

The Effect Of Leadership Style, Village Official Turnover, Village Official Motivation On Village Official Performance Through Work Engagement

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Abstract

This study aims to analyze the influence of leadership style, village apparatus turnover, and village apparatus motivation on village apparatus performance through work engagement in Deli Serdang Regency. This study used a quantitative approach with a survey method through questionnaires distributed to 175 village apparatus. Data analysis techniques used were multiple linear regression and mediation analysis to test the direct and indirect effects between variables. The results showed that leadership style and motivation directly influenced village apparatus performance, while turnover had a negative and significant effect on performance. Furthermore, the test results showed that leadership style and motivation positively and significantly influenced work engagement, while turnover had a negative and significant effect on work engagement. Work engagement proved to have a positive and highly significant effect on village apparatus performance. Furthermore, the results of the mediation analysis showed that work engagement acted as an intervening variable, where work engagement partially mediated the effect of leadership style on performance and fully mediated the effect of turnover and motivation on village apparatus performance. The findings of this study confirm that improving village apparatus performance is not only determined by direct factors such as leadership, turnover, and motivation but is also significantly influenced by the level of work engagement of village apparatus.



Keywords: leadership style, turnover, motivation, work engagement, village apparatus performance.

INTRODUCTION

Village government is the spearhead of public services, directly interacting with the community in managing administration, development, and empowerment. The performance of village officials in carrying out their duties and responsibilities is crucial to the success of village governance. Village official performance reflects service quality, effectiveness, and efficiency, as well as the achievement of established work programs. Barokah et al. (2023) define performance as the results of work produced by individuals based on the standards and responsibilities assigned to them. Improving the quality of village services is crucial in Tanjung Morawa District, Deli Serdang Regency due to increasing public demand and expectations for professional and responsive public services.

Each agency explains the importance of village official performance in supporting public services and village development. In Tanjung Morawa District, village officials play a strategic role in implementing government programs, infrastructure development, and community empowerment. Despite positive public perceptions of village official performance, weaknesses remain in the areas of accountability, transparency, and public communication. This study identified that the village head's leadership style, village official turnover rate, and work motivation are key factors influencing performance. High turnover has the potential to disrupt service continuity and reduce the effectiveness of village organizations. Suboptimal work motivation also impacts low initiative, discipline, and responsibility among some village officials.

Furthermore, work engagement is seen as a crucial psychological factor linking leadership, turnover, and motivation to performance. The lack of research examining work engagement as a mediating variable at the village level presents a gap in this research. Therefore, this study focuses on empirically testing the direct and indirect relationships between these variables. Based on the description above, this study aims to fill this empirical gap by examining "The Influence of Leadership Style, Village Official Turnover, and Village Official Motivation on Village Official Performance Through Work Engagement in Tanjung Morawa District, Deli Serdang Regency." The research results are expected to provide practical policy recommendations to improve village public service performance through leadership programs, human resource retention, and increased work motivation.



LITERATURE REVIEW

Leadership Style

Leadership style is defined as a leader's behavioral pattern in influencing and directing subordinates. Transformational and participatory leadership have been shown to increase motivation, engagement, and performance of village officials. According to research conducted by Depitra (2018), leadership in a development context that includes coaching, training and development, empowerment, participation, and delegation influences employee performance. This influence is measured by the ability to adopt new habits, improve skills, and increase the desire to learn. Depitra and Soegoto (2018) conducted additional research examining how an organization's leadership style affects employee performance. The study found that an organization's leadership style significantly influences employee performance.

Leadership style is a behavioral style used by a person to control the behavior of others. The right leadership style is crucial for creating a pleasant work environment and improving employee performance, which is expected to result in high productivity (Rosalina & Wati, 2020). A leadership style that does not align with the nature and responsibilities of employees can cause them to feel less enthusiastic and perhaps even lose their passion (Ardana et al., 2012). Of course, because it can disrupt activities, this must be carefully considered.

Village Apparatus Turnover

Village official turnover is defined as the rate of turnover or intention to leave a job. High turnover negatively impacts organizational stability, loss of knowledge, and decreased public service performance. Turnover refers to changes in the board of directors caused by decisions at the General Meeting of Shareholders (GMS) or the resignation of board directors. Studies by M. Hudaib and Cooke (2005) and Ni Kadek (2010) indicate that management turnover impacts companies. Conversely, studies by Shulamite Damayanti and Made Sudarma (2008) and Martina (2010) found that management turnover had no impact on companies.

