



LEADERSHIP STYLE AND MOTIVATION ON EMPLOYEE PERFORMANCE AT THE OFFICE OF THE NACIONAL DIRECTORATE OF THE MINISTRY OF PUBLIC WORKS

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ABSTRACT

One of the things that must be considered in carrying out the work is the achievement of good performance, in accordance with the performance standards applied and desired by the organization, and in accordance with the vision and mission of the organization. However, so that all employees can achieve the desired performance, many factors may affect employees such as leadership behavior/style, organizational culture, compensation, motivation, work climate, organizational commitment, and so on. The purposes of this study are (1) to determine and analyze the influence of leadership style and work motivation simultaneously on employee work performance at the Office of the National Directorate of the Ministry of Public Works in Dili, (2) to determine and analyze the effect of leadership style and work motivation partially on performance. employee work at the Office of the National Directorate of Public Works, Dili, and (3) To find out and analyze between the leadership style variables and work motivation variables that have a dominant influence on employee work performance at the Office of the National Directorate of Public Works Dili. The sample in this study were 75 employees. The data collection technique is a questionnaire with data analysis techniques, namely

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multiple linear regression analysis with the help of SPSS version 21.0. The results show that leadership style and work performance simultaneously affect employee work performance where the value of $F_{count} = 96.834 > F_{table} = 3.12$ with a correlation coefficient of 0.854 and a determinant coefficient (r^2) of 0.729 (72.9%). In addition, leadership style and work motivation variables partially affect employee work performance, where Variabel X1 obtained the value of $t_{count} = 4.186 > t_{table} = 1.99$, and variable X2 = $5.582 > t_{table} = 1.99$. Of the two variables that have the most dominant influence on employee work performance (Y) at the Office of the National Directorate of Public Works, Dili is the variable X2 (work motivation), with the price of multiple linear regression $Y = 3.661 + 0.355 X1 + 0.468 X2$. Meanwhile, the correlation coefficient of leadership style and work motivation on employee work performance is = 0.854 with an R square value of 0.729 (72.9%) and the remaining 27.1% is influenced by other factors.

INTRODUCTION

Human resources are a vital asset of the organization. Its role in the organization is very important, namely as the subject of implementing (implementation) organizational strategy. In everyday life, humans are never separated from organizational life, because by nature humans are social creatures who tend to always live in society. This is seen well in domestic life, community organizations, even when someone enters the world of work.

In this regard, this study will discuss three identified factors, namely leadership behavior/style and work motivation that may affect the performance of employees.

The leader with his leadership style determines the organization's strategy both long and short term. Leadership is direct and indirect direction to employees to do work. Leadership in the context of this research that will be studied is about leadership style (leadership style), namely transformational leadership and transactional leadership. This leadership factor has a direct influence on organizational strategy, namely when planning (making policies and making decisions), implementation (implementing work), and evaluating (overall organizational performance).

According to Robbin (2006) that leadership is the ability to influence the group towards the achievement of goals. Leadership style can be defined as a pattern of behavior designed to integrate organizational goals with individual goals to achieve a particular goal. Regarding leadership styles in organizations, each leader in each organization has a different leadership style from one another, both public and private sectors. The form of leadership style applied in an organization may affect the performance of each employee. The existence of a leadership style that is in accordance with the situation and conditions of the organization, employees will be more enthusiastic in carrying out their duties and obligations and have the hope of meeting their needs.

Strong motivation is the foundation of an organization's performance. If there is unfavorable and pleasant motivation in an organization, it can influence and motivate employees in carrying out their activities and directly affect the performance of each employee.

Based on the author's observations at the office of the National Directorate of the Ministry of Public Works in Dili that the leader has been less strict with subordinates and does not reprimand staff who arrive late or carry out their duties optimally so that they can violate regulations and carry out their functions as civil servants. On the other hand, the lack of good motivation from the leadership and not paying attention to the work performance of the staff so that the staff is less motivated to carry out their duties well.

The problems that arise regarding employee performance are an indication that the role of management and leadership as human resource managers is very necessary. The role in question is in empowering all the potential of existing human resources. If these performance problems are not handled properly, the organization will tend to experience a significant decline slowly and be detrimental to the organization itself, both in the short and long term. To be able to improve the performance of these employees, this study identifies the need for appropriate leadership behavior, a conducive organizational culture, and high motivation in improving employee performance on the object to be studied.

