The Influence Of Leadership And Competence On Work Motivation And Its Impact On Employee Performance At The Koto Besar Sub-District Office, Dharmasraya Regency

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ABSTRACT
This study tries to test the Effect of Leadership, Competence and Work Motivation on Employee Performance in Koto Besar District, Dharmasraya Regency. This study uses descriptive quantitative methods. The study population consisted of 52 people from employees. To obtain a valid and realistic instrument, the validity and reliability test, normality test, multicollinearity test and heterocedasticity test were tested. The data analysis technique used is path analysis. The results showed that leadership and competency styles had a significant influence on the performance of employees of the Koto Besar Sub-District office in Dharmasraya Regency. Leadership and Competence styles did not have a significant influence on the motivation of employees of the Koto Besar Sub-District Head Office in Dharmasraya District, motivation did not have much influence between leadership and performance. The empirical findings indicate that in order to improve Community Satisfaction, the Koto Besar Sub-District Office of Dharmasraya District needs to pay attention to the performance of the staff of the Koto Besar Sub-District Office in Dharmasraya Regency.

Keywords: Effect of Leadership, Competence, Work Motivation, Employee Performance

INTRODUCTION
Analysis of the performance of the public bureaucracy becomes very important or in other words has very strategic values. Information about employee performance and the factors that influence the performance of employees is very important to know, so that measuring the performance of officials should be translated as an evaluation activity to assess or see the success and failure of the tasks and functions assigned to them.

Regarding the performance of employees, based on preliminary observations by the authors to the Koto Besar District Employees. The performance of some employees is still low. An indication of the low performance of some Koto Besar District employees. It can be seen in Table 1.1 below.

Table 1: Employee Performance Phenomenon

No.	Problem	Target	Realization	Achievements %
1	Completion of General Affairs reports	2 days	4 days	50%
2	Typing and Archiving District Governmentdocuments	2 days	3 days	67%
3	Collection of taxes and levies	3 days	5 days	60%

Source : HR Section Survey in All Districts in Dharmasraya Regency

Research purposes
Based on the formulation of the problem above, a number of research objectives can be arranged as follows:

1. Testing the influence of leadership on employee motivation in Koto Besar District, Dharmasraya Regency?
2. Test the influence of Competence on employee motivation in the Koto Besar District of Dharmasraya Regency?
3. Test the effect of motivation on employee performance in Koto Besar District, Dharmasraya Regency?
4. Testing the influence of Leadership on Employee performance in the Koto Besar District of Dharmasraya Regency?
5. Testing the influence of Competence on Employee performance in the Koto Besar District of Dharmasraya Regency?
6. Testing the effect of motivation as an intervening variable between Leadership and Employee performance in the Koto Besar District of Dharmasraya Regency?
7. Testing the effect of motivation as an intervening variable between Competence on Employee performance in Koto Besar District, Dharmasraya Regency?

LITERATURE REVIEW

Understanding of Performance

Performance comes from the word *job performance* or *actual performance* which means work performance or actual achievement achieved by someone. Definition of performance (work performance) is the work of quality and quantity achieved by an employee in carrying out its functions in accordance with the responsibilities given to him.

Performance or performance is the result or output of a process (Nurlaila 2010). According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work (Luthans 2012).

Performance is work performance, which is a comparison between work results and set standards (Dessler 2012). Performance is the result of work both in quality and quantity achieved by someone in carrying out the task according to the responsibility given (Mangkunegara 2009).

Performance is a result or a person's overall success rate during certain periods of duty compared to the wide range of possibilities, such as the standard of the work, the target or targets or criteria that have been determined in advance has been agreed (Rivai & Basri 2011).

Leadership

Handoko and Tjiptono (1996) suggests that leadership is one of the most observed topics, as well as the least understood phenomenon. This situation can occur because of the many definitions of Leadership. Stogdill Yukl (2005) says that the number of definitions of leadership is almost as many as the number of people trying to define it.

Employee Competence

According to Syah (2011), competence is the ability, skill, state of authority, or fulfill requirements according to legal provisions. Furthermore, according to (Syah 2011), it was stated that competence is the ability of a person to carry out obligations responsibly and properly.

Referring to the description above, competency can be interpreted as a person's ability to carry out his professional duties with full responsibility and high dedication with supporting facilities in the form of knowledge.

