www.isjutl.com, Vol. 01, Issue, 01, No. 01, pp.731-738, February, 2026

DEMOCRATIC LEADERSHIP AND MOTIVATION
2026, Vol. 01, Issue. 01, No. 1, pp. 731-738

ISJUTL
INTERNATIONAL SCIENTIFIC JOURNAL OF UNPAZ TIMOR-LESTE
International Peer Reviewed Journal: Open Access
Publication: High Visibility: Rapid Publishing

ISSN: 3007-9195 (1) : 3007-9187 (e)

ORIGINAL RESEARCH ARTICLE OPEN ACCESS

Influence of Democratic Leadership and Motivation for the Performance of Public Servants in Manufahi Municipal Authority Timor Leste

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ARTICLE INFO

Article History:
Received 6th January 2026
Received in revised form 7th February 2026
Accepted 8th February 2026
Published online 14th February 2026

Key word:
Democratic leadership, Motivation, Performance of civil servants

ABSTRACT

This research aim analyze the influence of democratic leadership and motivation on the performance of civil servants in the Municipal Authority of Manufahi Timor Leste.

Using the quantitative rmethode with survey approach. The population in this research is the civil servant of Manufahi Municipal Authority. The sample used in this research is 73 respondent. With random sampling technique, data collection technique using questionnaire and statistical analysis test using multiple linear regression analysis and hypothesis testing using T test.

The reuslt concludes that the variable democratic leadership has a negative and significant influence on the performance of civil servants and motivation has a positive and significant influence on the performance of civil servants. For those who want to take and develop the same title, it is expected that research in other institutions and must increase the intervening variable by using statistical tests is not the same as the hope of research results can give generalization.

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INTRODUCTION

Human resources in the governing institution is very important because it is a promoter or mobilizer of the whole activity or activity that concretizes the objectives of the organization (Hanafi, Almy and Siregar, 2018). A governing institution for all activities of the institution depends on the existence of the Ministry starting from human resource management, especially in efforts to improve the effectiveness or efficiency and efficiency of employee work. The success or failure of the institution's work depends only on its resources, especially human resources; although an institution has facilities and uses advanced technology, but if less than adequate human resources, the objectives of the institution that have been planned will not be realized well, as well as when there are no quality and adequate resources the activities of the institution will not run well (Hamdani, Kesumawati, Kristiawan, 2018).

Manufahi Municipal Authority employees become a determining factor for the dynamic development process, because the role of employees is very important, especially in the implementation and execution of government services. Manufahi Municipal Authority employees are the main element of human resources whose role is important in determining the execution and implementation of public institution services. Therefore, we understand that the human resources factor becomes the main capital that must be paid attention by the relevant Ministry, because in the future the success of public institutions depends on the quality and knowledge of human resources itself; therefore, Human Resources is an important aspect of the continuity of Public Institutions. For this reason, Manufahi Municipal Authority must pay attention to the type of leadership in accordance with the institution and the employees' wishes and need motivation for employees so as to raise the quality of the institution's services in order to obtain good performance from employees

To improve the quality of public services, the Manufahi Municipal Authority faces the demand to continue improving the performance of civil servants, particularly civil servants (FP). As implementers of public policy, the Public Servant (PS) plays a strategic role in ensuring the effective, efficient, and accountable running of government. Therefore, efforts to improve the performance of civil servants are the highest priority in regional government.

Service performance is a service result that a person achieves in the implementation of services that are placed on his shoulders based on his knowledge, experience and initiative and ability, effort, and opportunity that he receives (Yuniartin, 2019). The performance of employees in the Institution is published especially to the Manufahe Municipal Authority. Work performance is the result achieved or expected by everyone in the workplace. Work performance is not the same for everyone because everyone is different. The difference is in the human body or also the individual's character that people see. Employee performance is most important for an organization to achieve its goals. In the context of human resource development, the performance of an employee in the organization is more necessary to achieve service performance for the employee himself and also for the success of the institution.

An important factor that influences the performance of Civil Servants (PPs) is the leadership style adopted by agency leaders. Democratic leadership, which allows subordinates to participate in the decision-making process, tends to create an open and conducive work environment. Democratic leaders not only listen to employees' opinions but also value their contributions to the work process, thereby boosting morale, loyalty, and performance.

The function of democratic leadership is to prepare plans, organize, implement programs and continue to control or monitor the program to achieve results (Majidah, Karnawati and Rachmawati, 2020). The influence of democratic leadership must also control the function and orientation of relevant directorates and to all employees and how employees feel that they

do not work alone but have a democratic leadership to work together to guide and provide solutions when employees encounter problems in the field. provide services to the public, quickly and fairly according to the norms in force (Hasbiana Dalimunthe, 2018).

However, based on initial observations and internal reports, challenges remain regarding the productivity and discipline of some civil servants within the Manufahi Municipal Authority. This raises questions about the extent to which the practice of lid employee heritage and motivation significantly impact their performance.

Another factor that can influence employee performance is work motivation (Majidah, Karnawati and Rachmawati, 2020). To do a good job is not easy, it requires hard work and support from individuals to achieve objectives, such as work motivation. If the employee has good motivation, the employee can choose something positive for his activity, because it can give satisfaction to the employee himself.

Motivation is a situation of employees that encourages people's desire to engage in activities to achieve goals. To achieve the motivation and spirit of work of employees, it is necessary to help their work skills and also determine the level of performance of employees' results. When work motivation increases sharply, work performance also increases. Remember that people's competence is always supported by high motivation in order to achieve performance to be guaranteed, so the expectation of performance will be achieved if the person has high motivation.

