Analysis of Leadership Style and Work Motivation on Employee Work Morale at the Social Affairs Office of Sibolga City

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ARTICLE INFO	ABSTRACT
Keywords: Leadership Style, Work Motivation, Work Morale	This study aims to analyze the influence of leadership style and work motivation on employees' work morale at the Social Service Office of Sibolga City. The research employed a quantitative approach using multiple linear regression analysis. The population consisted of 42 employees, all of whom were selected as the research sample (total sampling). Data were collected through the distribution of questionnaires and analyzed using SPSS software. The results indicate that leadership style has a positive and significant effect on employees' work morale, with a significance value of 0.013 (< 0.05). Work motivation also has a positive and significant effect on work morale, with a significance value of 0.026 (< 0.05). Simultaneously, leadership style and work motivation have a positive and significant effect on employees' work morale, with a coefficient of determination (R^2) of 0.471, indicating that 47.1% of the variation in work morale can be explained by these two variables, while the remaining percentage is influenced by other factors outside the scope of this study.
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INTRODUCTION

Human resources constitute a strategic factor in determining the success of an organization, including public sector institutions. Employees not only function as implementers of policies but also serve as the primary drivers in achieving organizational objectives. The level of employees' work morale significantly influences the quality of public services and the effectiveness of program implementation. High work morale is characterized by enthusiasm, discipline, responsibility, and a willingness to perform tasks optimally in pursuit of organizational goals (Akbar, 2018). Conversely, low work morale may lead to decreased productivity, diminished service quality, and suboptimal organizational performance outcomes.

One of the factors influencing employee work morale is leadership style. Leadership style reflects the behavioral patterns of a leader in influencing, directing, and guiding subordinates toward the attainment of organizational goals. Leaders who provide clear direction, support, and exemplary conduct are more likely to create a conducive work environment that fosters higher levels of employee morale. Research conducted by Santoso and Widodo (2022) indicates that leadership style has a significant effect on improving performance and work morale in the public sector. Similarly, findings by Syalimono and Syaiful (2019) demonstrate that effective leadership significantly enhances employee motivation and morale.

In addition to leadership style, work motivation represents another critical factor in strengthening employee morale. Work motivation refers to both internal and external drivers that generate enthusiasm, direction, and persistence in performing job responsibilities. Motivation may stem from the need for recognition, rewards, incentives, career advancement opportunities, and job satisfaction. Employees with high levels of motivation tend to exhibit stronger commitment, loyalty, and work discipline compared to those with lower motivation (Mussadieq et al., 2022). Furthermore, Dian Asriani et al. (2018) found that work motivation has a positive and significant influence on employee morale and performance within government institutions.

Normatively, the management of regional government agencies in Indonesia is guided by Government Regulation Number 41 of 2007 concerning Regional Government Organizations, which grants local governments the authority to structure organizational arrangements and assign personnel according to institutional needs and mandates. Within this framework, the Social Affairs Office of Sibolga City holds substantial responsibility in delivering social services to the community. Consequently, employees with high work morale are essential to ensure the optimal delivery of public services.

Preliminary observations indicate that employee work morale at the Social Affairs Office of Sibolga City has not yet reached an optimal level. This condition is reflected in aspects of work discipline that require

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improvement, such as instances of tardiness, task execution limited to fulfilling minimum obligations, and the incomplete achievement of performance targets. These issues are presumed to be associated with leadership style and work motivation that have not yet fully fostered optimal employee morale.

Although numerous studies have examined the influence of leadership style and work motivation on employee performance, research specifically investigating the impact of these variables on employee work morale within local government agencies—particularly at the Social Affairs Office of Sibolga City—remains limited. Therefore, this study is essential to analyze the influence of leadership style and work motivation on employee work morale at the Social Affairs Office of Sibolga City.