Work Motivation

Work motivation is an important thing that is often mentioned by the leadership of the organization both openly and covertly. This proves the importance of the motivational problem in leadership problems Hartono (2013). Work motivation is a desire to strive to achieve organizational goals, influenced by the ability to satisfy some individual needs. Motivation generally relates to all efforts to achieve goals, while organizational goals can reflect a single interest related to work-related behavior (Robbins 2006).

Siagian (2011) that the notion of motivation is as follows: ***"Motivation as an energizing condition of the organism that serves to direct that organization toward the goal of a certain class".*** Which means that motivation is a condition that moves people towards certain goals. Meanwhile Hasibuan (2006) defines motivation as follows: **"** Motivation is an incentive for desire and the driving force of one's willingness to work **".**

METHOD

Population and Sample Determination

The population in this study are all employees of the Koto Besar Sub-District Office of Dharmasraya Regency, amounting to 25 employees both civil servants and non-civil servants. Which are divided into several occupational fields and groups and ranks to be surveyed using questionnaires which are research instruments

The technique in taking this sample uses a total sampling technique (overall sample). Total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono 2006). The reason for taking total sampling is because according to Sugiyono (2006) the total population of less than 100 all of the population is all research samples.

Based on the opinions outlined above, because the population is smaller than 100, the authors in this study set the entire population as a sample of 30 people as saturated samples.

Types and Data Sources

The questionnaire was used to obtain primary data that was distributed directly to selected samples by visiting respondents. In the questionnaire it contains questions about the demographics of respondents such as gender, age, occupation, and length of work of the State Civil Apparatus, specifically there are Budget Users at the Dharmasraya Health Office. In addition, the questionnaire also contains statements about respondents' perceptions relating to leadership, competence, motivation and performance.

The measurement in this study uses the Interval scale with a Likert scale technique. Erlina (2008) defines the Likert scale in design to assess the extent to which the subject agrees and disagrees with the statement submitted. To measure the opinions of respondents used a Likert scale that contains 5 (five) answer preferences and is made in the form of a check (√) or cross (X) with details as follows: Score 1 (STS = Strongly Disagree), Score 2 (TS = Disagree, Score 3 (N = Neutral), Score 4 (S = Agree) and Score 5 (SS = Strongly Agree).

Data Analysis Techniques
Partial hypothesis testing (t test)
The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

Simultaneous Hypothesis Testing (F test)
The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

Path Analysis
Path analysis alone does not determine causal relationships and also cannot be used as a substitute for researchers to see causality between variables. Inter-variable causality relationships have been formed with models based on theoretical foundations. What is done by path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the hypothesis of imaginary causality.

Direct and Indirect Effects
Besides using independent variables (X) more than one variable. This study also uses intervening variables. Intervening variable is a mediating variable. its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variable namely path analysis.

RESULTS AND DISCUSSION
Partial Hypothesis Testing (t Test)
The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count > t-table then there is an influence of variable X partially on variable Y, and vice versa.

It is known that t table = t (α / 2; nk-1) = t (0.025; 34) = 2.032 . Then the table will be obtained as follows:

Table 2: t test Results

Variable Relationships		t-count	t-table	Sig.	Alpha	Results
Leadership	Performance	4,713	2,032	0,000	0.05	significant
Competence	Performance	2,574	2,032	0.014	0.05	significant
Leadership	Work motivation	0.706	2,032	0.485	0.05	Not significant
Competence	Work motivation	0.812	2,032	0, 422	0.05	Not significant

Based on the table above can be explained as follows:
   a. **Testing the first hypothesis (H₁) is accepted.**
      There is a partial influence between the leadership and performance variables.
   b. **Testing the second hypothesis (H₂) is accepted.**
      There is a partial influence between the Competence and Performance variables.
   c. **The third hypothesis testing (H₃) is rejected .**
      There is a partial influence between the leadership and motivation variables .

d. Testing the fourth hypothesis (H₄) is rejected .

There is a partial influence between the variables of Competence and Motivation .

Simultaneous Hypothesis Testing (F test)

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

It is known that F table = F (k; nk) = F (2; 35) = 3, 27

Table 3
Test Results F
ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	299,530	2	149,765	10,906	, 000 [b]
	Residual	466,903	34	13,732		
	Total	766,432	36			

a. Dependent Variable: PERFORMANCE
b. Predictors: (Constant), COMPETENCE, LEADERSHIP

Based on the table above can be explained as follows:

Testing the fifth hypothesis (H5) is accepted.

