



Point of View Research

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# The Effect of The Leadership Model on Employee Work Motivation At The Staffing and Human Resource Development Agency (BKPSDM) of The Makassar City Area

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<b>Abstract</b>	
<p><b>Keywords:</b> Leadership Model; Employee Work Motivation;</p> <p><b>Conflict of Interest Statement:</b> The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>This study aims to analyze the effect of leadership models on employee work motivation at the Regional Personnel and Human Resources Development Agency (BKPSDM) of Makassar City. This quantitative research employs a descriptive approach, focusing on whether the leadership model significantly affects employee motivation. Using a saturated sampling technique, the research involved 75 respondents who are employees at BKPSDM Makassar. Data were collected primarily through questionnaires and analyzed using simple linear regression. The regression equation <math>Y = 5.896 + 0.778</math> indicates a positive and significant influence of the leadership model on employee motivation. These findings suggest that effective leadership plays a crucial role in enhancing employee motivation within governmental institutions. The study provides practical insights for public sector leaders to adopt appropriate leadership styles to improve workforce engagement. Further research is recommended to explore additional variables, such as organizational culture or job satisfaction, that may also impact motivation.</p>

## Introduction

Leadership plays a crucial role in shaping the motivation and performance of employees within public organizations. In the context of government agencies, effective leadership models are essential in creating a productive and motivated workforce. However, many institutions still face challenges in aligning leadership practices with employee needs and organizational goals. The Regional Personnel and Human Resources Development Agency (BKPSDM) of Makassar City is one such institution where leadership effectiveness is pivotal to achieving human resource development goals.

Several recent studies have explored the relationship between leadership styles and employee motivation. For instance, transformational and transactional leadership models have been widely discussed in terms of their influence on job satisfaction, performance, and organizational commitment (Gopal & Chowdhury, 2020; Sudarmo & Rahayu, 2022). Nonetheless, most of these studies focus on

private-sector contexts or macro-level national government settings, with limited focus on regional public institutions. Additionally, the variability of findings across sectors indicates that context-specific research is still needed to capture the full dynamics between leadership and motivation.

The gap in the literature lies in the lack of empirical evidence specific to regional public service institutions such as BKPSDM Makassar. While leadership theories are well established, their application and impact within the administrative environment of local government agencies remain underexplored. This absence of localized insight presents a limitation in both the theoretical development and practical application of leadership models in public administration.

In light of the above, this study aims to examine the influence of leadership models on employee work motivation at BKPSDM Makassar. The research seeks to answer whether leadership models significantly affect the motivational levels of public employees in a regional context. The novelty of this study lies in its focus on a specific local government agency, providing empirical evidence that contributes to the understanding of leadership effectiveness in Indonesia's regional public institutions.

## **Literature Review**

Leadership is widely recognized as a central factor in organizational behavior, influencing not only operational effectiveness but also employee motivation. Leadership models, including transformational, transactional, and situational leadership, offer various approaches to guiding, influencing, and motivating employees. According to Bass and Avolio (1994), transformational leadership encourages innovation and engagement by inspiring employees through vision and personal attention. In contrast, transactional leadership is based on clear structures and rewards, motivating employees through well-defined tasks and contingent reinforcement (Robbins & Judge, 2017).

Employee work motivation is defined as the internal and external forces that initiate, direct, and sustain employee behavior toward achieving organizational goals (Ryan & Deci, 2000). Motivated employees are more likely to perform effectively, demonstrate commitment, and contribute positively to their organizations. Herzberg's two-factor theory further emphasizes that leadership behaviors can serve as motivational or hygiene factors depending on how they are perceived by employees. Several studies have examined the relationship between leadership and motivation in public and private sectors. For instance, Gopal and Chowdhury (2020) found that transformational leadership significantly enhances employee motivation in service industries. Similarly, research by Sudarmo and Rahayu (2022) in local government institutions revealed that participative and supportive leadership styles positively influence employee morale and job satisfaction. These findings align with earlier work by Yukl (2013), who emphasized that leadership behaviors tailored to employee needs result in higher motivation and performance.

However, many of these studies were conducted in corporate environments or national-level government institutions, with fewer investigations focusing on local or regional agencies such as the Regional Personnel and Human Resources Development Agency (BKPSDM) of Makassar City. Therefore, this study attempts to fill that gap by applying leadership theories within the context of a regional public institution, thereby contributing to the contextual understanding of leadership's role in motivating civil servants.

## **Research Design and Methodology**

This study employed a quantitative descriptive research design to examine the influence of leadership models on employee work motivation at the Regional Personnel and Human Resources Development Agency (BKPSDM) in Makassar City. The quantitative approach was deemed suitable for addressing the research objective, which focused on analyzing the relationship between leadership

style and motivational outcomes using statistical analysis. The population of the study consisted of all employees working at BKPSDM Makassar. A saturated sampling technique was used, involving a total of 75 respondents, meaning the entire population was taken as the sample due to its manageable size. This sampling method ensured comprehensive coverage and minimized selection bias. Primary data were collected through a structured questionnaire distributed to the respondents. The questionnaire was designed to measure perceptions related to the leadership model applied within the institution and the level of employee motivation. Each item was developed based on validated instruments from previous studies and adjusted to fit the local context of a public institution. Data collection was conducted directly, ensuring that respondents completed the questionnaire independently and honestly. Prior to distribution, a pilot test was conducted to ensure clarity and reliability of the items. The results were analyzed using simple linear regression to determine the effect of leadership models on employee motivation. Statistical analysis was carried out using SPSS software to ensure accurate and reliable interpretation of the data. This methodology allows for replication in similar institutional settings and provides a clear, systematic process for investigating the effect of leadership on motivation within public sector organizations.

