Contribution of Leadership Style, Competence, and Motivation to Employee Performance in the Badan Keuangan and Aset Daerah Kota Kupang

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A R T I C L E I N F O	ABSTRACT
Keywords: Leadership Style, Competence, Motivation, Employee Performance	The purpose of this research is to analyze and prove the influence of leadership style, competence, and motivation on employee performance. This research was conducted for 5 months (January-May 2022) at the Office of the Badan Keuangan dan Aset Daerah Kota Kupang. This research is classified as quantitative research using a method of survey confirmative verification (associative). The research population was 103 employees whose sample was determined based on the census technique (saturated sample) so the sample was 103 respondents. The type of research data consists of primary data and secondary data. Techniques to obtain data using questionnaires (Likert scale), interviews, and documentation. Data analysis used multiple linear regression analysis (partial test and simultaneous test). The results showed that leadership style, competence, and motivation positively and significantly affected performance either partially or simultaneously. This is because the entire t-count value obtained by each variable is greater than the t-table and also the F-count is greater than the F-table with a significance value of $< \alpha$ 0.05. The contribution of leadership style to performance is 60.2%, competence to performance is 52.9%, and motivation to performance is 43.7%. In general, the contribution of leadership style, competence, and motivation variables to performance is 68.1%.
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1. Introduction

High performance of the State Civil Apparatus (in Indonesia: ASN) is needed as demand for good governance (Riwukore, Habaora, et al., 2022). For the effectiveness of ASN performance, it is very necessary to have juridical guidelines as a flow for ASN performance assessment. The juridical foundation aims to provide a foundation and guidance for ASN in carrying out the duties of administering government. This rule is by the mandate of Law Number 43 of 1999 concerning the Basics of Employment. In addition, the demands for ASN performance are also Law Number 23 of 2014 concerning Regional Government. To maximize the performance of ASN, the government and DPR RI issued Law Number 94 of 2021 concerning Amendments to Law Number 15 of 2014 concerning State Civil Apparatus. Although there is a juridical basis for improving the performance of ASN, based on empirical findings, data on ASN performance is still less than optimal.

The report from the Badan Kepegawaian Nasional Republik Indonesia (2019) that only 20% of ASN in Indonesia have performance and achievements in the category of very good scores (Habaora et al., 2021). This means that there are still approximately 80% of ASN who are considered to have poor performance and achievements. This condition is not much different from the results of research from PERC (Political and Economic Risk Consultancy) in 1999 which reported that Indonesia was one of the worst countries in the field of bureaucracy in the world with a score of 8.0 out of 10 for the worst (Riwukore, Susanto, et al., 2022). In addition, IFC: Doing Business Report 2013 (Riwukore, Yustini, et al., 2022) reports that the performance of the bureaucracy

in Indonesia was ranked 128 in 2013 or worse than in 2007 which was ranked 123 in the world, which means that the performance of the bureaucracy Indonesia in providing public services oriented to the ease of doing business is still far from expectations. This indicates that the procedures and work mechanisms are convoluted, not transparent, less informative, less responsive, and less consistent so that they do not guarantee service certainty. Furthermore, the Institute for Management of Development, Switzerland, the World Competitiveness Book 2007 reported the results of a survey related to work productivity about ASN performance in 2005 which resulted that the rank of Indonesian ASN work productivity was in position 59 out of 60 countries surveyed, or lower compared to in 2001 which reached 46th, far from other Asian countries such as Singapore (1), Thailand (27), Malaysia (28), Korea (29), China (31), India (39), and the Philippines (49). Low commitment also affects performance so Indonesia is only ranked 60th based on economic performance in 2005, Business Efficiency (59), and Government Efficiency (55) (Riwukore, Susanto, Walyusman, et al., 2021). his is due to the quality of Indonesian human resources who are unable to compete (Zamzam et al., 2018), weak competence and employee motivation (Riwu Kore, 2010), and low leadership style (Riwukore, Alie, et al., 2021). These things greatly affect the performance of ASN.