Based on the output above, it is known that the significance value for the effect of X1 and X2 simultaneously on Y is 0,000 <0,05 and F counts 10,906> 3,34, so it can be concluded that there are simultaneous leadership and competency effects on performance.

Table 4
Test Results F
ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13,577	2	6,789	, 363	, 698 [b]
	Residual	635,450	34	18,690		
	Total	649,027	36			

a. Dependent Variable: MOTIVATION
b. Predictors: (Constant), COMPETENCE, LEADERSHIP

Sixth hypothesis testing (H6) is rejected .

Based on the above output, it is known that the significance value for the effect of X1 and X2 simultaneously on I is 0, 689> 0.05 and F count 0.363 < 3, 27 so it can be concluded that there is nosimultaneous leadership and competency influence on work motivation.

Path Analysis
Path Model Coefficient 1

Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study. The summary of the results of data processing using the SPSS program are as follows:

Table 5
Significant level results
Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32,524	8,704		3,737	,001
	LEADERSHIP	,046	,158	,060	,291	,773
	COMPETENCE	,119	,243	,101	,489	,628

a. Dependent Variable: MOTIVATION

Based on the table above, it was obtained that:
1. the significance value of the leadership variable (X_1) = 0,733 > 0.05, this means that directly there is no significant influence of leadership (X_1) on work motivation (I).
2. While the Competency variable (X_2) = 0,628 > 0.05 which means Competence (X_2) This means that directly there is no effect of Competence significance (X_2) on Work Motivation (I).

Table 6
Significant level results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,145 [a]	,021	-,037	4,32316

a. Predictors: (Constant), COMPETENCE, LEADERSHIP

3. While the value of R^2 (R Square) found in the Summary Model table is 0,021 which gives the meaning that the contribution of variables X1 and X2 to I is 2,1 % and the rest is 97,9 % is the contribution of other variables not included in the study. And from the value of R^2 (R Square), obtained e_1 by means of $e_1 = \sqrt{(1 - 0,021)} = 0,989$.

Based on the results above, the structural equation is obtained:

$$I = 0,060. X_1 + 0,101. X_2 + 0,989$$

From the processing of the data above, it can be obtained Model I Path Diagram, as follows:

Figure 1
Model I - Path Analysis
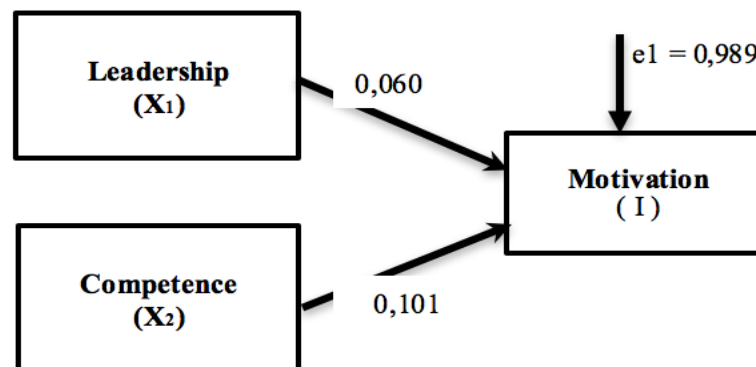
Path Model Coefficient 2
Multiple linear regression analysis is still used in the next study to obtain the path model coefficients 2. With the aim of knowing whether there are influences of independent variables

(leadershipand competency) and intervening variables (work motivation) on the dependent variable (performance). It can be seen in the following table:

Table 7
Linear regression test results
Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,801	8,982		1,536	, 134
	LEADERSHIP	, 485	, 137	, 585	3,528	, 001
	COMPETENCE	, 074	, 212	, 058	, 347	, 731
	MOTIVATION	, 046	, 149	, 042	, 307	, 761

a. Dependent Variable: PERFORMANCE

Based on the table above obtained:
1. Significance value of the leadership variable $(X_1) = 0,001 < 0.05$, this means that directly leadership (X_1) has a significant effect on performance (Y).
2. The significance value of the Competency variable $(X_2) = 0,731 > 0.05$ which means that directly Competence (X_2) does not have a significant effect on Performance (Y).
3. Significance value of Work Motivation variable $(I) = 0,761 > 0.05$ which means that directly Competence (I) does not have a significant effect on Performance (Y).