METHODS

This study employed a quantitative research design with a descriptive approach to examine the influence of leadership style and work motivation on employee work morale at the Social Affairs Office of Sibolga City. The population consisted of 42 employees, and given the relatively small size of the population, all members were included as the research sample using a total sampling technique.

Data were collected through observation, interviews, and the distribution of structured questionnaires to respondents. The collected data were subsequently analyzed using multiple linear regression analysis to determine the effect of the independent variables on the dependent variable.

Prior to hypothesis testing, classical assumption tests were conducted, including tests of normality, multicollinearity, and heteroscedasticity, to ensure the validity of the regression model. Furthermore, the coefficient of determination (R^2) was calculated to measure the extent to which the independent variables explained the variance in the dependent variable. Simultaneous testing (F-test) was performed to assess the collective influence of the independent variables, while partial testing (t-test) was conducted to evaluate the individual effect of each independent variable on employee work morale.

RESULTS AND DISCUSSION

Results
Classical Assumption Tests

Table 1. Results of the Normality Test

No	Variable	Shapiro-Wilk		
		Statistic	Sig.	Description
1	Leadership Style	0.974	0.432	Normal
2	Work Motivation	0.948	0.053	Normal
3	Work Morale	0.950	0.064	Normal

The results of the normality test indicate that all variables have significance values greater than 0.05. Specifically, Leadership Style (X_1) has a significance value of 0.432, Work Motivation (X_2) has a significance value of 0.053, and Work Morale (Y) has a significance value of 0.064. Since all significance values exceed the 0.05 threshold, it can be concluded that the data for each variable are normally distributed. Therefore, the normality assumption required for multiple linear regression analysis has been satisfied.
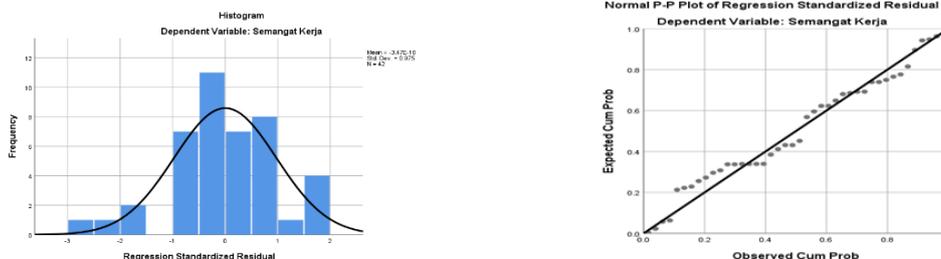

Figure 1. Histogram Graph

Based on the histogram, the distribution forms a bell-shaped and symmetrical curve. This indicates that the residuals of the regression model are normally distributed and do not deviate from the normality

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assumption. The black curve displayed in the graph represents the ideal normal distribution. When the histogram bars follow the pattern of this curve, it can be concluded that the residual data are normally distributed.

Furthermore, the Normal Probability Plot (P–P Plot) displays a straight diagonal line representing the ideal normal distribution. The plotted points illustrate the actual distribution of residuals. If these points are distributed along the diagonal line, it indicates that the residuals follow a normal distribution. Therefore, both the histogram and the P–P Plot confirm that the normality assumption has been satisfied.

Multicollinearity Test

Table 2. Results of the Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership Style	0.577	1.733
Work Motivation	0.577	1.733

a. Dependent Variable: Work Morale

The tolerance value for both Leadership Style and Work Motivation is 0.577, while the Variance Inflation Factor (VIF) for each variable is 1.733. Since the tolerance values are greater than 0.10 and the VIF values are less than 10, it can be concluded that there is no indication of multicollinearity in the regression model. Thus, the independent variables are not highly correlated with one another and are suitable for inclusion in the multiple regression analysis.