Village official turnover is also a factor influencing auditor switching. According to Bladwin and Scott (1983) and Martina (2011), financial distress occurs when a company is unable to meet its financial obligations. M. Hudaib and Cooke (2005) and Ni Kadek (2010) show that institutions with significant problems are more likely to change auditors than companies without other problems.



Village Official Motivation

Work motivation is defined as intrinsic and extrinsic drives that influence work behavior. High motivation fosters discipline, loyalty, and the quality of village official performance (Dewi & Trihudyatmanto, 2020). Village official performance is measured through the quality, quantity, punctuality, responsibility, and effectiveness of service. To improve performance, work motivation is also crucial. According to Gardjito et al. (2015) study, "The Influence of Work Motivation and the Work Environment on Employee Performance," providing motivation and a comfortable work environment is key. If employees receive motivation from both external and internal sources within an organization, they can work more productively. Employee expenses will decrease if work productivity increases. According to Gardjito et al. (2015) research, a comfortable work environment for employees can improve performance by providing motivation and comfort in the workplace. This study shows that work environment variables have a positive and significant impact on employee performance.

Work motivation influences employee performance. "Motivation is important because it is hoped that each individual employee will work hard and enthusiastically to achieve high productivity (Hasibuan, 2009). According to research by Eka, Septiana Nata (2015), the influence of work motivation on the performance of village officials shows a simultaneous influence. Therefore, it can be said that motivation is needed to improve employee performance in a company.

Work Engagement

Work engagement is defined as a positive psychological state consisting of vigor, dedication, and absorption. Work engagement plays a crucial role in improving performance because it reflects an individual's energy, dedication, and full involvement in their work. According to Schuufeli et al. (2006), work engagement is a positive feeling and commitment consisting of vigor, dedication, and absorption. Throughout their workday, employees must demonstrate their full potential physically, cognitively, and affectively. Vigor is defined as a strong level of physical and mental energy; resilience in work; a desire to strive; and perseverance in difficult and stressful situations (Lusianingrum et al., 2020).

Because work engagement can significantly impact company performance, work engagement increases individual productivity within the company (Putra et al., 2017). To achieve the desired organizational results, the role of extension workers requires social and personal aspects, as they are highly involved in their work and communicate with

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farmers (Karina et al., 2012). Previous studies have shown that a significant impact of work engagement is a decline in employee performance (Christian et al., 2011; Darmawan & Mardikaningsih, 2021).

Performance

Employee performance is the quality and quantity of work achieved by an employee while carrying out their duties and responsibilities. Performance, expressed as output, efficiency, and effectiveness, is often associated with productivity (Wau, 2022; Zega, 2022). Human resource performance is the work achievement, or output, both in quality and quantity, achieved by human resources in carrying out their duties in accordance with their assigned responsibilities (Rosmaini & Tanjung, 2019).

Employee performance is the process of providing goods or services (Gea, 2022). The use of creative reward systems by managers and supervisors can help managers who are not seeking extraordinary change their mindset. Observation and rewards are crucial in the work process because they are the result of employee performance (Priansa, 2017). Employee performance sometimes declines for various reasons. If this is not addressed immediately, it will impact the continuity of the organization's governance (Bali, 2022). Therefore, human resource performance can be defined as work achievement, or work results, both in quality and quantity achieved by human resources during a certain period of time in carrying out their duties in accordance with the responsibilities assigned to them.

RESEARCH METHOD

This study employed a quantitative approach with an explanatory research design. The research location was Tanjung Morawa District, Deli Serdang Regency, and the study period was October–December 2025. The study population comprised all 309 village officials. The sample was determined using the Slovin formula with a 5% error rate, resulting in a sample size of 174 respondents.

Formula Slovin:

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

$$n = \frac{309}{1 + 309(0,05^2)} = \frac{309}{1,7725} = 174,25 \approx 174 \text{ respondents.}$$



Table 1. Operational Research Variables

Variables	Key Indicators	Scale
Leadership Style (X1)	Direction, communication, participation, empowerment, support	Likert 1–5
Turnover (X2)	Intention to leave, job search, turnover frequency	Likert 1–5
Motivation (X3)	Intrinsic, extrinsic, rewards, development	Likert 1–5
Work Engagement (Z)	Vigor, dedication, absorption	Likert 1–5
Performance (Y)	Quality, quantity, timeliness, service	Likert 1–5

Data collection was conducted through a closed-ended questionnaire based on a 1–5 Likert scale, brief interviews, and documentation. Data analysis used validity and reliability tests, classical assumption tests, and multiple linear regression and mediation analysis using the Stata application.