Work motivation is necessary because it is a force to guide the attitude and behavior of employees to achieve objectives. Motivation is a potential nature that is currently inside a human being, which can develop alone or developed by external forces that essentially resolve the monetary rewards and non-monetary rewards that can affect the delivery of positive or negative results, depending on the circumstances faced by motivated people. employees are very important (Yuniartin, 2019.

Motivation can better support employees to work hard to achieve the main objectives of the organization or government institution. therefore, it can increase work performance through work motivation. Employees who have motivation to work hard, employees who have motivation to work harder, such as energy to motivate themselves to achieve the performance of each employee linked to the current situation, make the performance of many employees is less because the activities of many public institutions are stopped, because the work plan is terminated Manufahi.

The research gap in this research is based on the research results of Andi Muh. Wahyuddin Makkaratte, (2017), Yuniartin (2019). Hasbiana Dalimunthe (2018), Hanafi, Almy, Siregar (2018) found results with partially Type of Leadership and Service Motivation for Employee Performance, In addition, research by Rikson Pandapotan Tampubolon, (2018) found that Democratic Leadership does not influence employee motivation influence work performance partially. Also difference research by Rahayu Saputri and Nur Rahma handayani, (2018) found that democratic leadership does not influence and is not significant to employee performance and work motivation influences employee performance.

The basic theory (Grand Theory) used in this study is Job Peformance Theory, which states that “Job Performance is the value of a set of employee behaviors that contribute, positively or negatively, to the achievement of organizational goals” (Colquitt et al. 2008: 77). Work Performance is the work output achieved by an individual in completing assigned tasks, including the quality and quantity of the output, as well as reliability. People who work well will have high performance and can produce good work (Wiratama & Sintaasih 2013). This theory emphasizes the essence of performance as a set of employee behaviors that contribute to the achievement of organizational goals. This theory also underlies the author’s use of the variables “Influence of Democratic Leadership” and “Motivation” on civil servant performance as research variables, as these three variables are interrelated. The implementation of Leadership Influence and Motivation is expected to enhance and complement the performance of civil servants.

Employee Job Performance

Employee Service Performance is a means to achieve success when employees do not have principles for their work that will give in fact to the institution, with this employees must follow the rules that the institution has set.

Hadari Nawawi (2017:63), Work in an institution becomes a response to results and there is no objective that the institution does not determine. In some institutions there are always some groups that continue to be active to achieve an objective that is determined by an institution. The objectives of the institution will not determine its objectives if the employees are not active to perform their duties to the maximum. Performing work and showing good behavior as a result of work determined by someone and someone in a group in an institution. In relation to its authority and responsibility to itself, to do so can determine its objectives of the institution, according to the legality that exists, not against its regulations related to morality and ethics.

The definition mentioned above with the conclusion that performance is the result of the work process that has quality and quantity that achieves personnel employees to work tasks with responsibility. employee performance is the result of work done efficiently and effectively.

Democratic leadership bit creates a sense of trust, increases a sense of responsibility, and strengthens the relationship between leaders and subordinates. As a result, employees will feel valued and highly motivated to serve better. Miftha Thoha defines leadership in her book Organizational Behavior (2012:255) as follows: “A leader is someone who has leadership skills, that is, the ability to influence others or groups regardless of their motivations.”

According to Henry Pratt Faiechild, in Kartini Kartona (1994:33), a leader is a person who initiates social behavior by regulating, directing, organizing, or controlling the efforts of others through prestige, power, and position. He also defined leadership as someone who guides and leads through persuasive qualities and the voluntary acceptance of their followers. John Gage Allee defined leadership as "a guide; a driver; a commander." A leader is a guide; a commander.

Based on these experts’ definitions, it can be concluded that a leader is a person who has the ability to direct subordinates toward organizational goals.

Leadership follows Tead; Terry; Hoyt's (in Kartono, 2003) leadership is the activity of influencing others to cooperate based on the person's ability to guide others to achieve the goals of the group.

Definition of Motivation

In general, the definition or meaning of motivation can be interpreted as an objective or driving force, with the true objective being the main driving force for a person in an effort to obtain or achieve what he wants, whether positive or negative. The term motivation comes from the English word motivation. However, the original word is “motive”, which is also used in Malay as the word “motive”, which means some purpose or effort to encourage someone to do something. In summary, motivation is a change that occurs within a person, manifested in feelings, mental states, and emotions, that encourages individuals to do or act toward something out of need, desire, and goals.

Donald in Sardiman (2007:73) states that motivation is a change in energy within a person marked by the emergence of “feelings” and preceded by a response to the existence of a goal. Donald’s definition contains three important elements, namely: Motivation initiates a change in energy, within each individual (although motivation arises from within the individual), its manifestation involves human physical activity, and motivation is characterized by the emergence of feelings relevant to psychological issues, effects, and emotions, can determine human behavior. Motivation is stimulated by the existence of a purpose, and this purpose is related to needs.

Sardiman (2007: 73) states that a motive can be interpreted as an effort that pushes a person to do something. Motives can be said to be an internal driving force within a subject to perform certain activities in order to achieve a goal. Motives can be said to be an internal condition (readiness). Based on the word “motive”, motivation can be interpreted as an active driving force. Motives become active at certain times, especially when the need to achieve a goal is felt strongly or urgently. Azwar (2000:15) defines motivation as the stimulation, encouragement, or energy with which a person or group of peopleone where there is a willingness to work and cooperate well to carry out something planned to achieve a set goal.

Malayu (2005: 143) defines motivation as the origin of the Latin word movere, which means encouragement or provision of driving force that creates enthusiasm in a person to work so that they are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. Motivation in management is directed only at human resources in general and subordinates in particular. Motivation is important because it causes, channels, and supports human behavior, so that people are willing to work hard and enthusiastically to achieve optimal results.