Good performance is optimal performance and oriented to organizational standards to support the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources because this is a key factor to improve employee performance. Improved employee performance will bring progress for the organization to be able to achieve its goals. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving organizational goals and survival depends on the quality of the human resources in it. The performance of each employee can increase if it is supported by good management and the readiness of the leadership to create a safe and harmonious work system and working relationship between one employee and another (Susanto & Riwukore, 2020).

Improving employee performance is important considering the change in the direction of government policy as required by the spirit of reform to provide wider space for movement and greater participation for the community in government and development activities, where the government and its apparatus play more of a facilitator role. Changes in policy direction have implications for the professional ability of ASN in responding to the challenges of the globalization era that is facing fierce competition with other countries in the world. Starting from this thought, improving the performance of the apparatus is an urgent matter for a study at this time.

Human resources (HR) is an integrated ability of the power of thought and physical power possessed by individuals, their behavior and characteristics are determined by heredity and environment. Thus, human resources are assets in all aspects of management, especially those concerning the existence of the organization (Bukit et al., 2017). Thus, HR is influenced by several factors including leadership style, competence, and motivation to achieve organizational goals based on employee performance achievements. Competence is a standard requirement that must be met by individuals to be able to carry out their main tasks and functions appropriately which is influenced by a combination of knowledge, skills, and behavior (Riwu Kore, 2020). Leadership style as individual performance to influence the behavior (activities) of others through individual and group communication to achieve goals by understanding the situation and condition of the organization being led (Riwukore, Susanto, Walyusman, et al., 2021). The result of human resource capabilities that are influenced by leadership style, competence, and motivation is employee performance, as a result of work that can be achieved by a group of people in an organization by their respective authorities and responsibilities, to achieve the goals of the organization concerned that legal does not violate the law and is by morals and ethics (Riwukore, Susanto, et al., 2022).

The Badan Keuangan and Aset Daerah Kota Kupang is an auxiliary element of the leadership of the regional government led by the Head of the Agency to assist the regional head in the success of the regional vision and mission policies and coordinate regional offices and regional technical institutions to maximize organizational goals from the budgetary aspect. Habaora (2020) explained that the Kupang City Government in developing its region has six main programs, namely: (1) developing healthy, intelligent, moral, professional, and competitive human resources (Kupang Sehat-Cerdas); (2) developing a competitive Kupang economy by increasing the role of the private sector (Kupang Makmur); (3) improve social welfare and develop a city culture that is orderly, safe, creative, and has achievements in supporting service cities (Kupang Bagaya-Berprestasi); (4) preparing Kupang City to become an environmentally friendly metropolitan (Kupang Hijau); (5) improve governance that is free of KKN and financial management transparency (Kupang Jujur); and (6) build the city as a big house for brotherhood and inter-ethnic, religious, racial, and inter-group harmony (Kupang Rukun-Aman).

The results of the initial observations of this study found several empirical phenomena that can interfere with the quality of performance of ASN working in the Badan Keuangan and Aset Daerah Kota Kupang, including (1) ASN officials in leading organizations still seem to use the principle of like and dislike in assigning tasks and responsibilities. answer to employees; (2) there is still a conflict of interest in carrying out work related to the

workload assigned; (3) there is no regeneration in technical duties and work such as administrator employees; (3) the organization's attention to increasing competence through training and education is still quite low so that many employees feel bored with their long-term roles; (4) employees' work motivation becomes low due to the influence of high workloads but their success is not recognized; (5) employees are not involved in the education and training process to improve competence, but have a task load in carrying out organizational goals so that employees try to be self-taught who are worried that it will weaken employee morale.