Table 8
Significant level results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 627 [a]	, 393	, 337	3,75609

a. Predictors: (Constant), MOTIVATION, LEADERSHIP, COMPETENCE

The value of R^2 (R Square) contained in the Model Summary table is 0.3 93 which gives the meaning that the contribution of variables X_1, X_2 and I to Y is equal to 3 9 , 3% and the remainder is 6 0 , 7% is the contribution of variables other variables not included in the study. And from the value of R^2 (R Square) obtained e_2, by means of $e_2 = \sqrt{(1 - 0.3\ 93)} = 0,779$

Based on the results above, the structural equation is obtained:

$$Y = 0, 585 .X_1 + 0, 058 .X_2 + 0, 042 .I + 0, 779$$

From the processing of the data above, It can be obtained path diagram model I, as follows:

Figure 2
Model II - Path Analysis
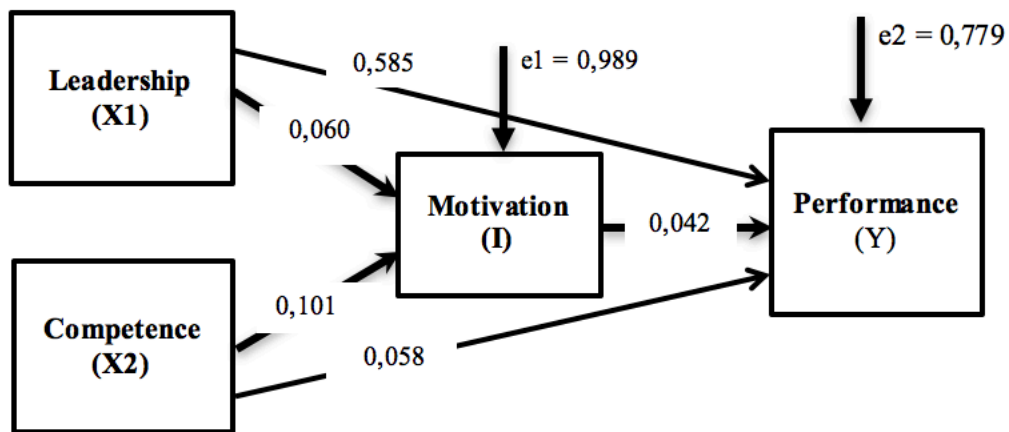
Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variable analysis method path *(path analysis).* Path analysis is an extension of regression analysis to estimate the causality relationship between previously defined variables based on theory (Ghazali 2013). The following is a path analysis to examine the relationship between leadership and competency to performance and whether the relationship between leadership and competency towards performance is mediated by work motivation with the following figure:

Figure 3
Path Analysis Model
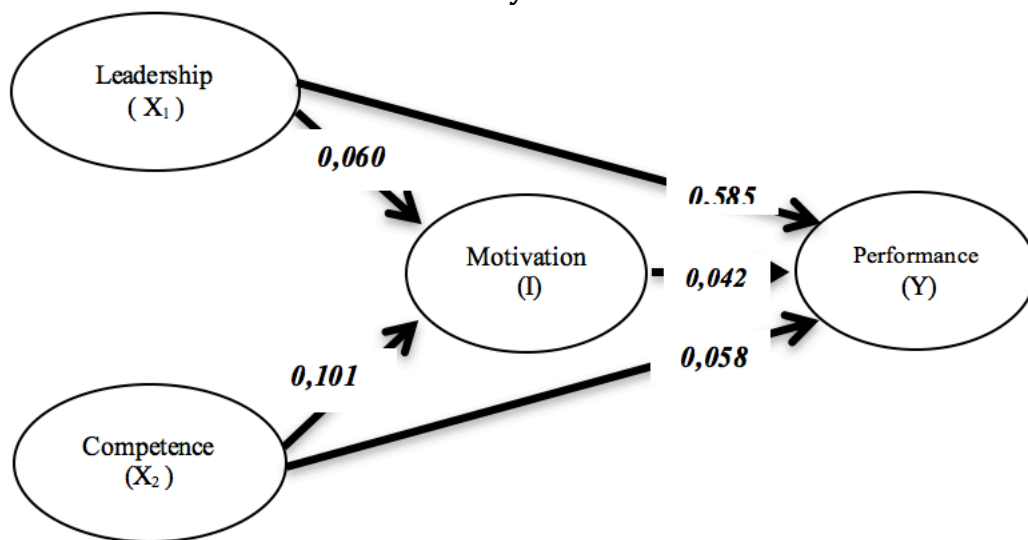
Based on the picture above can be calculated indirect effects between independent and bound variables through intervening variables as follows:
The seventh hypothesis test (H 7) is accepted .

