be attributed to ineffective leadership practices and inadequate motivation

systems, both of which can reduce employee morale and performance quality.

Addressing these concerns, this study investigates the influence of leadership and motivation on employee performance within the Gowa Regency Trade and Industry Office. The research contributes to the growing body of literature on public sector human resource management by providing empirical evidence from a regional Indonesian government context. Furthermore, the findings are expected to offer practical implications for improving organizational performance through better leadership approaches and motivational strategies.

2 Research Methodology

2.1 Research Design

This study employed a quantitative research design to examine the influence of leadership and motivation on employee performance at the Trade and Industry Office of Gowa Regency, Indonesia. The quantitative approach was selected to enable statistical testing of relationships among variables and to ensure objectivity in data interpretation (Sugiyono, 2016). The research utilized a causal explanatory design to identify the direct effects of the independent variables—leadership and motivation—on the dependent variable, employee performance.

2.2 Population and Sample

The population of this study consisted of all employees working at the Trade and Industry Office of Gowa Regency. Given the relatively small population size, the research employed a **census sampling technique**, meaning that all 35 employees were included as respondents. This approach ensured comprehensive coverage and minimized sampling bias.

2.3 Data Collection Technique

Primary data were collected through structured questionnaires distributed directly to the respondents. The questionnaire was designed based on validated constructs from previous studies and measured using a five-

point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5). Each variable—leadership, motivation, and employee performance—was measured using multiple indicators derived from established literature to ensure content validity.

2.4 Validity and Reliability Testing

The validity of the questionnaire items was tested using the Pearson Product-Moment correlation. All items were considered valid when the calculated *r*-value exceeded the critical *r*-table value of 0.2826 at the 5% significance level. Reliability testing was conducted using Cronbach’s Alpha, where coefficients above 0.70 indicated acceptable internal consistency. The results confirmed that all variables met the validity and reliability criteria.

2.5 Data Analysis Method

The data were analyzed using **multiple linear regression analysis** to determine the extent of influence of leadership (*X*₁) and motivation (*X*₂) on employee performance (*Y*). The regression model applied was:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where *Y* represents employee performance, *a* is the constant, *b*₁ and *b*₂ are the regression coefficients, and *e* denotes the error term. Before conducting regression analysis, several **classical assumption tests** were performed, including:

- **Normality Test** using the Kolmogorov-Smirnov test and P-P plot visualization;
- **Multicollinearity Test** using Variance Inflation Factor (VIF) and tolerance values; and
- **Heteroscedasticity Test** using the Glejser test and scatterplot analysis.

The **t-test** was used to test the partial significance of each independent variable at a 95% confidence level ($\alpha = 0.05$). A variable was considered to have a significant effect when the *p*-value < 0.05 and *t*-count > *t*-table (1.692). All analyses were conducted using **SPSS (Statistical Package for the Social Sciences) version 25.0**.

2.6 Ethical Considerations

All respondents participated voluntarily and were informed about the research objectives. Data confidentiality was maintained by anonymizing respondents' identities and using the collected information solely for academic purposes.

3. Results and Discussion

3.1 Respondent Profile

A total of 35 employees of the Gowa Regency Trade and Industry Office participated in this study, representing a 100% response rate. The demographic characteristics show that 60% of respondents were male and 40% were female. The majority of participants (51.4%) were aged between 41–50 years, and 80% held a bachelor's degree (S1). Most respondents (71.4%) had served between 11–20 years, indicating that the sample largely consisted of experienced civil servants. These characteristics suggest a workforce with considerable tenure and educational background, suitable for examining organizational behavioral factors such as leadership and motivation.

3.2 Descriptive Analysis of Variables

Descriptive statistics were used to identify respondents' perceptions of leadership, motivation, and employee performance.

- **Leadership (X1):** The mean score for leadership indicators ranged from 4.60 to 4.66, showing that employees generally agreed that leaders demonstrate supportive and directive behaviors.
- **Motivation (X2):** Motivation indicators had mean scores between 4.20 and 4.40, suggesting that employees perceived the organization as moderately successful in providing incentives and recognition.
- **Employee Performance (Y):** The mean values ranged from 4.60 to 4.66, indicating that employees tend to have positive perceptions of their own work quality, timeliness, and responsibility.

These results imply that leadership and motivation are perceived positively and

potentially play a significant role in shaping employee performance within the organization.