Heteroscedasticity Test

Table 3. Results of the Heteroscedasticity Test

Coefficients[a]

Model	t	Sig.
1 (Constant)	1.165	0.251
Leadership Style	-1.710	0.095
Work Motivation	1.820	0.077

a. Dependent Variable: ABS_RES

The significance value for Leadership Style is 0.095, while Work Motivation has a significance value of 0.077. Both values are greater than the 0.05 significance level. Therefore, it can be concluded that there is no indication of heteroscedasticity in the regression model. In other words, the variance of the residuals is constant across observations, indicating that the model satisfies the homoscedasticity assumption and does not exhibit heteroscedasticity problems.

Multiple Linear Regression Analysis

Table 4. Results of Multiple Linear Regression Analysis

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.312	4.312		3.087	0.004
1 Leadership Style	0.388	0.149	0.400	2.609	0.013
Work Motivation	0.279	0.121	0.355	2.318	0.026

a. Dependent Variable: Work Morale

The regression equation derived from the analysis is as follows:
$Y = 13.312 + 0.388X_1 + 0.279X_2$

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The constant value of 13.312 indicates that when Leadership Style (X_1) and Work Motivation (X_2) are assumed to be zero, the predicted value of Work Morale (Y) is 13.312. The regression coefficient for Leadership Style is 0.388, meaning that a one-unit increase in Leadership Style is associated with an increase of 0.388 units in Work Morale, assuming other variables remain constant. Similarly, the regression coefficient for Work Motivation is 0.279, indicating that a one-unit increase in Work Motivation leads to an increase of 0.279 units in Work Morale, holding other variables constant. These findings demonstrate that both Leadership Style and Work Motivation have positive contributions to employee Work Morale.

Partial Test (t-Test)

Table 5. Results of the t-Test (Partial Test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.312	4.312		3.087	0.004
	Leadership Style	0.388	0.149	0.400	2.609	0.013
	Work Motivation	0.279	0.121	0.355	2.318	0.026

a. Dependent Variable: Work Morale

The results of the t-test indicate that Leadership Style (X_1) has a calculated t-value of 2.609 with a significance level of 0.013 (< 0.05). Therefore, it can be concluded that Leadership Style has a statistically significant partial effect on Work Morale. This implies that the more effective the leadership style implemented, the higher the employees' work morale. Work Motivation (X_2) shows a calculated t-value of 2.318 with a significance level of 0.026 (< 0.05). Thus, Work Motivation also has a statistically significant partial effect on Work Morale. This finding suggests that higher levels of employee motivation are associated with increased work morale. Accordingly, both independent variables in this model are proven to have significant partial effects on employee Work Morale.

Simultaneous Test (F-Test)

Table 6. Results of the F-Test (Simultaneous Test)

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	357.333	2	178.666	17.366	.000[b]
	Residual	401.238	39	10.288		
	Total	758.571	41			

a. Dependent Variable: Work Morale

b. Predictors: (Constant), Work Motivation, Leadership Style

The F-test results indicate that the calculated F-value is 17.366 with a significance level of 0.000 (< 0.05). Since the significance value is less than 0.05, it can be concluded that the regression model is statistically significant simultaneously. This finding implies that Leadership Style and Work Motivation collectively have a significant effect on Employee Work Morale. In other words, both independent variables jointly contribute to explaining variations in employees' work morale at the Social Affairs Office of Sibolga City.

Coefficient of Determination (R Square)

Table 7. Results of the Coefficient of Determination (R Square)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686[a]	0.471	0.444	3.20752

a. Predictors: (Constant), Work Motivation, Leadership Style

b. Dependent Variable: Work Morale

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The R Square (R^2) value of 0.471 indicates that 47.1% of the variance in Work Morale can be explained jointly by Leadership Style and Work Motivation. Meanwhile, the remaining 52.9% is influenced by other factors not included in this research model, such as work environment, compensation, organizational culture, and other individual-related factors.

The Adjusted R Square value of 0.444 further confirms that, after adjusting for the number of predictors in the model, approximately 44.4% of the variability in employee Work Morale is accounted for by the independent variables included in this study.