The object of this research is the National Directorate of the Ministry of Public Works of Timor Leste which is an agency within the National Government that has a role in achieving the vision and mission by providing quality human resources, developing human resource strategies, improving quality and coordinating staffing elements in the National Directorate.

THEORETICAL FRAMEWORK

Leadership

According to Nasution (2004:199) Leadership style is a method used by leaders in interacting with their subordinates. This leadership style in turn turns out to be the basis for differentiating or classifying types of leadership. According to George P. Terry (2000) that leadership is an activity of influencing people so that they like to try to achieve group goals. Leadership is a process or series of activities that are interconnected with one another, although they do not follow a systematic series. The series contains activities to move, guide and direct and supervise others in doing something, both individually and together. All these activities can be called efforts to influence the feelings, thoughts and behavior of others towards the achievement of a goal. Therefore, leadership is also a process of interaction between a (leader) and a group of other people, which causes a person or group of other people to do something in accordance with the will of the leader.

According to E. Mulyasa (2005) that leadership is defined as an activity to influence people who are directed towards achieving goals. Meanwhile, according to Hasibuan (2001:167) leadership is leadership is the way a leader influences the behavior of subordinates, so they want to work together and work productively to achieve educational goals. Leadership in a structural context is not only tied to the fields or sub-fields that they work on, but also to the formulation of goals and

programs for achieving them that have been set by the leader of a higher position. Each member must carry it out without deviating. So, in this case leadership is defined as the process of providing motivation so that the people who are led carry out activities or work in accordance with a predetermined program.

Under these circumstances, initiative and creativity do not touch the goals and programs of the organization, if it is still allowed, the touch is only with regard to how to implement the program so that the goals are more easily achieved. Such initiative and creativity will still be difficult to carry out if the unit leader does not have or does not receive a delegation of authority. In other words, leadership in a structural context cannot escape the bureaucratic nature, although it is not entirely negative. The bureaucratic nature means that leaders in implementing programs or ways of working adhere to hierarchies and levels of office that cannot exceed each other's authority and responsibility. Bureaucracy that is too tight will result in less functioning leadership, because the decision-making function cannot be carried out quickly. Every decision of a lower leader must not only be in line with the policies and decisions of a higher leader, but also often decisions must be approved in advance by the superior leadership.

From some of the definitions mentioned above, the author can conclude that leadership is a person who has the authority to give assignments, has the ability to influence others through good relationship patterns in order to achieve predetermined goals.

Furthermore, Howard H. Hoyt in Kartini Kartono (2005) that leadership is the art of influencing human behavior, the ability to guide people. Leadership as a form of domination based on personal/capability, which is able to encourage and invite others to do something in order to achieve a common goal.

Amirullah (2004) gives an indicator of effective leadership by looking at the performance results obtained during his leadership duties, both in quality and quantity. One approach that is considered appropriate in seeing indicators of effective leadership is to look at the roles played by a leader. If the leader has carried out his duties according to his role and function, then the leader is said to have been effective. Conversely, a leader who has not carried out the tasks according to his role, then the leader still cannot be said to be an effective leader. The roles of an effective leader are (1) as a figurehead; (2) as a leader (leader); (3) as a liaison (leasion); (4) as observer (monitoring); (5) as a disseminator of information (disseminator); (6) as a spokesperson (spokesperson) and (7) as an entrepreneur (entrepreneur).

From the above understanding, the researcher concludes that leadership is the basis or a series of theories that can be understood by a principal, to motivate and direct his subordinates to carry out teaching and learning activities according to a predetermined plan.

Motivation

Motivation comes from the Latin word "movere" which means to push or move. Motive is defined as the power contained within the individual that drives him to act (driving force). Motives also help us make predictions about behavior. Very necessary in the implementation of human activities because motivation is

something that can cause, channel and support human behavior so that they want to work hard and enthusiastically to achieve optimal results, (Hasibuan, 2001).

According to Clayton Alderfer in H. Nashar (2004) that learning motivation is the tendency of students to carry out learning activities that are driven by a desire to achieve the best possible achievement or learning outcomes. Learning motivation is also a need to develop one's abilities optimally, so that they are able to do better, achieve and be creative, (Abraham Maslow in Nashar, 2004).