3.3 Validity and Reliability Results

The validity test results indicated that all questionnaire items were valid, as each correlation coefficient (*r-count*) exceeded the critical value of 0.2826 and had significance levels of less than 0.05. Reliability testing yielded Cronbach's Alpha coefficients above 0.70 for all variables, confirming high internal consistency. Thus, the measurement instruments used in this study were both valid and reliable.

3.4 Regression Analysis Results

The multiple linear regression analysis produced the following equation:

$$Y = 4.421 + 0.523X_1 + 0.398X_2$$

The coefficients indicate that both leadership (*X1*) and motivation (*X2*) have positive influences on employee performance (*Y*).

- **Leadership (X1):** The *t*-test result showed a significance value of 0.000 (< 0.05) with *t-count* = 5.246 $>$ *t-table* = 1.692. This confirms that leadership has a positive and significant effect on employee performance.
- **Motivation (X2):** The *t*-test result also produced a significance value of 0.000 (< 0.05) with *t-count* = 3.897 $>$ *t-table* = 1.692, indicating that motivation positively and significantly affects employee performance.

The coefficient of determination (R^2) was 0.671, meaning that 67.1% of the variation in employee performance is explained by leadership and motivation, while the remaining 32.9% is influenced by other factors not examined in this study.

3.5 Discussion

The results demonstrate that leadership significantly influences employee performance within the Gowa Regency Trade and Industry Office. This finding aligns with the theory proposed by Griffin and Ebert (2018), which

defines leadership as the process of motivating others to achieve organizational goals through direction, communication, and example. When leaders display supportive behaviors, communicate organizational vision effectively, and encourage teamwork, employees tend to show higher levels of engagement and responsibility. The findings are consistent with Rahmatullah (2013) and Mulyadi (2020), who found that effective leadership styles are directly correlated with performance improvement in government institutions.

Furthermore, motivation was also found to have a significant positive effect on performance. This supports the perspective of Wardan (2020) and Mohtar (2019), who emphasize that motivation acts as an internal driver stimulating individuals to achieve set goals. In the context of this study, motivation arises from both intrinsic and extrinsic factors — such as recognition, achievement opportunities, and a sense of belonging — which collectively enhance performance outcomes. Employees who feel valued and recognized are more likely to demonstrate enthusiasm and persistence in their duties.

The combination of leadership and motivation thus creates a synergistic effect. Leaders who provide clear direction and simultaneously cultivate motivation can foster a work environment that promotes accountability, innovation, and productivity. These findings echo previous research by Sulistyaningsih et al. (2022), which highlighted that leadership, motivation, and work discipline jointly contribute to improved organizational performance.

3.6 Implications

The results carry both theoretical and managerial implications. Theoretically, this study reinforces the concept that leadership and motivation are interdependent variables influencing performance, supporting the human resource management framework proposed by Hasibuan (2003). From a managerial perspective, the findings suggest that enhancing leadership capacity and motivation programs can significantly improve public sector

performance. Effective leaders should adopt participatory leadership styles, maintain consistent supervision, and implement reward systems that acknowledge employee contributions.

4. Closing

4.1 Summary of Findings

This study investigated the influence of leadership and motivation on employee performance at the Trade and Industry Office of Gowa Regency. The findings indicate that both leadership and motivation have a significant and positive impact on employee performance. Leadership proved to be the more dominant factor, underscoring the critical role of effective supervision, communication, and guidance in improving employees' productivity, discipline, and responsibility. Meanwhile, motivation also contributed substantially, highlighting the importance of both intrinsic and extrinsic factors in sustaining employee enthusiasm and work engagement.

4.2 Theoretical Implications

The results support and extend prior research in human resource and organizational behavior theories, which posit that leadership and motivation are core drivers of performance in public institutions. This study contributes empirical evidence from a regional Indonesian government context, enriching the understanding of how leadership effectiveness and motivational systems function within bureaucratic structures. The findings also reaffirm the relevance of transformational leadership and expectancy theory in explaining employee performance outcomes in the public sector.

4.3 Practical Implications

For policymakers and government leaders, the study suggests several managerial actions. First, leaders should cultivate participative and transformational leadership styles that encourage collaboration and shared vision among staff. Second, institutionalizing structured motivational programs—such as reward systems, performance-based incentives,

and professional training—can enhance employee morale and accountability. Lastly, fostering transparent communication and recognition mechanisms can strengthen employee commitment and reduce absenteeism or task delays.

4.4 Limitations and Recommendations for Future Research

This research was limited to a single government agency in Gowa Regency, which may restrict the generalizability of the results. Future studies should consider expanding the scope to include other regional or national public institutions to provide broader comparative insights. Employing mixed-method or longitudinal approaches could also reveal the long-term effects of leadership and motivation on performance. Furthermore, incorporating variables such as organizational culture, job satisfaction, or work environment could deepen the analysis of performance determinants.