Flippo (in Malay 2005: 143) states that motivation is a skill in guiding employees and organizations to work successfully, so that both employees and organizational objectives are achieved. Meanwhile, Terry (in Malay 2005:145) argues that motivation is a desire within individuals that stimulates them to take action. Motivation appears in two different aspects, namely from an active / dynamic perspective, motivation appears as a positive effort to mobilize, place, and direct the power and potential of the workforce, in order to achieve and realize the objectives that have been determined productively and successfully. Meanwhile, when viewed from a passive/static perspective, motivation appears as a need and a stimulus to mobilize, direct, and harness human labor potential and energy in the desired direction.

Mulyasa (2003:112) definition of motivation as a pushing or pulling force that causes behavior towards a specific goal. Students will be serious because they are highly motivated. Morgan et al. (in Marwansyah and Mukaram 2002: 151) explains that motivation is a force that controls and drives a person to perform actions or behaviors directed towards a specific goal. Barton and Martin (in Marwansyah and Mukaram, 2000: 151) explain that: “motivation is a force that drives behavior, gives direction to behavior, and underlies the tendency to continue to show that behavior”.

Morgan in Soemato (2001: 194) explains that motivation is related to three things. These three things are “motivating states,” “motivated behavior,” and “goods or ends of such behavior.”

In line with Morgan, Hamalik (2002: 173-174) further explains that "motivation is an energy shift within a person characterized by the emergence of affective and reactive responses to achieve a goal." The above opinion contains three interrelated elements, namely:

1. Motivation starts with a change of energy within the individual,
2. Motivation is characterized by the emergence of feelings (affective arousal),
3. Motivation is characterized by reactions to achieve goals.

From the definition and explanation of motivation by experts above, it can be concluded that motivation is a state or condition that encourages, stimulates, or drives a person to do something or perform an activity so that he can achieve his goal.

Siagian (2003;102) states that motivation is the drive for a person to contribute more to the success of the organization to achieve its goals. This means that achieving organizational goals also means achieving the personal goals of the members of the organization concerned. Hasibuan (2002;23), principles of motivation, tools of motivation

Although each staff member has different desires, there is a similarity in their needs, that everyone wants to live to eat and the normal person has self-esteem. So every human being or staff member expects compensation for their achievements and wants to be praised and treated well by the superior.

Based on the above definition, it can be concluded that all efforts made by each employee to carry out an activity with specific objectives and goals, including the desire to advance and achieve, as well as the desire to obtain results, etc., require encouragement both from within themselves (internal) and from outside themselves (external).

The first research is a research that the authors have already done research with the same title as the title. The first search titled InfluenceDemocratic Leadership and Motivation for the Performance of Public Servants in Manafahi Municipal Authority The first research in this research is as follows;

Aquilino da Costa Coelho Fernandes Faculty of Social Sciences and Humanities Department of Public Administration 2025 University of Peace. different in previous research and now in a variable position, the researcher now with the title Influence of Democratic Leadership and Motivation for the Performance of Public Servants in the Manufahi Municipal Authority.

Rosnawati, Lias Hasibuan, Kasful Anwar Us (2021), the influence of democratic leadership and work motivation on faculty performance in STAI Ibnu Sina Batam, Riau Island. This study aims to analyze: The Influence of Democratic Leadership and Work Motivation on Teacher Performance in STAI Ibnu Sina Batam, Riau Island. This research approach used survey research. The research time was conducted from March 2021. The research population was 31 lecturers teaching at STAI Ibnu Sina Batam, Riau Island. The sample selection in this study was conducted using the census method where the population served as the sample. The results of the study showed that 1) There is a positive and significant influence of democratic leadership individually (partially) on the performance of lecturers in STAI Ibnu Sina Island Batam Riau 2) There is no positive and significant influence of work motivation individually (partially) on the performance of lecturers in Ibnu Sina Island Batam Riau, There is a simultaneous influence of democratic leadership and 3) work motivation on the performance of lecturers in STAI Ibnu Sina Batam Riau Islands. Based on the results of the study, the coefficient of determination (R2) of 0.478 or (47.8%) was obtained. This shows that 47.8% of teacher performance is influenced by democratic leadership and work motivation. While 52.2% were influenced by other variables not included in this research model.

Herli Andani, Fira Putri Renggani, Ryan Seftiansyah, Zahra Yeza Sabila, Afmi Afriliani, (2024), Successful Indicators of Democratic Leadership Style. The purpose of this study was to determine the indicators of the success of the democratic leadership style. This research method uses the literature study/literature collection method. The result shows that the dimension that can measure the democratic leadership style variable is delegation of responsibility, activity dimension, decision-making dimension, and empathy dimension. A democratic leadership style should be more applicable in an organization because it brings more positive things and can advance the organization for the better.

Aryanti Radjab, Hari Maryadi (2021), The Influence of Democratic Leadership Style, Discipline, and Performance Allowance on Employee Performance in Public Works Department of Pangkep Regency. The purpose of this study is to determine and analyze (1) the partial and simultaneous influence of democratic leadership style, discipline, and performance allowance on employee performance in the Public Works Department of Pangkep Regency (2) the dominant influencing variables on employee performance of the Public Works Department of Pangkep Regency. The sample used in this study was the entire population of 60 as the population was less than 100. Data collection was conducted using a questionnaire. Data analysis used descriptive statistics and multiple linear regression. The result of this study indicates that (1) There is a positive and significant influence of democratic leadership style, discipline, and performance allowance partially on employee performance in the Public Works Department of Pangkep Regency (2) There is a joint influence of democratic leadership style, discipline, and subsidy on employee performance Public Works Department of Pangkep Regency. (3) Democratic leadership style is the most dominant variable influencing employee performance in Pangkep Regency Public Works Department. Indonesian