To maximize the deepening of this research, in addition to observations or observations, interviews were also conducted with the leadership and several employees who work at the Badan Keuangan and Aset Daerah Kota Kupang which showed the following conditions: (1) employees were less enthusiastic at work; (2) lack of expertise in doing work; (3) low willingness to master certain competencies or skills that can support work; and (6) low initiative to become a pioneer in certain activities. To support the empirical situation of this initial research, the researcher also conducted a review of the Laporan Akunbilitas Kinerja Instansi Pemerintah (LAKIP). The results of the analysis show that most of the agencies, offices, and institutions located in the Sekretariat Daerah Pemerintah Kota Kupang, including the Badan Keuangan and Aset Daerah Kota Kupang, have never achieved the realization of the ideal performance target (100%), but it ranges from 84-90%, as measured by the realization of the implementation of programs and activities with the absorption of available funds.

In addition to the phenomena above, similar studies using research variables of leadership style, competence, and motivation on employee performance have been carried out, but in these studies, there are still differences from previous studies, where there is research that supports the theory, and there is also research that does not support the theory. Research results contradict each other both in theory and other research. Based on the results of studies, observations, and initial interviews, the identified factors that may affect the performance of ASN are leadership style, employee competence, and work motivation. For this reason, the authors are interested in conducting research under the title "The contribution of leadership style, competence, and motivation to performance of the employee in the Badan Keuangan and Aset Daerah Kota Kupang".

The purpose of this study was to analyze and prove the influence of leadership style, competence, and motivation on employee performance at the Badan Keuangan and Aset Daerah Kota Kupang, either partially or simultaneously. The benefits obtained from this research are expected to support the development of comprehensive knowledge and become a reference for decision-making in HR managerial in organizations.

2. Methods

2.1. Research Limits
The scientific discipline used in the research is management science, especially human resource management. The focus of the research is only on the Badan Keuangan and Aset Daerah Kota Kupang. This study uses quantitative analysis methods with the help of SPSS version 25 analytical instruments or tools. This research was carried out for a period of 5 months, namely from January 2022 to May 2022. Many variables that affect performance are endogenous and in this study, the exogenous variables are limited by variables. leadership style, competence, and motivation.

2.2. Research Methods
As scientific research, this article uses a verification confirmative survey method. Creswell & Cresswell (2022) explain that survey research contains quantitative or numerical descriptions of trends, attitudes, or opinions of the population by studying the population sample. Sekaran & Bougie (2020) explained that the confirmative method is proof of data because it is confirmatory. Meanwhile, Sugiyono (2017) explains that verification research aims to test hypotheses and describe variables.

The research method used in general is research with a quantitative approach because the research data is in the form of numbers and the analysis uses statistics (Riduwan & Akdon, 2010). In other words, this research is associative research where in this study there are variables that are related and can influence other variables (Riwu Kore et al., 2022).

2.3. Research Design
The design of this study consists of a framework of thinking that discipline, workload, and emotional intelligence affect employee performance. In the following, the research framework is presented as shown in Figure 1.
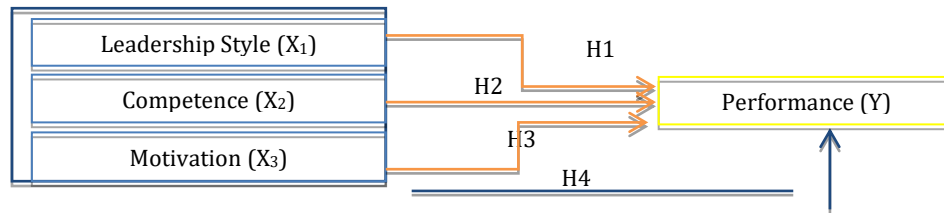
Figure 1. **Flowchart of the framework**

Moving on from the formulation of the research problem and the research framework as well as the flow of thought, the research hypotheses to be tested can be formulated as follows:

H₁ : It is suspected that there is an influence of leadership style on the performance of employee in the Badan Keuangan dan Aset Daerah Kota Kupang.