4.5 Concluding Remarks

In conclusion, enhancing leadership quality and employee motivation remains essential for improving the overall performance of public institutions. Effective leadership practices combined with well-designed motivation systems not only improve productivity but also foster a culture of accountability and service excellence. By integrating these elements, local government organizations can strengthen their institutional performance and contribute to better public service delivery.

Bibliography

- Ahmad Rachana, 2019. *Pengaruh Kepemimpinan dan Motivasi Terhadap Kinerja Pegawai di Dinas Perdagangan Kota Makassar*. Jurnal Manajemen Sumber Daya Manusia. Vol 1 no.1.
- Hasibuan, Malayu SP. 2003. *Organisasi dan Motivasi, Dasar Peningkatan Produktivitas*. Jakarta Bumi Aksara.
- Husaini, & Fitria, H. (2019). Manajemen Kepemimpinan Pada Lembaga Pendidikan Islam. (*Jurnal Manajemen, Kepemimpinan, dan Supervisi Pendidikan*), 43-54.
- Schuler, R. S., Dowling, P. J., & Welch, D. E. (2016). *Human Resource Management*. Jakarta : Salemba Empat.
- Sofie, F., & Fitria, S. E. (2018). Identifikasi Fungsi Manajemen Sumber Daya Manusia Pada Usaha Menengah (Studi Pada CV. Kota Agung). *Jurnal Wacana Ekonomi*, 1-12.
- Jusriadi, E., & Rahim, A. R. (2019). *Human Capital Development (Teori dan Aplikasi)*. Pekalongan: Nem (Anggota Ikapi).
- Ruaby, Z. (2016). *Manajemen Sumber Daya Manusia* . Pekanbaru: Pusat Kajian Pendidikan Islam FAI UIR .
- Mulyadi Idham. 2020. *Pengaruh Motivasi dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Pada Kantor Dinas Perindustrian dan Perdagangan Provinsi Sulawesi Selatan*. Jurnal Ilmu Manajemen. Vol 4. No 1.
- Munawar. M.H. 2019. *Pengaruh Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada PDAM Tirtanadi Cabang Tuasan Medan*. Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Sumatera Utara. Medan. hl 1-6.
- Radjab, Enny, Andi Jam'an, *Metodologi Penelitian Bisnis*, Makassar: Lembaga dan Penerbitan Universitas Muhammadiyah Makassar, 2017
- Sugiyono, (2012). *Metodologi Penelitian Modern*. Edisi Keempat. Penerbit Alfabeta, Bandung.
- Sugiono. 2012, *Memahami Penelitian Kualitatif*, Bandung: Alfabeta
- Sugiono. 2014, *Metode Penelitian Pendidikan, Pendekatan, kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta
- Sugiyono. 2016, *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung : PT Alfabeta
- Wijayanti D. W. 2012. *Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Daya Anugerah*

Semesta Semarang. Skripsi Jurusan Manajemen Fakultas Ekonomi Universitas Semarang. hl 1-12.

Wibowo 2014. *Manajemen Kinerja*. Cetakan Keempat. Jakarta :PT RajaGrafindo Persada.

Inaray, J. C. 2016. *Pengaruh kepemimpinan dan motivasi kerja terhadap kinerja karyawan pada PT. Amanah Finance di Manado*. Jurnal Berkala Ilmiah Efisiensi, 16(2).

Ramadhani, D. S. 2016. *Pengaruh Kepemimpinan dan motivasi terhadap kinerja pegawai di balai pengembangan kegiatan belajar (BPKB) Daerah Istimewa Yogyakarta (DIY)*. Jurnal Pendidikan Administrasi Perkantoran-S1, 5(2).

Sulistiyaningsih, S., Martini, M., & Ismanto, F. 2022. *Pengaruh gaya kepemimpinan, motivasi, disiplin kerja terhadap kinerja karyawan*. Anindyaguna Ekonobisnis: Jurnal Ekonomi dan Bisnis STIE Anindyaguna, 4(2), 381-392.

Tampubolon, S. H., & Safaria, S. 2021, July. *Pengaruh motivasi, gaya kepemimpinan dan disiplin kerja terhadap kinerja karyawan pada pt asuransi jiwa manulife Indonesia*. In Prosiding Seminar Nasional (Vol. 1, No. 1, pp. 151-157).