Sarafudin, Nasrullah Dali, Muh. Nur (2024), the influence of democratic leadership style and work motivation on employee performance in Education Quality Assurance Center of Southeast Sulawesi Province, This study aims to determine and analyze the influence of democratic leadership style and work motivation on employee performance in Education Quality Assurance Center of Southeast Sulawesi Province. The sample of respondents in this study through census technique is all civil servants in the Education Quality Assurance Center of Southeast Sulawesi Province, totaling 86 people. This study used multiple linear regression analysis. The results of the study showed that: (1) Democratic leadership style and employee work motivation simultaneously have a positive and significant effect on employee performance in the Education Quality Assurance Center of Southeast Sulawesi Province. This means that with a democratic leadership style andincrease in employee work motivation, performance in Education Quality Assurance Center will improve. (2) Democratic leadership style partially has no significant effect on the performance of employees in the Education Quality Assurance Center of Southeast Sulawesi Province. This means that democratic leadership style has a weak contribution to improve employee performance in Education Quality Assurance Center. (3) Employee work motivation partially has a positive and significant effect on employee performance in Southeast Sulawesi Provincial Education Quality Assurance Center. This means that enhancing work motivation will improve employee performance in the Education Quality Assurance Center.

Rahman, Hernawan, Mukhtar Hamzah (2023), The Influence of Democratic Leadership Style, Work Motivation, and Human Resource Development on Civil Servant Performance in Public Works and Housing Agency of Majene Regency. This research was conducted on the performance of Civil Servants in Majene Regency Public Works and Housing Agency. The sample was determined using a saturated sample of 59 civil servants. The data collection method used was a questionnaire. The analysis methods used were descriptive statistical analysis and multiple linear regression analysis. The results of the study showed that 1) Partially, the variable of democratic leadership style influences the performance of civil servants. This indicates that the better the implementation of a democratic leadership style, the better the performance of Civil Servants in the Public Works and Housing Agency of Majene Regency. 2). Partially, work motivation variables influence civil servant performance. This indicates that higher civil servant motivation will further improve civil servant performance in the Public Works and Housing Agency (PUPR) Office, Majene Regency. 3). Partially, the human resource development variable influences civil servant performance. This indicates that better human resource development will further improve the performance of civil servants in the PUPR Office, Majene Regency. 4). At the same time, democratic leadership style, motivation, and human resource development variables influence the performance of civil servants. This means that improving democratic leadership style, motivation, and human resource development will improve the performance of civil servants in the PUPR Office, Majene Regency, by 91.9%.

Evita Dabur, Rolland E. Fanggidae, Yosefina K. I. D. D. Dhae, Ronald P. J. Fanggidae, (2023). Influence of democratic leadership style and work motivation on employee performance in Mayor Kopdit Swasti Sari branch. This study aims to determine the influence of democratic leadership style and work motivation on employee performance. Employees at Village Branch of Swasti Sari Islamic Financial Institution (KOPDIT). The research method used in this study was quantitative. This study was conducted at the Mayor Branch of Swasti Sari Islamic Financial Institution (KOPDIT), Kupang, with a sample of 35 employees using non-probability sampling technique. Field data collection using questionnaires. The analytical techniques used were descriptive statistical analysis, multiple linear regression analysis, coefficient of determination, classical assumption testing, and hypothesis testing using t-test and F-test. The result of this study indicates that, simultaneously, democratic leadership style and work motivation have a positive and significant effect on the performance of employees in the Mayoral Branch of Swasti Sari Islamic Financial Institution (KOPDIT). Meanwhile, partially, democratic leadership style has no significant effect on employee performance in Mayor Branch of Swasti Sari Islamic Financial Institution (KOPDIT), and work motivation has significant effect on employee performance in Mayor Branch of Swasti Sari Islamic Financial Institution (KOPDIT).

Sicilia Vivin Panggau Ocky Sundari, (2024). Influence of Democratic Leadership Style and Work Motivation on Employee Performance in Sam Ratulangi Airport Authority Office, Manado. This study aims to examine the influence of employee performance in Manado Region VIII Airport Authority Office through democratic leadership style and work motivation. The sample used was 64 employees.The sampling technique used in the study used saturated sampling. The analysis technique used to answer the hypothesis was multiple linear regression, the processing process was aided by the Statistical Package for Social Sciences (SPSS) software version 23. The data collection technique was obtained from the questionnaire. Based on the results of the study, it is shown that leadership style and work motivation have an effect on employee performance in Gabinete Airport Authority Region VIII Manado.

Conceptual Framework

Muhamad (2009) states that paradigm or research scheme is a description of the relationship between research variables that is described according to the thinker of a logical scheme or paradigm: in addition, Riduwan (2004) states that research scheme or research paradigm is a consideration based on research synthesis and observation before research. they.

Research paradigm is theoretically a logical formation of the researcher's thoughts formed in a column model or with its explanation. Experts or scholars give its definition as follows:

-Y1= Democratic Leadership influences Partially Performance

-Y2= Motivation partially influences employee performance

THE METOD

Search Type

Linked to the research objective and related to the problems so the type of research used to finalize this scientific work is explanatory research (explanatory research) with quantitative survey approach. Explanation in this research researcher gives the possibility to all populations but the data studied is the data from the sample using questionnaires, Sugiono (2016; 7).

Based on the time of data collection, this research applies to the cross-sectional category (Cooper and Pamela, 2006), because the data collected at a time when the research implementation was conducted to study the variation between samples. While the review through the type of data collected, then this research is allocated to the category of primary research, such as studies that use primary data or data collected directly by the researcher from data sources such as officials in the Public Service Commission who became respondents in this study.

From the perspective of the data collection method used, then this research is allocated to the category of survey research (enquete) as a study conducted with sampling measures from the population and using questionnaires as a data collection instrument (Singarimbun and Efendy, 2006). The completion of this research is a statistical study because it uses statistical tests in data analysis to solve research problems (Cooper and Pamela, 2006).