Research Hypothesis

Based on this conceptual framework, the research hypotheses are formulated as follows:

- H1: Leadership style influences the performance of village officials in Tanjung Morawa District, Deli Serdang Regency.
- H2: Village official turnover influences the performance of village officials in Tanjung Morawa District, Deli Serdang Regency.
- H3: Village official motivation influences the performance of village officials in Tanjung Morawa District, Deli Serdang Regency.
- H4: Leadership style influences the work engagement of village officials in Tanjung Morawa District, Deli Serdang Regency.
- H5: Village official turnover influences the work engagement of village officials in Tanjung Morawa District, Deli Serdang Regency.
- H6: Village official motivation influences the work engagement of village officials in Tanjung Morawa District, Deli Serdang Regency.
- H7: Leadership style indirectly influences the performance of village officials through work engagement in Tanjung Morawa District, Deli Serdang Regency.
- H8: Village official turnover indirectly influences the performance of village officials through work engagement in Tanjung Morawa District, Deli Serdang Regency.



H9: Village official motivation has an indirect effect on their performance through work engagement in Tanjung Morawa District, Deli Serdang Regency.

H10: Work engagement influences the performance of village officials in Tanjung Morawa District, Deli Serdang Regency.

Result And Discussion

Validity Test

The researcher conducted a validity test on variable X1, which showed that the data was valid. The decision-making criteria for this validity test were that a statement item was declared valid if it had a probability value (p-value) <0.05.

```
. pwcorr gk1 gk2 gk3 gk4 gk5 x1, sig
```

	gk1	gk2	gk3	gk4	gk5	x1
gk1	1.0000					
gk2	0.4354 0.0000	1.0000				
gk3	0.5121 0.0000	0.4066 0.0000	1.0000			
gk4	0.4772 0.0000	0.5307 0.0000	0.4686 0.0000	1.0000		
gk5	0.5745 0.0000	0.4261 0.0000	0.4150 0.0000	0.5080 0.0000	1.0000	
x1	0.7892 0.0000	0.7352 0.0000	0.7268 0.0000	0.7856 0.0000	0.7718 0.0000	1.0000

Figure 1. Validity Test of Variable X1

The researcher conducted a validity test on variable X2, which showed that the data was valid. The decision-making criteria for this validity test were that a statement item was declared valid if it had a probability value (p-value) <0.05.

```
. pwcorr to1 to2 to3 to4 x2, sig
```

	to1	to2	to3	to4	x2
to1	1.0000				
to2	0.6492 0.0000	1.0000			
to3	0.6613 0.0000	0.6274 0.0000	1.0000		
to4	0.5689 0.0000	0.6222 0.0000	0.6070 0.0000	1.0000	
x2	0.8503 0.0000	0.8559 0.0000	0.8544 0.0000	0.8264 0.0000	1.0000

Figure 2. Validity Test of Variable X2



The researcher conducted a validity test on variable X3, which showed that the data was valid. The decision-making criteria for this validity test were that a statement item was declared valid if it had a probability value (p-value) <0.05 .

. pwcorr mo1 mo2 mo3 mo4 mo5 x3, sig

	mo1	mo2	mo3	mo4	mo5	x3
mo1	1.0000					
mo2	0.4512 0.0000	1.0000				
mo3	0.4502 0.0000	0.5123 0.0000	1.0000			
mo4	0.4641 0.0000	0.5773 0.0000	0.5728 0.0000	1.0000		
mo5	0.5140 0.0000	0.5203 0.0000	0.4476 0.0000	0.5949 0.0000	1.0000	
x3	0.7362 0.0000	0.7794 0.0000	0.7595 0.0000	0.8262 0.0000	0.7980 0.0000	1.0000

Figure 3. Validity Test of Variable X3

The researcher conducted a validity test on variable Z, which found the data to be valid. The decision-making criteria for this validity test were that a statement item was declared valid if it had a probability value (p-value) <0.05 .