## Findings and Discussion

### Findings

The findings of this study reveal that the leadership model has a significant positive influence on employee work motivation at the Regional Personnel and Human Resources Development Agency (BKPSDM) Makassar City. The results were derived from the analysis of 75 valid responses collected through a structured questionnaire. A simple linear regression analysis was conducted to test the research hypothesis. The regression equation obtained is:  $Y = 5.896 + 0.778X$ .

This indicates that for every unit increase in the leadership model variable (X), there is a corresponding increase of 0.778 units in employee work motivation (Y). The coefficient of determination ( $R^2$ ) is 0.658, which means that 65.8% of the variation in employee work motivation can be explained by the leadership model, while the remaining 34.2% is influenced by other factors not examined in this study. Furthermore, the t-test result showed a t-count of 12.914, which is greater than the t-table value of 1.993 at the 5% significance level, with a significance value of 0.000. This confirms that the leadership model variable significantly affects employee motivation.

These findings suggest that an effective leadership model contributes positively to enhancing employee motivation in public institutions. Clear direction, supportive leadership behavior, and employee engagement are likely to be key components influencing this outcome.

**Table 2.** Demographic Characteristics

Variable	Measurement	n	%
Gender	Man	40	59,7
	Woman	27	40,3
Age (Years)	20-30	10	14,9
	31-40	30	44,8
	41-50	20	29,9
	51-60	7	10,4
Education Level	Magister	27	40,3
	Bachelor	40	59,7
Work-length (Years)	1-5	5	7,5
	6-10	15	22,5
	11-15	20	30,0
	16-20	12	18,0
	21-25	10	15,0
	26-30	5	7,5

Source: Data derived from the 2024 BKPSDM internal survey.

**Table 3.** Validity and Reliability Test

Variable	Instrument	r-calculated	Cronbach Alpha	Result
X	X1.1	0,702	0,700	Valid dan reliable
	X1.2	0,542		Valid dan reliable
	X1.3	0,712		Valid dan reliable
	X1.4	0,688		Valid dan reliable
	X1.5	0,729		Valid dan reliable
Y	Y1.1	0,851	0,856	Valid dan reliable
	Y1.2	0,758		Valid dan reliable
	Y1.3	0,739		Valid dan reliable
	Y1.4	0,794		Valid dan reliable
	Y1.5	0,844		Valid dan reliable

Source: SPSS 2024

### Discussion

The results of this study demonstrate that the leadership model has a significant and positive effect on employee work motivation at the Regional Personnel and Human Resources Development Agency (BKPSDM) Makassar City. This conclusion is derived from the processed data through simple linear regression analysis, where the regression coefficient is 0.778 and the constant is 5.896. The equation  $Y = 5.896 + 0.778X$  signifies that a one-unit increase in the quality or implementation of the leadership model leads to a 0.778-unit increase in employee work motivation. The coefficient of determination ( $R^2 = 0.658$ ) indicates that 65.8% of the variance in employee motivation can be explained by the leadership model alone.

This finding is substantiated by the t-value of 12.914, which exceeds the critical value (1.993), and a significance level of 0.000, which confirms that the leadership model contributes meaningfully to variations in motivation among employees. Thus, the processed data supports the hypothesis that leadership directly influences motivation in measurable terms. From a conceptual standpoint, this aligns with motivational theory, particularly the path-goal theory of leadership, which emphasizes how leaders clarify paths, remove obstacles, and increase rewards to enhance employee performance and motivation. The positive regression coefficient supports the theoretical expectation that good leadership – involving vision, communication, and support – enhances the intrinsic and extrinsic motivation of employees.

This study also addresses the gap found in previous literature, which often focused on organizational or external factors without isolating the leadership model as a central influence on motivation. The empirical evidence presented here adds to the understanding of how leadership behaviors translate into motivational outcomes. It clarifies the mechanism: when employees perceive their leaders as competent, supportive, and aligned with institutional goals, their engagement and drive improve.

Moreover, while prior studies may have mentioned a correlation between leadership and performance or satisfaction, this research quantifies that impact and positions the leadership model as a predictor variable for motivation. It does not merely validate previous assumptions but strengthens the argument through clear statistical evidence. In summary, the discussion confirms that an effective leadership model is not just complementary but essential in shaping employee motivation. The leadership style, when aligned with institutional culture and employee expectations, creates a motivational climate that drives organizational success.

### Conclusion

This study aimed to analyze the influence of the leadership model on employee work motivation at the Regional Personnel and Human Resources Development Agency (BKPSDM) Makassar City. The findings reveal that the leadership model significantly and positively affects employee motivation. The statistical results, obtained through simple linear regression, demonstrated

that variations in leadership practices are a substantial predictor of employees' motivational levels, with a determination value indicating that more than half of the variance in motivation can be explained by the leadership model alone.

The value of this research lies in its contribution to both academic discourse and organizational practice. Scientifically, the study provides empirical evidence that strengthens the theoretical link between leadership style and employee motivation. Practically, it offers insight for organizational leaders and human resource practitioners to prioritize leadership development as a strategic tool to enhance employee engagement and performance. This research adds novelty by presenting leadership not only as a managerial necessity but as a measurable determinant of employee behavior, which can be leveraged for institutional development and public service optimization.

However, this study is not without limitations. It focuses solely on one government agency, which may affect the generalizability of the findings. The use of a quantitative approach also limits the exploration of deeper, qualitative insights regarding employee perceptions of leadership. Future research may expand the sample to multiple institutions or employ mixed methods to uncover nuanced factors behind the leadership-motivation dynamic. Exploring different leadership styles or including variables such as organizational culture and job satisfaction may also enrich the understanding of this field.

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