So, learning motivation is a psychological condition that encourages students to study happily and study seriously, which in turn will form a systematic, concentrated way of student learning and can select their activities.

Motivation is one of the psychological aspects that have an influence on the achievement of learning achievement. In psychology, the term motive is often distinguished from the term motivation. For more details on what is meant by motive and motivation, the following author will provide an understanding of the two terms. The word "motive" is defined as an effort that drives someone to do something. Or as Sardiman said in his book *Psychology Understanding of Human Behavior* quoted by Purwanto (1998) that the motive is the behavior or action of a goal or stimulus. Meanwhile, S. Nasution (1995) stated that motive is all the power that drives someone to do something.

According to Sardiman (2004:83) states that the function of motivation is as (1) Encouraging people to act. Motivation in this case is the driving force for every activity to be carried out, (2) Determining the direction of action, namely towards the goals to be achieved, thus motivation can provide direction and activities that must be carried out in accordance with the formulation of the objectives, and (3) Selecting actions, namely determining what actions must be carried out in harmony in order to achieve the goal, by setting aside actions that are not useful for that purpose.

Thus, motivation is very important in the teaching and learning process, because motivation can encourage students to carry out certain activities related to teaching and learning activities. In the teaching and learning process, an effort is needed that can increase student motivation, so that the students concerned can achieve optimal learning outcomes.

Performance

The term performance comes from the word job performance / actual performance (job performance or actual achievement achieved by someone). So, performance can be interpreted as an achievement that appears as a form of work success on a person. The success of performance is also determined by the work and abilities of a person in that field. Job success is also related to one's job satisfaction. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In general, performance is based on what the expectations and demands of the group or organization where a person works. Those expectations and demands refer to the goals of the group or organization itself.

According to Fawzi (2005), performance is the result or level of success of a person as a whole during a certain period of carrying out the task compared to various possibilities, such as work standards, targets or criteria that have been

determined in advance and have been mutually agreed upon. Performance in carrying out its functions does not stand alone, but is related to job satisfaction and the level of rewards, influenced by skills, abilities and individual characteristics.

Gibson (1994) states that individual performance is basically influenced by several factors, namely: (a) expectations regarding rewards, (b) encouragement (c) abilities, needs and characteristics (d) perceptions of tasks (e) external and internal rewards (f) perceptions of the level of rewards and job satisfaction. Thus, performance is basically determined by three things, namely (1) Ability (2) Desire (3) environment.

Thus, work is generally a source of earning a living for life. In addition, there are also those who think that work is worship, self-actualization and hobbies, are positive views and are related to job satisfaction. According to Mangkunegara (2002:67) that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Ambar Teguh Difficultiyani (2003) states that a person's performance is a combination of ability, effort and opportunity that can be assessed from the results of his work.

Hasibuan (2001) suggests that performance (work achievement) is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Performance is the implementation of the functions required of a person, performance is an act, an achievement, a general exhibition of skills.

According to Simamora (2004) stated that work performance (performance) is defined as an achievement of certain job requirements which ultimately can be directly reflected in the output produced both quantity and quality. Work performance is a combination of three important factors, namely, the ability and interest of a worker, the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, as well as the role and level of motivation of a worker. From the results of the study by Lazer and Wikstrom (1997) quoted in the book Veithzal Rivai (2008) that the aspects assessed in performance can be grouped into: (1) Technical ability, namely the ability to use knowledge, methods, techniques, and equipment used to carry out the duties as well as the experience and training gained, (2) Conceptual ability, namely the ability to understand the complexity of the company and the adjustment of the field of motion of each unit into the company's operational field as a whole, which in essence the individual understands the duties, functions and responsibilities as an employee, and (3) the ability of interpersonal relations, which include the ability to cooperate with others, motivate employees, negotiate and others.

According to A. P. Mangkunegara (2004) states that the factors that influence teacher performance are: (a) Ability factor: psychologically, the teacher's ability consists of potential ability (IQ) and reality ability (knowledge + skill). This means that a teacher who has a high educational background and is in accordance with his field and is skilled in doing daily work, then he will more easily achieve the expected performance, (b) Motivation factor: the attitude of a teacher in dealing with work situations. Motivation is a condition that moves someone who is directed to achieve educational goals.

