



The influence of competence, motivation, human resource management and leadership style on employee performance in the education service of tangerang district

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Abstract

The purpose of this study was to examine the effect of competence, motivation, human resource management and leadership style on employee performance (a case study of Tangerang District Education Office employees. The analytical method used is a quantitative descriptive method with multiple correlation and multiple regression approaches and uses the program SPSS version 25.0 Based on the results of the data analysis equation, the regression obtained is as follows: $Y = 15.414 + 0.486X_1 + 0.261X_2 - 0.221X_3 + 0.346 X_4$ Based on hypothesis testing using the T test that leadership style and motivation have a positive and significant effect on employee performance. The results of the study simultaneously using the F test, indicate that all independent variables have a significant effect on employee performance. The correlation coefficient value is 0.613. With these results it is found that there is a strong correlation between the influence of competence, motivation, human resource management and leadership style on the performance of Tangerang District Education Office employees, because the coefficient value is between 0.50 and 0.75. While the coefficient of determination of the performance of the Tangerang Regency Education Office employees is

shown by the Adjusted R Square value of 0.327, this means that the contribution of competence, motivation, human resource management and leadership style to the performance of Tangerang Regency Education Office employees is 32.7% while the remaining 67.3% is influenced by other variables outside the variables studied.

Keywords

competence, motivation, human resource management, leadership style, employee performance

Introduction

Employees are the main assets of the organization and have a strategic role in the organization as thinkers, planners and controllers of organizational activities. In order to achieve organizational goals, employees need competence, motivation, human resource management to work more diligently and have quality and quantity performance so that it will make a positive contribution to organizational development. To create this, the required competencies are very urgent to be viewed at every level of management with a specific emphasis, namely the executive, leadership and employee levels. This is necessary as an effort to face the era of competition marked by changes in the world of work today and in the future. Likewise, human resource management and a reliable leadership style are needed in agencies or institutions to improve the performance of their employees. To increase high performance, management must always pay attention to factors that encourage employees to be productive at work, one of which is to increase employee work competence and form better work behavior. In this case, competence is used as the main criterion to determine a person's performance. For example, for professional, managerial, or senior manager functions. Employees who are placed in these tasks will know what competencies are needed, as well as what methods must be taken to achieve maximum results. Therefore every organization is formed to achieve certain goals, and if these goals are achieved, the organization is said to be successful. To achieve success, a strong foundation is needed in the form of employee competence, employee motivation, good human resource management and the presence of leaders who are able to manage the wheels of the organization well.

The Education Office is a government agency that has the task of carrying out some of the Regional Government affairs based on the principle of autonomy and assistance in the field of education. To carry out these tasks, the Education Office carries out functions including the formulation of technical policies in the field of education. Implementation of government affairs and public services in the field of early childhood education and non-formal education as well as basic education. Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Mathis and Jackson (2010:78) "performance is basically what is done and

what is not done by employees". An element that is quite important in an organization is the competence of employees. To achieve success, a strong foundation is needed in the form of competence. competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Another element that is quite important is the motivation of employees, because motivation is a driving and driving factor for someone to carry out their work, with the fulfillment of all needs or desires and expectations, employees will get satisfaction, and employees who have a high level of satisfaction will automatically perform will increase. Motivation is formed from the attitude of employees in dealing with work situations in the Organization. Equally important is the existence of an element of HR management in an institution, because human resources are the most important and very decisive and very influential on an organization's efforts to achieve its goals. No matter how advanced the technology, the development of information, the availability of working capital, without human resources it will be difficult for an organization to achieve its goals. Therefore the organization must build and focus on Human Resources (HR) to improve job performance in carrying out all the work that is within the scope of the organization.

And the most important element is a leader. Leadership is an abstract concept, but the results are real. Sometimes leadership leads to art, but often it is also related to science. Indrawijaya and Suprati (2008: 7) state, "the success of an organization, both as a whole and as part of the group within the organization is very dependent on the quality of leadership contained in the organization concerned". The author observes some of the leadership issues at the Tangerang District Education Office, namely the lack of firm leadership in imposing sanctions on employees who are not disciplined. This causes a decrease in the performance of some employees.