Population and Sample

Population

Population is a general object that we measure, analyze and summarize correctly. With this place Democratic Leadership, Motivation for the Performance of Public Servants in the Manufahi Municipal Authority is the object of research to get a summary of the researcher's problems or challenges that we face. according to wisdom. Arikunto (2002:130) who gives his definition of population as the object of research. Through an expert above that, based on the observation of the population that we consider as actual data to the performance of the Manufahi Municipal Authority with a total of 271 Permanent Employees.

Sample

According to a scholar named Arikunto (Dalam Riduwan 2008:56), that the sample is part of the population and in proportion represents the population that exists. According to the expert with the name, the sample is a random sampling measure that exists, the population becomes a group that uses important rules, in relation to employees who work in the Manufahi Municipal Authority. The research uses Slovin's formulation as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{271}{1 + 271(10\%)^2}$$

$$n = \frac{271}{1 + 271(0,01)}$$

$$n = \frac{271}{1 + 271(0,01)}$$

$$n = \frac{271}{1 + 2,71}$$

$$n = \frac{271}{3,71}$$

$$n = 73$$

While the total sample is known, completeness continues to determine the technique used to collect the sample. In this research used non-probability sampling, which uses the method that is random random technique, where a total of 271 permanent employees have the same opportunity to become a sample (73).

Research Hypotheses

Sugiono (2017; 61), states that the hypothesis aspect is an important question in the research process. This is also at that time from the researcher gives pressure capacity to make the formulation of the hypothesis is correct. It is below:

H_1: Democratic leadership has a significant influence on employee work performance.

H_2: Motivation has a significant influence on Employee Work Performance.\.

Questionnaire Test

Validity Testing

According to Ghozali (2001) validity test that a material used to measure hours valid more or less 0.30 questionnaire. questionnaire can be said to be valid 0.30 if the questionnaire questions are able to express something that is to be measured by the questionnaire. An instrument that is valid alpha = 5% or 0.05%, valid in its high validity, as opposed to an instrument that is less valid means in its validity down. To know each variable in this research has a good measure of what you want to measure, is to use product moment correlation.

Reliability Testing

A questionnaire is reliable when the answers of the respondents to the questions are consistent from time to time, Ghozali, (2001:140). when the cronbach alpha value > 0.60 the instrument is reliable.

Classical Assumption Tests

The purpose of this assumption is to test whether the regression model, the dependent variable and the independent variable are normally distributed and not. Ghoisali, (2001), a good regression model is one that has a normal distribution and is close to normal. The voluntary distribution of risk is diagonal. For a good distribution of data, then the line that delivers the correct data is then accompanied by the diagonal line.

Normality Test

Normality test is used to detect normality of data, to offer a good curve model data distribution curve and a good regression model curve is a good distribution of data that is not detected.

2. Heteroscedasticity Tests

The following classical assumption is that there is no heteroscedasticity. There is also a retention of this assumption, such as the means that there is no quality of variance between the residuals of one observation and another observation in the regression model. The consequence of heteroskedasticity is that the assessor is not efficient. It is better to have a small sample than a large sample. To detect the indication of heteroskedasticity is the same during the scatter plot. Where if there is also like the points in the model pole that is with management. Then shown in Heteroskedasticidae. When there is no right pattern along the points that extend above and below the zero number that exists Y, then no heteroskedasticity occurs.

Multicolor Test

The first assumption in the classical assumption test is the absence of multicollinearity between free variables, in a good regression model. It actually doesn't happen between free variables. Regression models with multicollinearity over time cause the standard error of the estimate to increase steadily with increasing independent variables. The rules for making decisions are:

When the tolerance value and VIF approximate to 1, there is no multicollinearity problem.

b. when the value and VIF are far from figure 1, there is a multicollinearity problem.

Autocorrelation Test

Autocorrelation tests are the same between members making observations that are formed according to the size of the time series as the size of the time series according to the space of days, and correlations that are from each other alone. When these concepts at that time the test of autocorrelation assumption is very important to do not only for time attitude time series only, will and also all time (independent variable) that needs to be tested for the first time autocorrelation sometimes willing to do analysis with (linear regression). Whether or not the correlation is identified by offering the test. Durbin Watson (umar:189) medical that is done to say whether or not there is autocorrelation is sometimes the value of the Durbin Watson statistic that is between -2 + 2, after the time there is no autocorrelation.

Data Analysis Techniques

The answer to this analysis or study is the problem that will prove whether the proposal is accepted or not accompanied and know to this point relates to others. Therefore, the analysis that I use according to Arikunto (2002:264) is as follows:

Respondent Characteristics

Respondent characteristics used in this research, to see gender, age, level of education and service experience of civil servants in the Municipal Authority of Manufahi.

Multiple Linear Regression Coefficients

To For multiple linear analysis is as follows:
Formula:
Y = a+ b1 X1 + b2 X2 +e
Description:
Y : Employee Job Performance Variable

a : Constant
X_1 : Democratic Leadership variable
X_2: Motivation variable
b_1b_2 : Regression coefficient
e : error level

Coefficient of Determination

Ghozali (2001:83), the availability of the coefficient of determination is fundamental to the extent that the model capacity explains the distance from the variable to the holiday depends (employee work performance). The coefficient of determination is between zero and one. The coefficient is small to determine that the capacity on the dependent variable (Credit interest rate) explains the distanceof the independent holiday variable (customer decision) is bounded. Determine the value of the coefficient for determination of underlining with the Adjusted R Square value. The coefficient for this determination is given as follows.