The factors that support teacher performance can be classified into two types, namely: (1) internal or internal factors, including: intelligence, skills and abilities, talents and job choices, abilities and interests, motives, health, personality, ideals goals and objectives at work; and (2) factors from outside oneself or external factors, which consist of: family environment, work environment, communication with the principal, facilities and infrastructure, and teacher activities in the classroom.

METHOD

This research was conducted at the Office of the Nacional Directorate of the Ministry of Public Works, Dili Timor Leste. The sample in this study was 75 people. The data collection method used was a questionnaire (questionnaire) with a Likert scale to measure the attitudes of respondents, namely positive statements.

The data statistical analysis method used in this research are: Multiple linear regression analysis. Correlation test is used to measure the closeness (strong, weak or nonexistent) of the relationship between variables, namely simple correlation coefficient for X1 and Y variables, simple correlation coefficient for X2 and Y variables, and multiple correlation analysis for X1 and X2 against Y. After that test the hypothesis, with the condition that the correlation test is simple, multiple correlation, namely the T test and F test.

To test statistically whether the selected independent variable has a significant effect on the dependent variable, the t statistical test and F statistical test can be carried out. The t statistical test can be used to test the regression coefficient of each variable, whether separately the 1st variable has a significant effect. to the dependent variable. While the F statistical test is used to test the regression coefficients simultaneously, whether the independent variables together can explain the variation of the dependent variable. If the null hypothesis is rejected, it means that what is being tested has an effect on the dependent variable. On the other hand, if the null hypothesis is accepted, then the independent variable being tested has no effect on the dependent variable.

To find out the contribution of the independent variables together to the dependent variable, it is necessary to find the coefficient of determination (R2). Find the coefficient of determination (R2) with the formula $KP = r^2 \times 100 \%$.

RESULT

To prove this hypothesis, the F test is used to test the significance of the regression coefficient simultaneously. Based on the results of the F test in accordance with the calculation of SPSS for windows version 21.00, it can be seen in the following table:

Table 1. Simultaneous Hypothesis Testing

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1105.685	2	552.842	96.834	.000 ^b
Residual	411.062	72	5.709		
Total	1516.747	74			

- a. Dependent Variable: VariabelY
- b. Predictors: (Constant), VariabelX2, VariabelX1

Based on the results of data analysis in the table above, it shows that the Fcount value is 96.834 with a significant level of $0.000 < 0.05$ so that the two independent variables (leadership style and work motivation) simultaneously affect the dependent variable (employee work performance). Thus, it can be said that because $F_{count} = 96.834 > F_{table} = 3.12$, the null hypothesis (H_0) is rejected at the 95% confidence level with df numerator 2 and df denominator 75 which means significant, or the significant value of the F test is 0.000 which is smaller than a by 5% and accept alternative hypothesis 1 (H_1).

Partial test is used to test the effect of each variable, namely the independent variable on the dependent variable. The partial test looks at the results of the t test which is used to prove the truth of the second hypothesis which states that it is suspected that the director's leadership style (X1) and work motivation (X2) have a partial effect on employee work performance (Y). Furthermore, the partiality of each variable can be seen from the tcount value obtained from the t test in the following table:

Table 2. t test

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	3.661	1.836		1.995	.050
1	VariabelX1	.355	.085	.390	4.186	.000
	VariabelX2	.468	.084	.520	5.582	.000

a. Dependent Variable: VariabelY

Based on the results of the calculations above, the multiple linear regression model obtained is $Y = 3.661 + 0.355 X_1 + 0.468 X_2$

The results of the multiple linear regression calculation above, the interpretation of the model is: the constant value of 3.661 indicates that, if the value of the independent variable consisting of the Director's leadership style and work motivation is 0 (zero), then the magnitude of the employee's work performance is 3.661. The coefficient value of the Director's leadership style (X1) is 0.355. The value of the work motivation coefficient is 0.468. The coefficient value in the model above explains that if work motivation increases by one unit, work performance will also increase by 0.224 units.

Meanwhile, for the partial test results between leadership style variables on employee work performance, the tcount value of 4.186 > from ttable of 1.99, then H_1 is accepted at the 95% significance level, or the significant value of the t-test of 0.000 is greater than a 5% so that Alternative hypothesis 2 (H_2) is accepted and Hypothesis

(H0) is rejected, so it can be concluded that partially the Director's leadership style variable has a significant effect on the employee's work performance variable.