Based on the observations that have been made by researchers, it is still seen that the supervisory function is not properly realized for employees. Lack of oversight function because the leadership is rarely in place and often participates in activities outside the service, one of these activities is outside service activities, namely participating in activities that are outside, not in the service office. Weak supervisory functions have an adverse impact on employees resulting in increased employee absenteeism. This can be seen from the level of employee absenteeism in 2018-2020 in Table 1 as follows:

Table 1: Tangerang District Education Office Employee Absentee Level 2018-2020

No	Absence	Percentage		
		2018	2019	2020
1	Present	79,5	75,5	80,5
2	Sick	3,7	3,3	4,5
3	Permission	11,3	14,4	10,7
4	Late and Going Home Fast	5,5	6,2	5,3

Source: Tangerang District Education Office 2021

Based on Table 1 above, it shows that the absenteeism rate for employee absences continues to increase every year, especially for the criteria for absenteeism, illness and tardiness and going home. This shows that the leadership is not optimal in supervising its employees, it is found that there are still many employees who are absent from work due to permits, illness and coming to work late and even leaving early.

Based on the Government Regulation of the Republic of Indonesia No. 53 of 2010 concerning the discipline of civil servants Article 3 Point 11 which states that entering work and complying with the provisions of working hours, punctuality during working hours applies from 07.30 - 16.00 WIB, but at the Tangerang Regency Education Office there are still employees come late and there are employees during break hours go straight home before working hours end. The level of employee absenteeism can also be used as a basis for measuring employee performance, the more employees who are absent, the level of leadership supervision is still low resulting in low employee performance.

By looking at and paying attention to the descriptions mentioned above, the writer wants to conduct research by raising the title "The Influence of Competence, Motivation, Human Resource Management and Leadership Style in the Tangerang Regency Education Office".

Theoretical Basis

Competence

In this study, the competency variables that will be used to measure competence from Romberg (2007) in Gatot (2014) are educational background, work experience, knowledge, skills.

1. Education is an activity to increase mastery of theory and skills to decide on issues related to activities in order to achieve goals. This effort is made to improve the productive contribution of employees and develop human resources to deal with all possibilities that occur due to environmental changes (Sutrisno, 2017: 62).

2. Work experience is a basis/reference for an employee to be able to place himself in the right conditions, dare to take risks, be able to face challenges with full responsibility and be able to communicate well with various parties to maintain productivity, performance and produce individuals who are competent in their fields (Sutrisno, 2017:158).

3. Knowledge is knowledge or information of a person in a certain specific field (Sudarmanto, 2015:53)

4. Skills (skills) is the ability to carry out certain physical tasks or certain mental tasks Sudarmanto, (2015: 53).

Motivation

Cut Zurnali (2004) suggests that employee motivation is influenced by desired motives, expectations and incentives. In many studies in management,

administration, and psychology, these motivational variables are often used. The following will explain each of these motivational variables.

Motive.

Motives are factors that cause individuals to behave or behave in a certain way. So trying to answer questions like what need is someone trying to satisfy? What causes them to do a job or activity. This means that every individual has inner needs that cause them to be pushed, pressured or motivated to fulfill them. The particular needs they feel will determine the actions they take.

Hope

Expectation is the strength of the tendency to work correctly depending on the strength of the expectation that work will be followed by the provision of guarantees, facilities and an attractive environment or outcome. There are two major sources that can influence individual behavior, namely: sources of expectations related to their roles, among others, formal demands from the job in detail in the tasks that should be carried out. And the informal demands demanded by groups that individuals encounter in the work environment.

Incentive

Incentives are a stimulus or attraction that is deliberately given to employees with the aim that employees participate in building, maintaining and strengthening and directing their attitude or behavior towards a goal that will be achieved by the company. Providing incentives is very necessary, especially if employees do not know much about what they will do

Human Resource Management

The definition of human resource management put forward by experts includes: according to Hasibuan (2017:10) human resource management is the science and art of managing the relationships and roles of the workforce so that it is more effective and efficient in helping the realization of company, employee and community goals. Meanwhile, according to Tulus in Suharyanto (2005:13) human resource management is planning, organizing, directing, and supervising procurement.