. pwcorr kk1 kk2 kk3 kk4 z, sig

	kk1	kk2	kk3	kk4	z
kk1	1.0000				
kk2	0.5516 0.0000	1.0000			
kk3	0.4257 0.0000	0.4995 0.0000	1.0000		
kk4	0.4665 0.0000	0.3321 0.0000	0.3350 0.0000	1.0000	
z	0.8093 0.0000	0.7858 0.0000	0.7478 0.0000	0.6934 0.0000	1.0000

Figure 4. Validity Test of Variable Z

The researcher conducted a validity test on variable Y, which showed that the data was valid. The decision-making criteria for this validity test were that a statement item was declared valid if it had a probability value (p-value) <0.05 .



```
. pwcorr ki1 ki2 ki3 ki4 ki5 y, sig
```

	ki1	ki2	ki3	ki4	ki5	y
ki1	1.0000					
ki2	0.4327 0.0000	1.0000				
ki3	0.4485 0.0000	0.4527 0.0000	1.0000			
ki4	0.5342 0.0000	0.4706 0.0000	0.4865 0.0000	1.0000		
ki5	0.4547 0.0000	0.4707 0.0000	0.3611 0.0000	0.5425 0.0000	1.0000	
y	0.7612 0.0000	0.7482 0.0000	0.7239 0.0000	0.8039 0.0000	0.7454 0.0000	1.0000

Figure 5. Validity Test of Variable Y**Reliability Test**

The researcher conducted a reliability test of the X1 variable using the Stata 17 application. Based on the results of the reliability test using Cronbach's Alpha on the X1 variable consisting of 5 statement items (GK1 to GK5), a reliability coefficient value of 0.8194 was obtained. This value is above the minimum reliability limit of 0.70. Thus, the research instrument on the X1 variable is declared reliable.

```
. alpha gk1 gk2 gk3 gk4 gk5
```

Test scale = mean(unstandardized items)

Average interitem covariance: .1975205
 Number of items in the scale: 5
 Scale reliability coefficient: 0.8194

Figure 6. Results of the reliability test of variable X1

The researcher conducted a reliability test of the X2 variable using the Stata 17 application. Based on the results of the reliability test using Cronbach's Alpha on the X2 variable consisting of 4 statement items (TO1 to TO4), a reliability coefficient value of 0.8684 was obtained. This value is above the minimum reliability limit of 0.70. Thus, the research instrument on the X2 variable is declared reliable.



```
. alpha to1 to2 to3 to4
```

```
Test scale = mean(unstandardized items)
```

```
Average interitem covariance:   .3964204
Number of items in the scale:    4
Scale reliability coefficient:    0.8684
```

Figure 7. Results of the reliability test of variable X2

The researcher conducted a reliability test of the X3 variable using the Stata 17 application. Based on the results of the reliability test using Cronbach's Alpha on the X3 variable consisting of 5 statement items (MO1 to MO5), a reliability coefficient value of 0.8391 was obtained. This value is above the minimum reliability limit of 0.70. Thus, the research instrument on the X3 variable is declared reliable.

```
. alpha mo1 mo2 mo3 mo4 mo5
```

```
Test scale = mean(unstandardized items)
```

```
Average interitem covariance:   .2167323
Number of items in the scale:    5
Scale reliability coefficient:    0.8391
```

Figure 8. Results of the reliability test of variable X3

The researcher conducted a reliability test of the Z variable using the Stata 17 application. Based on the results of the reliability test using Cronbach's Alpha on the Z variable consisting of 4 statement items (kk1 to kk4), a reliability coefficient value of 0.7559 was obtained. This value is above the minimum reliability limit of 0.70. Thus, the research instrument on the Z variable is declared reliable.

```
. alpha kk1 kk2 kk3 kk4
```

```
Test scale = mean(unstandardized items)
```

```
Average interitem covariance:   .2075479
Number of items in the scale:    4
Scale reliability coefficient:    0.7559
```

Figure 9. Results of the reliability test of the Z variable



The researcher conducted a reliability test of the Y variable using the Stata 17 application. Based on the results of the reliability test using Cronbach's Alpha on the Y variable consisting of 5 statement items (y1_1 to y1_5), a reliability coefficient value of 0.8134 was obtained. This value is above the minimum reliability limit of 0.70. Thus, the research instrument on the Y variable is declared reliable.

```
. alpha ki1 ki2 ki3 ki4 ki5
```

```
Test scale = mean(unstandardized items)
```

```
Average interitem covariance: .2167915
```

```
Number of items in the scale: 5
```

```
Scale reliability coefficient: 0.8134
```

Figure 10. Results of the reliability test of variable Y

The results of the multiple linear regression analysis indicate that the independent variables used in the study simultaneously have an influence on the dependent variable, as reflected in the regression coefficient values and statistical significance obtained. Each independent variable contributes different influences, both positive and negative, according to the direction of its regression coefficient, while the significance value (p-value) is smaller than the 5 percent error rate ($\alpha = 0.05$).

```
. regress y x1 x2 x3
```