And, for the partial test between the variables of work motivation on employee work performance, the value of $t_{count} = 5.582 > t_{table} = 1.99$ then H2 is accepted at the 95% significance level, or the significant value of the t-test of 0.000 is smaller than a by 5% so that the hypothesis alternative 2 (H2) is accepted and the null or null hypothesis 2 (H0) is rejected, so it can be concluded that partially the work motivation variable (X2) has a significant effect on the employee work performance variable (Y).

From the description above, it can be concluded that the second hypothesis which states that the Director's leadership style variable and work motivation partially affects the work performance of employees at the Office of the National Directorate of the Ministry of Public Works Dili is proven true, but the two larger variables are work motivation, namely t_{count} of 5.582 compared to the leadership style that is t_{count} of 4.186. So, the second hypothesis partially shows that both leadership style and work motivation variables have an effect on employee work performance variables at the Office of the National Directorate of Public Works Ministry in Dili.

At this stage, we will analyze the relationship between the two variables of the leadership style of the Director and the Variable of Work Motivation on the variable of employee work performance in order to find out how big the relationship of each independent variable (X1 and X2) to the work performance of employees at the Office of the National Directorate of the Ministry of Public Works in Dili. The relationship between the two variables can be seen in the following table:

Table 3 Correlation of X1 and X2 to Y

		Correlations		
		Variabel Y	VariabelX 1	VariabelX 2
Pearson Correlation	VariabelY	1.000	.782	.814
	VariabelX 1	.782	1.000	.753
	VariabelX 2	.814	.753	1.000
Sig. (1-tailed)	VariabelY	.	.000	.000
	VariabelX 1	.000	.	.000
	VariabelX 2	.000	.000	.
N	VariabelY	75	75	75
	VariabelX 1	75	75	75
	VariabelX 2	75	75	75

Based on the description in the table above, it shows that the two independent variables (leadership style and work motivation) have a significant and direct

relationship to the dependent variable (work performance). Where, the Director's leadership style variable on employee work performance is 0.782 at a significance level of 0.000, which is a unidirectional and strong relationship. Meanwhile, the work motivation variable on the work performance variable is 0.814 at a significance level of 0.000, which is a unidirectional and very strong relationship. So, for the third hypothesis, it shows that of the two variables, namely the Director's leadership style variable and the work motivation variable, the most dominant significant effect on the work performance of employees at the Office of the National Directorate of the Ministry of Public Works Dili is work motivation (X2).

Multiple linear regression analysis was used to determine the relationship and influence of two or more independent variables X1 and X2 on the dependent variable Y (leadership style and work motivation on employee work performance). Multiple linear regression analysis in this study to determine the model of the relationship between the independent variables consisting of the Director's leadership style and work motivation on employee work performance. The following is the calculation of the adjusted R square value or the coefficient of determining the director's leadership style and work motivation on employee work performance as follows:

Table 4. Goodness of Fit test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.729	.721	2.389

a. Predictors: (Constant), VariabelX2, VariabelX1

b. Dependent Variable: VariabelY

Based on the table above, it shows that the R value (correlation coefficient) is 0.854 which indicates a very close correlation between the independent variables and the dependent variable. R square value of 0.729 indicates that 72.9% of employee work performance is influenced by the director's leadership style and work motivation. Meanwhile, the remaining 27.1% is influenced by other factors outside the model used. The following are the results and model of the relationship between independent and bound variables based on the results of the analysis using SPSS software version 21.00 for windows.

DISCUSSION

The Influence of Leadership Style (X1) on Work Performance (Y)

Based on the results of calculations using multiple linear regression analysis of the values obtained through the regression equation, it is known that the leadership style variable (X1) shows a positive regression coefficient value (unidirectional) with a strong category of 0.782. This shows that there is a positive direction or a strong and unidirectional relationship between the leadership style variables on work performance. This can be interpreted that if the leadership style increases, the work performance will increase and vice versa if the leadership style decreases, the work performance will decrease.

The leadership style variable partially has a significant effect on employee work performance, with a significance value of 0.000 so that H1 is accepted and H0 is rejected, or it can be said that leadership style has a significant influence on employee work performance at the Office of the National Directorate of the Ministry of Public Works Dili. Where, the result of the calculation of t_{count} is 4.186 which is greater than t_{table} of 1.99 at the 95% significance level, or the significant value of the t-test is 0.000 which is greater than a 5% so that H1 is accepted and H0 is rejected.