The HR indicators in this study were taken based on Ardiana's research (2010), namely:

a. Knowledge

Knowledge (knowledge) is the mastery of science and technology that is owned by a person and is obtained through a learning process and experience during his life.

b. Skills

Skill (skill) is a special capacity to manipulate an object physically. Skill indicators include: production skills, communication, cooperation and organization, supervision, administration and accounting.

c. ability

Ability (ability) is the capacity of an individual to do various tasks in a job.

Leadership Style

An effective leadership style is a leadership style that can motivate employees to work. Employees can view their leaders as effective leaders or not, based on the satisfaction they get from the overall work experience. Employee performance will be good if the leader can provide the right motivation and the leader has a leadership style that can be accepted by all employees and supports the creation of a good and comfortable work atmosphere.

An effective leadership style is highly oriented towards subordinates who depend on communication to keep everyone working according to their respective work units.

So that according to Siagian (2014), a leadership style can be measured through the following indicators:

- a. A climate of mutual trust
- b. Appreciation of subordinates' ideas
- c. Consider the feelings of subordinates
- d. Attention to work comfort for subordinates
- e. Concern for the welfare of subordinates
- f. Recognition of the status of subordinates appropriately and proportionally

Employee Performance

According to Law No. 5 of 2014 concerning State Civil Apparatus, the performance appraisal of civil servants aims to guarantee the objectivity of civil servant development based on an achievement system and a career system with due regard to targets, achievements, results and benefits achieved, as well as the behavior of civil servants. Civil servant performance appraisal is an important stage in the resource development cycle which is carried out in an objective, measurable, accountable, participatory and transparent manner.

In Mangkunegara (2017), the elements or indicators assessed are:

1. Quantity of Work.

It is the volume or amount of workload or the amount that must be completed by an employee, measured quantitatively by the ability to achieve targets or work results in accordance with what is charged.

2. Quality of Work.

It is the degree to which the work is good or bad for this employee, which can be seen in terms of accuracy, neatness of work, speed of completing work, skills and dexterity of employees at work.

3. Work knowledge (Job Knowledge).

Is the process of placing an employee according to his educational background or expertise in a job. This can be seen from the ability of employees to understand things related to the tasks they perform.

4. Teamwork (Team Work)

It is a collaborative effort between fellow employees in completing a job. Collaboration is not only limited to vertical or collaboration between employees, but

horizontal cooperation is also a very important factor in organizational life, namely where organizational leaders and their employees establish a conducive relationship and produce mutually beneficial relationships.

5. Initiative / Creativity (Creativity).

It is the ability of an employee to complete each job in ways or initiatives that are considered effective and efficient and capable of creating change. Changes to make improvements for the betterment of the organization.

Research Methods

The research method used is the questionnaire method with correlational analysis techniques. The relationship between the related variables (Y) and the independent variables (X1; X2; X3, X4) can be seen in the constellation model below:

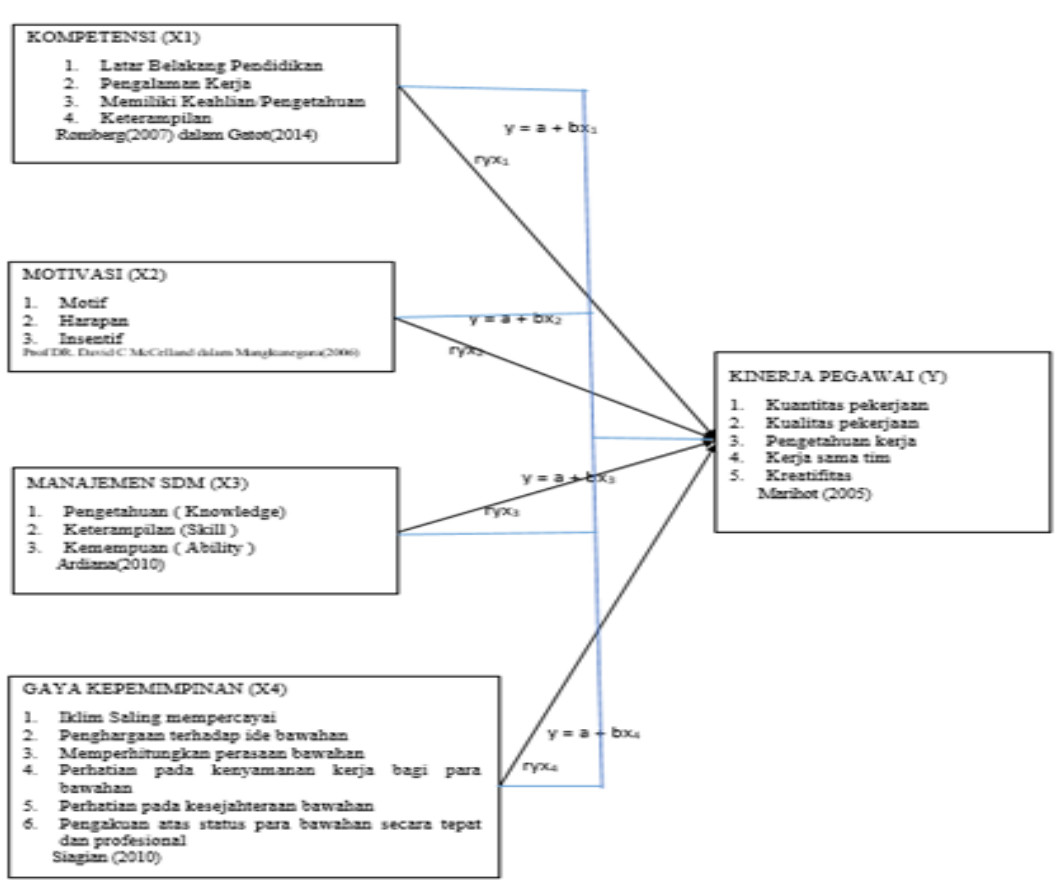


Figure 1. Problem Constellation Model

Information :

- X1 = Competency
- X2 = Motivation
- X3 = Human Resource Management
- X4 = Leadership Style
- Y = Employee Performance

To determine whether there is influence between Competence, Motivation, Human Resource Management and Leadership Style, with employee performance, four predictor regression analysis techniques are used. The four predictor regression line equations are:

$$Y = a + bX_1 + cX_2 + dX_3 + eX_4$$

information :

a = Constant

b, c, d, e = Competency Coefficient, Motivation, Human Resource Management, Leadership Style

Results And Discussion

Multiple linear regression analysis is used to see the effect of the independent variables on the dependent variable. The independent variables used in this study are competence, motivation, human resource management and leadership style while the dependent variable in this study is performance. To see the effect of competence, motivation, human resource management and leadership style on the performance of employees of the Tangerang District Education Office, it can be seen in the following table:

Table 2: Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Coefficients			Tolerance	VIF
1	(Constant)	15.414	14.370		1.073	.288		
	Kompetensi(X1)	.486	.208	.465	2.341	.023	.310	3.229
	Motivasi(X2)	.261	.128	.227	2.036	.047	.983	1.017
	ManajemenSDM(X3)	-.221	.203	-.203	-1.088	.282	.353	2.936
	GayaKepemimpinan(X4)	.346	.146	.323	2.368	.022	.658	1.520

a. Dependent Variable: KinerjaPegawai(t)

Source: Appendix of Data Processing Results, 2021

Based on table 2, a multiple linear regression equation can be made as follows:

$$Y = 15.414 + 0.486X_1 + 0.261X_2 - 0.221X_3 + 0.346 X_4$$

From the equation above, several things can be interpreted, as follows:

1. A constant of 15.414, meaning that if the competency, motivation, human resource management and leadership style ($X_1=X_2=X_3=X_4=0$) are getting better, then employee performance will be getting better too.