Source	SS	df	MS	Number of obs	=	175
Model	303.242029	3	101.080676	F(3, 171)	=	20.19
Residual	856.095114	171	5.00640418	Prob > F	=	0.0000
				R-squared	=	0.2616
				Adj R-squared	=	0.2486
Total	1159.33714	174	6.66285714	Root MSE	=	2.2375

y	Coefficient	Std. err.	t	P> t	[95% conf. interval]
x1	.3195318	.0696566	4.59	0.000	.1820342 .4570293
x2	-.1385893	.0629783	-2.20	0.029	-.2629044 -.0142742
x3	.3406091	.0673897	5.05	0.000	.2075863 .473632
_cons	-.4384484	2.078414	-0.21	0.833	-4.541101 3.664204

Figure 11. Multiple linear regression Model 1

The results of the multiple linear regression analysis are evidenced by the F value of 20.19 with a significance level of 0.000, which means that simultaneously X1, X2, and



X3 have a significant effect on y. The R-squared value of 0.2616 indicates that 26.16 percent of the variation in the y variable can be explained by the three independent variables in the model, while the rest is influenced by other factors outside the study. The adjusted R-squared value of 0.2486 indicates that the model's ability to explain the dependent variable remains quite good after being adjusted for the number of independent variables used. The x1 variable has a positive regression coefficient of 0.3195 with a significance value of 0.000, which indicates that x1 has a positive and significant effect on y. This means that an increase in X1 will be followed by an increase in y assuming other variables remain constant. The X2 variable has a negative regression coefficient of -0.1386 and is significant at the 5 percent level ($p = 0.029$), which means that an increase in X2 actually decreases the value of y. Thus, X2 has a negative and significant effect on y. Furthermore, the variable x3 shows a positive regression coefficient of 0.3407 with a significance value of 0.000, so it can be concluded that x3 has a positive and significant effect on y, and is the variable that has the most dominant influence in the model.

```
. regress z x1 x2 x3
```

Source	SS	df	MS	Number of obs	=	175
Model	258.122059	3	86.0406863	F(3, 171)	=	29.06
Residual	506.255084	171	2.96055605	Prob > F	=	0.0000
Total	764.377143	174	4.39297209	R-squared	=	0.3377
				Adj R-squared	=	0.3261
				Root MSE	=	1.7206

z	Coefficient	Std. err.	t	P> t	[95% conf. interval]
x1	.2648629	.0535656	4.94	0.000	.1591279 .3705979
x2	-.165866	.0484301	-3.42	0.001	-.2614637 -.0702683
x3	.318067	.0518224	6.14	0.000	.2157731 .420361
_cons	2.878708	1.598291	1.80	0.073	-.2762126 6.033629

Figure 12. Multiple linear regression Model 2

The results of multiple linear regression analysis in model 2 indicate that the model that tests the influence of variables X1, X2, AND X3 on variable Z is declared statistically feasible. This is evidenced by the F value of 29.06 with a significance level of 0.000, which means that simultaneously the three independent variables have a significant effect on

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Z. The R-squared value of 0.3377 indicates that 33.77 percent of the variation in variable Z can be explained by X1, X2, AND X3, while the rest is influenced by other factors outside the research model. Meanwhile, the adjusted R-squared value of 0.3261 indicates that the model's ability to explain the dependent variable remains strong after adjustments are made to the number of independent variables. variable X1 has a positive regression coefficient of 0.2649 with a significance value of 0.000, which indicates that X1 has a positive and significant effect on Z. Variable X2 has a negative regression coefficient of -0.1659 and is significant at the 5 percent level ($p = 0.001$), which means that an increase in X2 will decrease the Z value. Furthermore, the variable X3 shows a positive regression coefficient of 0.3181 with a significance value of 0.000, so it can be concluded that X3 has a positive and significant effect on Z and is the variable that has the most dominant influence in model 2. The constant value is 2.8787 with a significance of 0.073, which indicates that the constant is not statistically significant, so that changes in Z are explained more by the contribution of the independent variable than the constant value of the model.