Discussion

The Influence of Leadership Style on Work Motivation

The results of the t-test indicate that the calculated t-value exceeds the critical t-value at the 5% significance level. Therefore, the hypothesis stating that Leadership Style influences Work Motivation is accepted. This finding suggests that variations in leadership practices—such as the manner in which leaders provide direction, support, and attention to employees—make a significant contribution to employees' level of work motivation.

These results imply that leadership factors, whether directly or indirectly, are capable of stimulating employees' internal drive to perform better. Effective leadership fosters a sense of appreciation and recognition among employees, thereby encouraging them to exert greater effort and demonstrate higher levels of motivation. Consequently, improvements in leadership quality are associated with significant increases in employee work motivation.

The Influence of Leadership Style on Employee Work Morale

The t-test results further strengthen this conclusion, as the calculated t-value is greater than the critical t-value at the 5% significance level. Thus, the hypothesis that Leadership Style affects Employee Work Morale is accepted. This finding confirms that effective leadership not only influences work motivation but also directly contributes to enhancing employee morale.

Within the context of this study, improvements in leadership quality are reflected in higher levels of enthusiasm, engagement, and energy among employees in carrying out their duties. A well-implemented leadership style tends to create a positive and supportive work environment, which in turn fosters stronger employee morale.

The Influence of Work Motivation on Employee Work Morale

The coefficient of determination (R^2) obtained is 45.83%, indicating that nearly half of the variation in Employee Work Morale can be explained by the level of Work Motivation. The remaining 54.17% is influenced by other variables not examined in this study, such as leadership style, organizational culture, and employee welfare.

This result highlights that work motivation is a crucial factor in building employee morale. Employees who feel motivated—whether through recognition, opportunities for professional development, incentives, or job security—are more likely to demonstrate higher levels of enthusiasm in performing their tasks. Therefore, enhancing work motivation through incentive systems, recognition programs, and capacity-building initiatives is expected to positively impact employee morale.

The Simultaneous Influence of Leadership Style and Work Motivation on Employee Work Morale

Based on the results of multiple linear regression analysis, Leadership Style (X_1) and Work Motivation (X_2) simultaneously have a positive and significant effect on Employee Work Morale (Y) at the Social Affairs Office of Sibolga City. This is evidenced by the calculated F-value, which exceeds the critical F-value at the 5% significance level, as well as a significance value of 0.000, which is less than 0.05. Accordingly, the hypothesis stating that Leadership Style and Work Motivation jointly influence Employee Work Morale is accepted.

The coefficient of determination (R^2) obtained is 58.4%, indicating that 58.4% of the variation in Employee Work Morale can be explained collectively by Leadership Style and Work Motivation. The remaining 41.6% is attributable to other factors not included in this study, such as organizational culture, the physical work environment, employee welfare, and interpersonal relationships among employees.

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Overall, these findings emphasize the importance of effective leadership and strong work motivation in fostering high levels of employee morale within public sector organizations.

CONCLUSION

Based on the results of the quantitative data analysis, it can be concluded that leadership style and work motivation have both partial and simultaneous positive and significant effects on employee work morale. The t-test results indicate that leadership style (sig. $0.013 < 0.05$) and work motivation (sig. $0.026 < 0.05$) each exert a positive and significant influence on work morale. This implies that the more effective the leadership style and the higher the level of work motivation, the greater the employees' work morale. Simultaneously, the F-test reveals a significance value of 0.000 (< 0.05), confirming that both variables collectively have a significant effect on work morale. All classical assumption tests have been satisfied, indicating that the multiple linear regression model is appropriate for use and that the research findings are reliable as a basis for managerial decision-making. Furthermore, the R Square value of 0.471 demonstrates that 47.1% of the variation in employee work morale can be explained by leadership style and work motivation, while the remaining 52.9% is influenced by other factors beyond the scope of this research model.

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