BC = (r) 2X 100% Which:
KD = coefficient of determination.
r^2 = coefficient value for determining

RESULT, ANALAYSIS AND DISCUSION

The research site is Manufahi Municipal Authority Timor Leste

Vision and Mission of Manufahi Municipal Authority

Establish and ensure the Basic Rights of Society and Community in the process of Sustainable Development.

Ensure the function of state administration, and to execute Government policies and programs at the local level to promote and guide Social Economic Development through the provision of goods and services in the Municipality.

Questionnaire Testing

Questionnaire validity test

These data quality tests were used to test the adequacy and feasibility of the data used in this study. The research data is not used if the instruments used to collect the research data do not have high reliability and validity. Data quality testing conducted validity test and reliability test using Cronbach alpha.

Análise dos Dados do Teste de Validade do Questionário

A tabela apresenta os resultados do teste de validade de um questionário, utilizando o método de corrected item-total correlation (r-hitung) comparado com o valor crítico da tabela (r-tabela = 0,227). Todos os itens listados foram considerados válidos ("Validu"), pois apresentam valores de r-hitung superiores ao valor de referência.

Analysis of Reliability Test Data

Table 4.2 presents the results of the reliability test for the questionnaire, using Cronbach's Alpha coefficient for each variable. All obtained values exceed the reference standard of 0.60, indicating that the research instrument is reliable for measuring the three variables under study.

Reliability Test Results

Variable Cronbach's Alpha Reference Standard Observation Democratic Leadership 0.706 0.60 Reliable Motivation 0.631 0.60 Reliable Public Employee Performance 0.752 0.60 Reliable

Interpretation of Results

Democratic Leadership (α = 0.706) The obtained coefficient is considerably above the minimum threshold of 0.60, demonstrating that the three items of this variable consistently measure the construct of democratic leadership. This result is consistent with previous studies that highlight the positive influence of democratic leadership on employee performance.

Motivation (α = 0.631) Although this is the lowest value among the three variables, it still exceeds the 0.60 standard, confirming the instrument's reliability for measuring motivation. The more modest value may reflect the greater heterogeneity of items in this variable, which encompass aspects such as salary, dignity, participation, and promotion opportunities. Motivation in public service is a complex construct influenced by multiple factors.

Public Employee Performance (α = 0.752) This is the highest coefficient in the questionnaire, indicating the greatest internal consistency among the items of this variable. The result suggests that the five questions on performance (quality, quantity, punctuality, capacity, and commitment) measure the construct in a cohesive and reliable manner.

Analysis of Classical Assumption Test (Data Quality Test)

1. Normality Test

The normality test aims to examine whether the regression model between the dependent variable and the independent variable has a normal distribution, which can be observed using a P-Plot normal and histogram. Data is considered normal if the distribution spreads around the diagonal line and follows the direction of the histogram. Looking at the figures above, the points do not deviate to the right.

From the normal Histogram and P-Plot graphs above, it can be observed that the points follow the diagonal line, thus indicating that the histogram and P-Plot graphs show the data is categorized as normal.

Interpretation of the Normality Test

The normality test is a fundamental assumption in regression analysis, ensuring that the residuals (errors) of the model follow a normal distribution. The graphical approach using histograms and normal probability plots (P-Plots) is a common method for assessing this assumption.

Histogram Analysis A histogram with a normal curve overlaid allows researchers to visually compare the distribution of the data against the expected bell-shaped normal distribution. If the bars of the histogram closely follow the shape of the normal curve, the data can be considered approximately normally distributed.

P-Plot (Normal Probability Plot) Analysis The normal probability plot is a more precise graphical technique for assessing normality than a histogram, as it plots observed data points against expected normal quantiles. When the data points closely follow the diagonal reference line, the data is considered to be normally distributed. This method is particularly useful because it can detect subtle deviations that histograms might miss.

Based on the graphical analysis of the Histogram and P-Plot, the data points in the regression model follow the diagonal line, indicating that the data meets the normality assumption. This confirms that the regression model satisfies the classical assumption of normality, allowing for valid subsequent statistical analyses.

Analysis of Multicollinearity Test

The multicollinearity test examines whether there is a linear relationship between independent variables. This research uses the Variance Inflation Factor (VIF) value obtained from the hypothesis test. The criterion for multicollinearity is that if the VIF value is less than 10 and the Tolerance value is greater than 0.10, this indicates that there is no problem related to multicollinearity (Santoso, 2016). The results of the multicollinearity hypothesis examination are presented in the table below:

Multicollinearity occurs when two or more independent variables in a regression model are highly correlated with each other. The Variance Inflation Factor (VIF) measures how much the variance of an estimated regression coefficient increases when predictors are correlated.

Based on the SPSS results presented above, the following conclusions can be drawn:

Tolerance Value The calculation results for the Tolerance value show that there is no independent variable with a Tolerance value ≤ 0.10, which means there is no correlation between independent variables at the 95% confidence level. The obtained Tolerance value of 0.841 is well above the threshold of 0.10, indicating that multicollinearity is not a concern.

VIF Value The calculation results for the Variance Inflation Factor (VIF) also show the same thing: there is no independent variable with a VIF value ≥ 10. The obtained VIF value of 1.189 is far below the critical threshold of 10. A VIF value close to 1 indicates that the variables are not correlated with each other.

Based on the analysis, it can be concluded that there is no multicollinearity among the independent variables in the regression model. The Tolerance value of 0.841 exceeds the minimum standard of 0.10, and the VIF value of 1.189 is well below the maximum threshold of 10, confirming that the data meets the classical assumption of no multicollinearity. Therefore, the data falls into the normal category and the regression model is suitable for further analysis.

Analysis of Autocorrelation Test

The autocorrelation test aims to examine whether there is a correlation between the confounding error in period t and the confounding error in period t-1 (previous period) in the

linear regression model. If there is a correlation, it is called an autocorrelation problem. Provided that the Durbin-Watson value is between -2 and +2, then there is no autocorrelation.