The results of multiple linear regression analysis in model 3 indicate that the model that tests the influence of variables X1, X2, X3, and Z on variable y is declared statistically feasible. This is evidenced by the F value of 40.23 with a significance level of 0.000, which means that simultaneously all independent variables in the model have a significant effect on y. The R-squared value of 0.4863 indicates that 48.63 percent of the variation in variable y can be explained by X1, X2, X3, and Z, while the remainder is influenced by other factors outside the research model. The adjusted R-squared value of 0.4742 indicates that the model's ability to explain the dependent variable is relatively strong after being adjusted for the number of independent variables used. variable X1 has a positive regression coefficient of 0.1295 with a significance level of 0.039, which indicates that X1 still has a positive and significant effect on y even though variable z has been included in the model. The X2 variable has a negative regression coefficient of -0.0196, but is not statistically significant ($p = 0.719$), indicating that X2 does not directly influence y in this model. The X3 variable shows a positive regression coefficient of 0.1124 with a significance value of 0.073, so it can be concluded that the influence of X3 on y is positive but not yet significant at the 5 percent level. Furthermore, the Z variable has a positive regression coefficient of 0.7174 with a significance level of 0.000, indicating that Z has a positive and very significant influence on y and is the variable that has the most dominant influence in the model. The constant value is -2.5035 and is not significant, indicating



that changes in y are more determined by the contribution of the independent variable than the constant value of the model.

Heteroscedasticity Test

Researchers conducted a Heteroscedasticity Test with Stata 17 software using the Breusch–Pagan/Cook–Weisberg method.

```
. estat hettest

Breusch-Pagan/Cook-Weisberg test for heteroskedasticity
Assumption: Normal error terms
Variable: Fitted values of y

H0: Constant variance

      chi2(1) =   1.28
Prob > chi2 = 0.2572
```

Figure 14. Results of Heteroscedasticity Test

Based on the results of the heteroscedasticity test using the Breusch–Pagan/Cook–Weisberg method, a chi-square value of 1.28 was obtained with a significance level of $\text{Prob} > \chi^2 = 0.2572$. This significance value is greater than the 5 percent error rate ($\alpha = 0.05$). Thus, it can be concluded that there are no symptoms of heteroscedasticity in the regression model tested. This condition indicates that the distribution of errors is relatively stable across all independent variable values, so that the estimated results of the regression coefficients can be considered efficient and unbiased, and the model is suitable for use for further analysis and conclusion drawing.

Multicollinearity Test

Researchers conducted a Multicollinearity Test with Stata 17 software using the Variance Inflation Factor (VIF).

```
. vif
```

Variable	VIF	1/VIF
z	1.51	0.662311
x3	1.24	0.803986
x1	1.16	0.860952
x2	1.08	0.929466
Mean VIF	1.25	

Figure 15. Multicollinearity Test Results

Based on the multicollinearity test results, the VIF values for each independent variable were: $Z = 1.51$, $X_3 = 1.24$, $X_1 = 1.16$, and $X_2 = 1.08$, with a mean VIF of 1.25. All VIF values are well below the general tolerance limit used in research, which is $VIF < 10$.

DISCUSSION

The Influence of Leadership Style on Performance

Based on the results of the multiple linear regression analysis in model 1, it can be explained that Leadership Style (X_1) has a positive and significant effect on Performance (Y). This is indicated by the x_1 regression coefficient of 0.3195, with a t -value of 4.59 and a significance level of 0.000, which is less than the 0.05 threshold. One important factor influencing employee performance in companies, including government institutions such as Tanjung Morawa District, Deli Serdang Regency, is leadership style. In influencing, directing, and coordinating subordinates to achieve organizational goals, leaders demonstrate leadership style. Robbins and Judge (2017) stated that an effective leadership style can influence employee motivation, job satisfaction, and work effectiveness. On the other hand, Hasibuan (2019) stated that effective leadership can improve employee discipline, work morale, and productivity, with a direct impact on organizational performance.

The Effect of Turnover on Performance

Based on the results of the multiple linear regression analysis in model 1, it can be explained that Turnover (X_2) has a negative and significant effect on Performance (Y). This is indicated by the x_2 regression coefficient value of -0.1386 with a t -value of -2.20 and a significance level of 0.029, which is smaller than the significance limit of 0.05. The departure of employees from an organization within a certain period of time, whether voluntarily or involuntarily, is known as employee turnover. High turnover rates often indicate problems in human resource management, such as low job satisfaction, lack of commitment to the organization, or poor leadership. According to Mobley (2011), turnover is a psychological process that begins with job dissatisfaction and leads to the intention to leave (turnover intention). This phenomenon can significantly affect the strength and stability of an organization.