Analysis of the effect of X1 through I on Y. It is known that the direct effect given X1 to Y is 0, 585 . While the indirect effect of X1 through I on Y is the multiplication between the value of beta X1 to I with the value of beta I to Y, namely: 0, 060 x 0, 042 = 0.0 02 . Then the total influence given X1 to Y is the direct effect added by indirect effects, namely: 0, 585 + 0.0 02 =

$0, 587$. Based on the results of these calculations, it is known that the direct effect value is $0, 585$ and the indirect effect is $0, 587$ which means that the value of indirect influence is greater than the value of direct influence, this result indicates that indirectly variable I gives an effect on variable X1 to Y which is not too significant .

Coefficient of Determination
While the value of R^2 found in the Summary Model table is $0, 021$ which gives the meaning that the contribution of variables X_1 and X_2 to I is $2 , 1$ % and the rest is $97, 9$ % is the contribution of other variables not included in the study. And from the value of R^2, obtained e_1 by means of $e_1 = \sqrt{(1 - 0, 021)} = 0, 989$.

Based on the results above, the structural equation is obtained:

$$I = 0, 060. X_1 + 0, 101. X_2 + 0, 989$$

The value of R^2 contained in the Model Summary table is $0.3\ 93$ which gives the meaning that the contribution of variables X_1, X_2 and I to Y is equal to $39, 3$% and the remainder is $60,7$% is the contribution of variables other variables not included in the study. And from the value of R^2 obtained e_2, by means of $e_2 = \sqrt{(1 - 0.3\ 93)} = 0, 779$

Based on the results above, the structural equation is obtained:

$$Y = 0, 585 .X_1 + 0, 058 .X_2 + 0, 042 .I + 0, 779$$

CONCLUSION
Based on the results of testing and discussion of the hypotheses described in the previous chapter, some conclusions can be drawn as follows:
1. There is a partial influence between the leadership and performance variables. This means that leadership has a positive influence on improving employee performance at the Koto Besar Sub-District Office in Dharmasraya Regency
2. There is a partial influence between the Competence and Performance variables. This means that competency has a positive influence on improving employee performance at the Office of the Sub-District of Koto Besar, Dharmasraya Regency
3. There is no partial effect between the leadership and motivation variables. This means that leadership does not have a positive influence on increasing employee motivation at the Koto Besar Sub-District Office in Dharmasraya Regency
4. There is no partial influence between the variables of Competence and Motivation. This means that competence does not have a positive effect on increasing employee motivation at the Office of the Koto Besar Sub-District of Dharmasraya Regency
5. There are simultaneous leadership and competency influences on performance. This means that leadership and competence simultaneously have a positive influence on improving employee performance at the Office of the Sub-District of Koto Besar, Dharmasraya Regency.
6. There is no simultaneous leadership and competency influence on work motivation. This means that leadership and competency do not have a positive influence on increasing employee motivation at the office of the Koto Besar Sub-District of Dharmasraya Regency
7. That indirectly the work motivation variable provides an increase in influencing leadership variables on performance that is not too significant. This means that

motivation has a positive influence on the increase between leadership and performance at the Koto Besar Sub-District Office, Dharmasraya Regency

SUGGESTION

Based on the findings and conclusions of the study. For this reason, the authors propose the following suggestions:

1. If seen from the lowest TCR value. It is found in the Leadership variable. therefore the leader needs to further improve the coaching and good relations with his subordinates.
2. In the effort to improve employee performance, it is expected to increase leadership, competency. This is because the two variables have a positive and significant effect on the performance of the employees of the Koto Besar Sub-District Office in Dharmasraya Regency.
3. It is necessary to look for other intervening variables because the motivational variables have little influence on performance .

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