Interpretation of Results

Autocorrelation, also called serial correlation, occurs when the error term of one observation is correlated with the error term of another observation. The Durbin-Watson (DW) test is the most common statistical test used to detect autocorrelation in the residuals of a regression model. The test statistic ranges from 0 to 4, with a value of 2 indicating no autocorrelation.

Based on the SPSS results in the table above, the following conclusion can be drawn:

Durbin-Watson Value The obtained DW value is 1.875, which falls between -2 and +2. This indicates that the regression model does not have an autocorrelation problem. Since the Durbin-Watson value of 1.875 is close to 2, it suggests that there is no significant serial correlation in the residuals, and the data can be categorized as normal.

Analysis of Heteroscedasticity Test

The following graph provides a general view of whether the regression model has heteroscedasticity. From the scatterplot graph, it can be observed that the points spread randomly (in a random manner) and are not above or below the number 0 on the Y-axis.

Interpretation of Results

Heteroscedasticity refers to residuals for a regression model that do not have a constant variance. The existence of heteroscedasticity is a major concern in regression analysis, as it invalidates statistical tests of significance. A scatterplot is a common graphical method for detecting this issue.

Based on the scatterplot analysis, the following conclusion can be drawn:

Scatterplot Pattern The points in the scatterplot are spread randomly and do not form a specific pattern, nor are they concentrated above or below the zero line on the Y-axis. This indicates that there is no heteroscedasticity in the regression model.

Based on the analysis of both tests, the regression model satisfies the classical assumptions: the Durbin-Watson value of 1.875 confirms the absence of autocorrelation, and the random scatterplot pattern confirms the absence of heteroscedasticity. Therefore, the data falls into the normal category and is suitable for further regression analysis.

Research Results

Descriptive Statistics of Respondents

Based on the research results conducted by the researcher at the Manufahi Municipal Authority, Timor-Leste, with a total of 73 respondents who completed the questionnaire, the respondents can be classified by gender and education level as follows.

Classification of respondents by gender

No. Gender Total Percentage 1. Female 28 38.4% 2. Male 45 61.6% Total 73 100%

In relation to the table above, it can be recognized that out of the 73 respondents, there are 45 male respondents (61.6%) and 28 female respondents (38.4%). Therefore, it can be concluded that the public servants who dominate are male.

Classification of respondents by age

No. Age Total Percentage 1. 20–30 4 5.5% 2. 31–40 20 27.4% 3. 41–50 24 32.9% 4. 51 and above 25 34.2% Total 73 100%

In relation to the table analysis, it can be seen that out of the 73 respondents, those aged 20–30 total 4 people (5.5%), respondents aged 31–40 total 20 people (27.4%), respondents aged 41–50 total 24 people (32.9%), and those aged 51 and above total 25 people (34.2%).

Classification of respondents by education level

No. Education Level Total Percentage 1. Secondary School 14 19.2% 2. D3 (Diploma) 26 35.6% 3. S1 (Bachelor's Degree) 32 43.9% 4. S2 (Master's Degree) 1 1.3% 5. S3 (Doctoral Degree) 0 0% Total 73 100%

In relation to the table above, it can be seen that out of the 73 respondents, those with a secondary school education level total 14 people (19.2%), D3 (Diploma) holders total 26 people (35.6%), S1 (Bachelor's Degree) holders total 32 people (43.9%), and S2 (Master's Degree) holders total 1 person (1.3%). The descriptive analysis of the 73 respondents reveals the following key characteristics:

- Gender: The majority of respondents are male (61.6%), while female respondents account for 38.4%.
- Age: The largest age group is 51 years and above (34.2%), followed by those aged 41–50 (32.9%), 31–40 (27.4%), and the smallest group aged 20–30 (5.5%).
- Education Level: The highest proportion of respondents hold a Bachelor's degree (S1) at 43.9%, followed by Diploma (D3) holders at 35.6%, secondary school graduates at 19.2%, and Master's degree (S2) holders at only 1.3%. No respondents held a Doctoral degree (S3).

These demographic characteristics provide a descriptive overview of the public servants at the Manufahi Municipal Authority who participated in this study, forming the basis for the subsequent statistical analyses.

4.3.1. Multiple Linear Regression Results

Multiple linear regression is an instrument used to detect and explain the relationship between the dependent variable (Y) and the two independent variables (X_1, X_2), which will be shown in the diagram and the linear relationship between the independent and dependent variables. The multiple linear regression formulation is as follows:

Results of Multiple Linear Regression Test

Coefficients[a]
Model Unstandardized Coefficients Standardized Coefficients t Sig. B Std. Error Beta 1 (Constant) 14.069 1.771 7.943 Democratic Leadership -.329 .096 -.345 -3.414 Motivation .582 .086 .683 6.756

a. Dependent Variable: Public Servant Work Performance
Source: Data processing from SPSS version 26, 2025

Based on the formulation results, the multiple linear regression is as follows:

Y = a + b_1X_1 + b_2X_2 + e$$

The research results yield the following multiple linear regression formulation:

Public Servant Performance = 14.069 + (-0.329 × Democratic Leadership) + (0.582 × Motivation)

Where:

- a = 14.069 This means that the value of public servant work performance at the Manufahi Municipal Authority, Timor-Leste, before being influenced by democratic leadership and motivation, is 14.069.
- b_1 = -0.329 This is the first beta regression coefficient value, indicating that democratic leadership can change public servant work performance by -0.329 or -32.9%, with the perception that motivation is constant.
- b_2 = 0.582 This is the second beta regression coefficient value, indicating that motivation at the Manufahi Municipal Authority, Timor-Leste, can increase public servant work performance by 0.582 or 58.2%, with the perception that democratic leadership is constant.