The Influence of Motivation on Performance

Based on the results of the multiple linear regression analysis in model 1, it can be explained that Motivation (X3) has a positive and significant effect on Performance (Y). This is indicated by the motivation regression coefficient of 0.3407, with a t-value of 5.05 and a significance level of 0.000, which is less than the 0.05 significance threshold. One important component influencing employee performance in public sector organizations, including those in Tanjung Morawa District, Deli Serdang Regency, is their work motivation. Internal and external drives that increase work enthusiasm, direct behavior, and ensure that employees continuously strive to achieve organizational goals are known as motivation. Farisi et al. (2020) state that motivation determines an individual's intensity, direction, and persistence in achieving their professional goals. In local government, high motivation will encourage employees to provide effective, responsive, and high-quality public services.

The Influence of Work Engagement on Performance

Based on the results of the linear regression analysis in model 3, it can be explained that Work Engagement (Z) has a positive and highly significant effect on Performance (Y). This is indicated by the regression coefficient value of 0.7174 with a t-value of 8.60 and a significance level of 0.000, which is much smaller than the significance limit of 0.05. Thus, the hypothesis stating that Work Engagement influences Performance can be accepted, and the work engagement variable is proven to be the most dominant variable in influencing performance in model 3. With enthusiasm (vigor), dedication (dedication), and full appreciation of work (absorption), work engagement is a positive psychological condition. The extent to which employees are emotionally involved and committed to their work and the organization where they work is known as work engagement. Work engagement, according to Schaufeli et al. (2002), is a positive, satisfying, and work-related state of mind. It is characterized by high energy, strong involvement, and full concentration in completing tasks. In government such as Tanjung Morawa District, Deli Serdang Regency, work engagement is very important to improve the quality of public services and make administrative tasks more efficient.

The Influence of Leadership Style on Work Engagement

Based on the results of the multiple linear regression analysis in model 2, it can be explained that Leadership Style (X1) has a positive and significant effect on Work Engagement (Z). This is indicated by the X1 regression coefficient of 0.2649, with a

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calculated t-value of 4.94 and a significance level of 0.000, which is less than the 0.05 threshold. To influence, direct, and motivate their subordinates to achieve organizational goals, leaders use leadership styles. Leadership style plays a strategic role in increasing employee work engagement in public sector organizations such as Tanjung Morawa District, Deli Serdang Regency. Effective leadership can help create a supportive work environment, increase work morale, and enhance employee commitment to the organization (Garvin & Winata, 2017). This indicates that the right leadership style can help generate high levels of work engagement.

The Influence of Turnover on Work Engagement

Based on the results of the multiple linear regression analysis in model 2, it can be explained that Turnover (x2) has a negative and significant effect on Work Engagement (z). This is indicated by the x2 regression coefficient value of -0.1659 with a t-value of -3.33 and a significance level of 0.001, which is smaller than the significance limit of 0.05. Company turnover is influenced by sales, both directly and indirectly. High turnover rates can reduce productivity, according to Kusumawati et al. (2021), because organizations must incur additional costs for the training, selection, recruitment, and adaptation of new employees. The loss of more experienced employees can also lead to a decline in organizational knowledge, which means a decrease in the quality of work and service. In the short term, employee turnover can also disrupt teamwork and discourage remaining employees.

The Influence of Motivation on Work Engagement

Based on the results of the multiple linear regression analysis in model 2, it can be explained that Motivation (X3) has a positive and significant effect on Work Engagement (Z). This is indicated by the motivation regression coefficient of 0.3181, with a t-value of 5.52 and a significance level of 0.000, which is less than the 0.05 threshold. Maslow's hierarchy of needs theory states that people are motivated to work to fulfill their needs, including physiological, safety, social, esteem, and self-actualization. Employees tend to be more productive and have better work quality if these needs are met through a good work system, adequate compensation, and a pleasant work environment. Furthermore, based on Herzberg's two-factor theory, motivational elements such as achievement, recognition, responsibility, and career development opportunities have a direct impact on improved performance (Herzberg, 2017). People in Tanjung Morawa District may be more



motivated to perform public service duties if they are rewarded for their work, have opportunities for training, and have friendly leaders.