The Influence of Work Motivation (X2) on Work Performance (Y)

In the statistical calculation results show the number of multiple linear regression coefficients from the acquisition value of the model regression equation, it is known that the learning activity variable (X2) shows a positive regression coefficient value (unidirectional) with a value of 0.814. This shows a positive or unidirectional relationship with a very strong category of learning activity variables on learning achievement. This can be interpreted that if the work motivation is shown to increase, the work performance will be higher and vice versa, if the work motivation decreases, the employee's work performance will decrease. The work motivation variable (X2) has a significant effect on work performance, with a significance value of 0.000, when compared to a significance level of (a) 5%, the Asymp value. Sig. (2-sided) is smaller than a by 5% so that H2 is rejected and H0 is accepted, or it can be said that work motivation has a significant influence on work performance at the Office of the National Directorate of the Ministry of Public Works Dili. Where, the calculation results obtained t_{count} of 5.582 > from t_{table} of 1.99 then H2 is accepted at the 95% significance level, or the significant value of the t-test of 0.000 is smaller than a of 5% so that H2 is accepted and H0 is rejected, so it can be concluded that the work motivation variable (X2) has a significant effect on the employee work performance variable (Y).

The Influence of Leadership Style and Work Motivation on Work Performance

Based on the results of hypothesis testing in the previous analysis, it shows that the independent variables consisting of leadership style and work motivation simultaneously (simultaneously) have a significant effect on the dependent variable, namely work performance. This is evidenced by the value of $F_{count} = 96,834 >$ from $F_{table} = 3.12$ or because it has a probability value of 0.000 so the research hypothesis which reads that the variables of leadership style and work motivation together (simultaneously) have a significant effect on the variable of employee work performance at the Office of the National Directorate The Dili Ministry of Public Works is proven or accepted.

On the other hand, the calculation of the correlation of the two independent variables (leadership style and work motivation) to the dependent variable (work performance) obtained an R value of 0.854, the R value indicates the magnitude of the correlation or relationship simultaneously (simultaneously) and in the same direction. This means that the Director's leadership style and work performance have a very strong and positive relationship with work performance. The unidirectional (positive) nature explains that if the leadership style and work motivation increase, the employee's work performance will significantly increase as well, where the coefficient of determination (R-square) is obtained at 0.729.

The value of this determinant coefficient states that the magnitude of the two variables, namely leadership style and work motivation, can affect the dependent variable (employee work performance), which is 0.729 or 72.9%. This means that the contribution of the Director's leadership style variable and work motivation to employee work performance is 72.9%, while the remaining 27.1% is determined by other factors not analyzed and examined in this study.

For this reason, it can be explained that in order for the work performance of employees at the National Directorate of Dili Ministry of Public Works to be effective and efficient and to achieve expectations, it is necessary to look at the leadership style and work motivation of the leadership, because based on the results of the study, it is shown that the effectiveness and efficiency of employees' work needs a good leader, both in terms of leadership style and work motivation. Leadership is an activity which will influence other people in this case employees so that they can carry out and carry out their activities as they please and try to achieve organizational goals. So, the process of any activity has a relationship with one another.

CONCLUSION

Based on the results of the research and the results of the analysis that has been done, it can be concluded that leadership style and work performance simultaneously have a significant effect on the work performance of employees at the Office of the National Directorate of the Ministry of Public Works Dili, where the value of $F_{count} = 96.834 > F_{table} = 3.12$. With a simultaneous correlation coefficient of 0.854 and a determinant coefficient (r^2) of 0.729 or 72.9%. In addition, the leadership style variables and work motivation variables partially affect the work performance of employees. Where, the leadership style variable obtained a value of $t_{count} = 4.186 > t_{table} = 1.99$, and the variable X_2 value of $t_{count} = 5.582 > t_{table} = 1.99$. Meanwhile, the two variables of leadership style and work motivation that have the most dominant influence on the work performance of employees at the Office of the National Directorate of the Ministry of Public Works Dili are work motivation variables. For multiple linear regression prices $Y = 3.661 + 0.355 X_1 + 0.468 X_2$. Meanwhile, the correlation coefficient of leadership style and work motivation on employee work performance is 0.854 with an R square value of 0.729 (72.9%) and the remaining 27.1% is influenced by other factors.

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