Coefficient of Determination

The correlation (R) value of 0.631 or 63.1% indicates that the democratic leadership and motivation variables have a moderate relationship with the public servant work performance variable. Furthermore, based on R Square (R^2), the contribution of democratic leadership and motivation to public servant work performance is 0.398 or 39.8%, while (100 - 39.8%) = 60.2% is influenced by other factors not identified in this study, such as employee work capacity, work environment, work discipline, and work commitment.

Results of Hypothesis Testing

Based on the research results, particularly when interpreting the hypothesis tests, the interpretation and testing of the variables are described partially as follows:

Influence of Democratic Leadership on Public Servant Work Performance

From the SPSS results presented above, the t-statistic value for the democratic leadership variable is -3.414, which is greater than the t-table value of 1.994, with a significance level of 0.001, which is smaller than 0.05. Based on these results, it can be concluded that democratic leadership has a negative and significant influence on public servant work performance at the Manufahi Municipal Authority, Timor-Leste.

Influence of Motivation on Public Servant Work Performance

From the SPSS results, the t-statistic value is 6.756, which is greater than the t-table value of 1.994, with a significance level of 0.000, which is smaller than 0.05. Based on these results, it can be concluded that motivation at the Manufahi Municipal Authority, Timor-Leste, has a positive and significant influence on public servant work performance.

Research Explanation

Democratic Leadership and Public Servant Work Performance

Based on the results of the first hypothesis test, it can be concluded that the democratic leadership variable has a negative and significant influence on public servant work performance. This means that democratic leadership is not a factor that positively influences public servant work performance. Indicators such as collective responsibility, trust, and open communication do not have a positive impact and cannot bring about changes or improvements to public servant work performance at the Manufahi Municipal Authority, Timor-Leste. The reasons for this include: first, the decision-making process is slow and ineffective in the context of institutional situations such as the Manufahi Municipal Authority during emergencies and crises; second, in the context of large and complex institutions, it is difficult to make strong and consistent decisions; and third, in institutional situations that require quick decisions on specific and technical matters, this cannot be done, which can impact innovation and changes in public servant work performance.

This research result supports and is consistent with previous research by Rosnawati, Lias Hasibuan, Kasful Anwar Us (2021), Sarafudin, Nasrullah Dali, Muh. Nur (2024), and Evita Dabur, Rolland E. Fanggidae, Yosefina K. I. D. D. Dhae, Ronald P. C. Fanggidae (2023), which found a negative influence of democratic leadership on public servant work performance partially. Furthermore, this research result does not support previous research by Herli Andani, Fira Putri Renggani, Ryan Seftiansyah, Zahra Yeza Sabila, Afmi Afriliani (2024), Aryanti Radjab, Hari Maryadi (2021), Rahman, Hernawan, Mukhtar Hamzah (2023), and Sisilia Vivin Panggau Ocky Sundari (2024), which found a positive influence of democratic leadership on public servant work performance partially.

Motivation and Public Servant Work Performance

Based on the results of the second hypothesis test, it can be concluded that the motivation variable has a positive and significant influence on public servant work performance at the Manufahi Municipal Authority, Timor-Leste. Thus, motivation, which is measured by indicators such as salary, security, communication, opportunity, and hope, has an impact and can bring about changes to public servant work performance at the Manufahi Municipal Authority, Timor-Leste.

This research result does not support and is not consistent with previous research by Rosnawati, Lias Hasibuan, Kasful Anwar Us (2021), Sarafudin, Nasrullah Dali, Muh. Nur (2024), and Evita Dabur, Rolland E. Fanggidae, Yosefina K. I. D. D. Dhae, Ronald P. C. Fanggidae (2023), which found no influence of motivation on public servant work performance partially. Furthermore, this research result supports and is consistent with previous research by Herli Andani, Fira Putri Renggani, Ryan Seftiansyah, Zahra Yeza Sabila, Afmi Afriliani (2024), Aryanti Radjab, Hari Maryadi (2021), Rahman, Hernawan, Mukhtar Hamzah (2023), and Sisilia Vivin Panggau Ocky Sundari (2024), which found a positive influence of motivation on public servant work performance partially.

CONLUSION

Based on the results of the analysis in Chapter IV above, the researcher draws the following conclusions:

1. First Hypothesis: Based on the results of the first hypothesis test, it can be concluded that the democratic leadership variable has a negative and significant influence on public servant work performance at the Manufahi Municipal Authority, Timor-Leste.
2. Second Hypothesis: Based on the results of the second hypothesis test, it can be concluded that motivation has a positive and significant influence on public servant work performance at the Manufahi Municipal Authority, Timor-Leste.

Suggestions

Considering the conclusions that have been presented, the researcher offers suggestions that have theoretical and applied implications as follows:

Theoretical Implications

1. The research results show that, partially, democratic leadership and motivation have a positive and significant influence on public servant work performance. Based on this conclusion, it can be stated that democratic leadership and motivation can be used as predictive instruments to measure public servant work performance at the Manufahi Municipal Authority, Timor-Leste.
2. The contribution of democratic leadership and motivation to public servant work performance is 0.398 or 39.8%, with the remaining value of 60.2% of public servant work performance being measured by other factors such as employee work capacity, work environment, work discipline, and work commitment.

Applied Implications

1. The results of this research imply that public servant work performance at the Manufahi Municipal Authority is indeed negatively influenced by the democratic leadership factor, while motivation has a positive influence. Therefore, democratic leadership needs to be evaluated, and motivation needs to be maintained to improve public servant work performance at the Manufahi Municipal Authority, Timor-Leste.
2. For those who wish to take up and develop a similar title, it is expected that they conduct research in other institutions and must add intervening variables using different statistical tests, with the hope that the research results can provide generalization.

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