2. The competency coefficient is 0.486, meaning that partially competence has a positive effect on the performance of Tangerang District Education Office employees where if competency increases by one unit, the performance of Tangerang District Education Office employees will increase by 0.486 units.

3. The motivation coefficient is 0.261, meaning that partially motivation has a positive effect on the performance of Tangerang District Education Office employees where if motivation increases by one unit, the performance of Tangerang District Education Office employees will increase by 0.261 units

4. The human resource management coefficient is -0.221 and is negative, which means if the Human Resource Management variable decreases by 1 unit, then the dependent variable, namely Employee Performance, will also decrease by -0.221 and vice versa

5. The coefficient of leadership style is 0.346, meaning that partially the leadership style has a positive effect on the performance of the Tangerang District Education Office employees where if the leadership style increases by one unit, the performance of the Tangerang District Education Office employees will increase by 0.346 units.

6. There is a significant influence between competence, motivation, human resource management and leadership style on the performance of Tangerang Regency Education Office employees obtained from a correlation coefficient of 0.613, meaning that simultaneously it is known that together the variables have a significant influence on the performance of Office employees Tangerang District Education

Correlation coefficient

The SPSS output results of correlation coefficient analysis for the influence of Competence, Motivation, Human Resource Management and Leadership Style on the performance of Tangerang District Education Office employees can be seen in the table below:

Table 3: Correlation Coefficient Analysis Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.613 ^a	.376	.327	8.57054	.376	7.678	4	51	.000	1.360

a. Predictors: (Constant), GayaKepemimpinan(X4), Motivasi(X2), ManajemenSDM(X3), Kompetensi(X1)
 b. Dependent Variable: KinerjaPegawai(Y)

Source: attachment to Data Processing Results, 2021

From table 3 above, it can be seen that the correlation coefficient value is 0.613. With these results it is found that there is a strong correlation between the influence of competence, motivation, human resource management and leadership style on the performance of Tangerang District Education Office employees, because the coefficient value is between 0.50 and 0.75

Based on table 3, the coefficient of determination of the performance of Tangerang Regency Education Office employees is shown by the Adjusted R Square value of 0.327, this means that the contribution of competence, motivation, human resource management and leadership style to the performance of Tangerang Regency Education Office employees is 32, 7% while the remaining 67.3% is influenced by other variables.

The t test is used to see the effect separately between the independent variables and the dependent variable. With the help of the SPSS V.25 program, it is known that the t value is calculated in table 4.20 as follows

Table 4: Partial t test results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15.414	14.370		1.073	.288		
	Kompetensi(X1)	.486	.208	.465	2.341	.023	.310	3.229
	Motivasi(X2)	.261	.128	.227	2.036	.047	.983	1.017
	ManajemenSDM(X3)	-.221	.203	-.203	-1.088	.282	.353	2.836
	GayaKepemimpinan(X4)	.346	.146	.323	2.368	.022	.658	1.520

a. Dependent Variable: KinerjaPegawai(Y)

The calculated F value in the ANOVA table is as follows:

Table 5
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2255.799	4	563.950	7.678	.000 ^b
	Residual	3746.164	51	73.454		
	Total	6001.963	55			

a. Dependent Variable: KinerjaPegawai(Y)

b. Predictors: (Constant), GayaKepemimpinan(X4), Motivasi(X2), ManajemenSDM(X3), Kompetensi(X1)

Based on the table above, the t test can be explained as follows:

1. The coefficient of competency quality variable with a t-value of 2.341 and a value (sig = 0.023 <0.05). With df = 56-4-1 = 51 a ttable of 1.675 is obtained, from the results above it can be seen that $t_{count} > t_{table}$ or $2.341_{count} > 1.675_{table}$, the competency variable has a significant influence on the performance of the Tangerang Regency Education Office employees.