Indirect Effect of Leadership Style on Performance through Work Engagement

Based on the results of the regression analysis in model 3, it can be explained that Leadership Style (X1) has an indirect effect on Performance (Y) through Work Engagement (Z). This is demonstrated by several important findings. First, in model 2, Leadership Style was shown to have a positive and significant effect on Work Engagement (Z). Second, in model 3, Work Engagement (Z) was shown to have a positive and highly significant effect on Performance (Y) with a coefficient of 0.7174 and a significance level of 0.000. Third, when the Work Engagement variable was included in model 3, the direct effect of Leadership Style (X1) on Performance (Y) remained significant, but the coefficient decreased compared to model 1, to 0.1295 with a significance level of 0.039. For example, a transformational leadership style has been shown to increase work engagement by providing inspiration, motivation, and special attention to employees (Bass & Avolio, 1994). Leaders in Tanjung Morawa District who have a clear vision, active communication, and appreciation for employee performance will foster a strong sense of ownership and responsibility.

An authoritarian and uncommunicative leadership style, on the other hand, can leave employees feeling unappreciated and uninvolved in the decision-making process. Therefore, it can be concluded that leadership style positively and significantly influences employee engagement through work engagement (Khairizah et al., 2015; Jamaludin, 2017). The more effective the leadership style implemented, particularly transformational and participatory leadership, the higher the employee engagement. Consequently, enhancing leadership capacity in Tanjung Morawa District is a strategic step to increase employee commitment and dedication to improving the quality of public services.

Indirect Effect of Turnover on Performance through Work Engagement

Based on the results of the regression analysis in model 3, it can be explained that Turnover (X2) has an indirect effect on Performance (Y) through Job Engagement (Z). This is indicated by the finding that in model 2, Turnover is proven to have a negative and significant effect on Job Engagement (Z), which means that increasing turnover will reduce the level of employee work engagement. Furthermore, in model 3, Job Engagement (Z) is proven to have a positive and highly significant effect on Performance (Y) with a coefficient of 0.7174 and a significance level of 0.000. However, when the Job

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Engagement variable is included in model 3, the direct effect of Turnover (X2) on Performance (Y) becomes insignificant, with a coefficient of -0.0196 and a significance value of 0.719. If the dismissed employee has low performance, turnover can also be beneficial (Dessler, 2020). Smarter and more creative human resources can enter with change, improving company performance. Consequently, the effect of turnover on performance is contextual, depending on the level, type, and reason for turnover.

In general, research shows that high turnover tends to impact company performance. This is because workforce stability is crucial for maintaining productivity, service effectiveness, and achieving organizational targets (Asmara, 2017). Therefore, management must implement employee retention strategies such as increased job satisfaction, fair compensation, career development, and improved leadership styles to reduce turnover and maintain optimal performance.

Indirect Effect of Motivation on Performance through Work Engagement

Based on the results of the regression analysis in model 3, it can be explained that Motivation (X3) has an indirect influence on Performance (Y) through Work Engagement (Z). This is indicated by the finding that in model 2, Motivation is proven to have a positive and significant effect on Work Engagement (Z), which means that the higher the employee's work motivation, the stronger the level of work engagement they feel. Furthermore, in model 3, Work Engagement (Z) is proven to have a positive and very significant effect on Performance (Y) with a coefficient of 0.7174 and a significance level of 0.000. However, when the Work Engagement variable is entered into model 3, the direct effect of Motivation (X3) on Performance (Y) becomes insignificant, with a coefficient of 0.1124 and a significance value of 0.073. Employee performance itself is the work results achieved in accordance with organizational standards and targets. Performance is influenced by two factors, according to Mangkunegara (2017). This means that even though employees have adequate abilities, their work results will not be optimal if they do not have strong motivation. Therefore, motivation serves as a key driver for improving discipline, responsibility, work effectiveness, and the quality of public services at the sub-district level.

Empirically, numerous studies have shown that work motivation has a positive and significant impact on employee performance through work engagement (Adha et al., 2019; Hustia, 2020). The higher the employee motivation, the better their performance. Therefore, to improve public services in Deli Serdang Regency, Tanjung Morawa Sub-



district leaders must implement an approach that enhances motivation through fair incentives, career development, ongoing coaching, and a supportive work culture.

CONCLUSION

Based on the analysis and discussion, several conclusions were found, including:

1. Leadership style has a positive and significant effect on employee performance.
2. Turnover has a negative and significant effect on employee performance.
3. Motivation has a positive and significant effect on employee performance.
4. Leadership style has a positive and significant effect on job engagement.
5. Turnover has a negative and significant effect on job engagement.
6. Motivation has a positive and significant effect on job engagement.
7. Job engagement has a positive and very significant effect on employee performance.
8. Job engagement acts as a partial mediator in the relationship between leadership style and performance.
9. Job engagement acts as a full mediator in the relationship between turnover and performance.
10. Job engagement acts as a full mediator in the relationship between motivation and performance.

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