2. The coefficient of the motivational variable with a t-count value of 2.036 and a value (sig = 0.047 <0.05). With df = 56-4-1 = 51, a ttable of 1.675 is obtained. From the results above, it can be seen that $t_{count} > t_{table}$ or $2.036_{count} > 1.675_{table}$, the motivation variable has a significant influence on the performance of the Tangerang Regency Education Office employees

3. The coefficient of the human resource management variable with a t value of 1.088 and a value (sig = 0.282 > 0.05). With df = 56-4-1 = 51, a ttable of 1.675 is obtained. From the results above, it can be seen that $t_{count} > t_{table}$ or $1.088_{count} < 1.675_{table}$, then the human resource management variable has no partially significant effect on the performance of the Tangerang Regency Education Office employees

4. The coefficient of the variable leadership style with a t-count value of 2,368 and a value (sig = 0.022 <0.05). With df = 56-4-1 = 51, a ttable of 1.675 is obtained. From the results above, it can be seen that $t_{count} > t_{table}$ or $2.368_{count} > 1.675_{table}$, the leadership style variable has a significant influence on the performance of the Tangerang Regency Education Office employees.

5. Based on the F test it is known that the calculated F value is 7,678 with a significance value of 0.000 <0.05. This means that together the variables of competence, motivation, human resource management and leadership style have a positive and significant influence on the performance of the Tangerang District Education Office employees. The correlation coefficient value is 0.613. With these results it is found that there is a strong influence on competence, motivation, human resource management and leadership style on the performance of Tangerang District Education Office employees, because the coefficient value is between 0.50 and 0.75. The coefficient of determination of the performance of Tangerang District Education Office employees is shown by the Adjusted R Square value of 0.327, this means that the contribution of competence, motivation, human resource management and leadership style to the performance of Tangerang District Education Office employees is 32.7% while the rest 67.3% influenced by other variables

Conclusion

1. The coefficient of the competency variable with a tcount of 2.341 and a value (sig = 0.023 <0.05). It can be concluded that partially there is a significant influence between competence on the performance of Tangerang District Education Office employees. The better the competency of an employee in an agency, the better his job will be. competence means the ability that must be owned by a person

or every worker to be able to carry out a job effectively, efficiently, productively and with quality in accordance with the vision and mission of the organization. An employee who has good competence will make employees more careful in trying to achieve the expected targets, this will have an impact on their performance through employee morale.

2. The coefficient of the motivational variable with a calculated t value of 2.036 and a value (sig = 0.047 <0.05). It can be concluded that partially there is a positive and significant influence between motivation on the performance of Tangerang District Education Office employees. The better the motivation of a person in an agency, the more employees will enjoy their work. Motivation means the ability to direct employees to organizational goals so that they have a strong desire to work and try so that the desires of employees and organizational goals can be achieved. A leader who is able to motivate employees to work better, this will make employees more careful in trying to achieve the expected targets, this will have an impact on the performance of their employees.

3. The coefficient of the Human Resource Management variable with a t value of -1.088 and a value (sig = 0.282 > 0.05). It can be concluded that partially there is no significant influence between Human Resource Management on the performance of Tangerang District Education Office employees. Human resource management is a management of human resources in an institution effectively and efficiently in order to help realize the goals of an organization

4. The coefficient of the variable leadership style with a calculated t value of 2.368 and a value (sig = 0.022 <0.05). It can be concluded that partially there is a positive and significant influence between leadership style on the performance of Tangerang District Education Office employees. The better a person's leadership style in an agency, the more employees will enjoy their work. Leadership means the ability to influence, move, and direct an action in a person or group of people for a specific purpose. In an effort to influence, a leader applies a different style in every situation. Leadership that is played well by a leader is able to motivate employees to work better, this will make employees more careful in trying to achieve the targets expected by the company, this will have an impact on the performance of their employees.

5. Based on the F test it is known that the calculated F value is 7.678 with a significance value of (0.000 <0.05). So that it can be concluded that together or simultaneously the variables of competence, motivation, human resource management and leadership style have a significant influence on the performance of the Tangerang District Education Office employees. The coefficient of determination of the performance of Tangerang District Education Office employees is indicated by an R value of 0.613, this means that the contribution of competence, motivation, human resource management and leadership style to the performance of Tangerang District Education Office employees is 61.3%, while the rest is influenced by other variables.

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