H₂ : It is suspected that there is an influence of competence on the performance of employee in the Badan Keuangan dan Aset Daerah Kota Kupang.

H₃ : It is suspected that there is an influence of motivation on the performance of employee in the Badan Keuangan dan Aset Daerah Kota Kupang.

H₄ : It is suspected that there is a joint influence of leadership style, competence, and motivation intelligence on the performance of employee at the Badan Keuangan dan Aset Daerah Kota Kupang.

2.4. Population and Research Sample

Kuncoro (2014) explains that a population is a complete group of elements, which are usually people, objects, transactions, or events in which we are interested in studying or becoming the object of research. While Hardani et al. (2020) define the notion of the sample as part of the representative population under study. Furthermore, it is explained again that if the subject is less than 100 it is better to take all and if the subject is greater than 100 it can be taken between 10%-15% or greater than 100 can be taken from the total population.

In this study, the population is employees who work in the Badan Keuangan and Aset Daerah Kota Kupang, totaling 103 employees. Based on a population of ± 100 people, the determination of the number of samples used by the author in this study is by the census method or commonly known as the saturated sample. Sugiono (2017) explains that saturated sampling is a sampling technique when all members of the population are used as samples. Thus the sample used is all employees who work in the Badan Keuangan and Aset Daerah Kota Kupang, totaling 103 people. Based on the determination of the sample by census or saturated sample, the sampling technique is classified as a non-probability sampling technique, namely a sampling technique that does not provide equal opportunities/opportunities for each element or member of the population to be selected as a sample (Sugiyono 2017:84).

2.5. Types and Sources of Data

The data obtained in this study came from the types of primary data and secondary data. Primary data is the type of data obtained and extracted from the main source by distributing questionnaires and interviews with respondents. The questionnaire used in this study is a closed questionnaire using a Likert scale with the type of interval measurement scale, namely: 1 (strongly disagree); 2 (disagree); 3 (neutral); 4 (agree); and 5 (strongly agree). While secondary data is data obtained from other parties or sources that already exist, such as previous research that is relevant to the substance of the research.

2.6. Data Analysis

This study uses a questionnaire as a research instrument. Therefore, it is necessary to test the validity and test reliability. Furthermore, the classical assumption test was carried out consisting of a normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. The final stage of data analysis carried out is hypothesis testing which consists of a simple linear regression test (partial test) through the t test and a multiple linear regression test (simultaneous test) through the F test. Next, is the coefficient of determination. The equations for testing the overall hypothesis in this study are as follows.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Info: performance (Y), constant (a), coefficient regression (β_1-β_3), leadership style (X_1), competence (X_2), motivation (X_3), and error (e).

3. Results and Discussion

3.1 Result

a. Validity Test

The correlation technique used to test this validity is Pearson's product moment correlation, with the decision rule: if $r_{count} > r_{table}$, then the instrument is categorized as valid. On the other hand, if $r_{count} < r_{table}$, then the instrument is categorized as invalid and unfit for use in data collection. Based on the validity test on all statement items on each variable, all of them are valid. The results of the validity test of each statement item on the variables of leadership style, competence, motivation, and performance are presented in Table 5.

Table 5.
Result of validity test

Index r_{tabel}	Variables								Results
	Leadership Style		Competence		Motivation		Performance		
	Item	r_{count}	Item	r_{count}	X3.1	0,404**	Item	r_{count}	
0,1630	X1.1	0,417**	X2.1	0,566**	X3.1	0,691**	Y1	0,782**	Valid
0,1630	X1.2	0,400**	X2.2	0,742**	X3.2	0,544**	Y2	0,454**	Valid
0,1630	X1.3	0,726**	X2.3	0,416**	X3.3	0,638**	Y3	0,883**	Valid
0,1630	X1.4	0,505**	X2.4	0,827**	X3.4	0,331**	Y4	0,874**	Valid
0,1630	X1.5	0,613**	X2.5	0,592**	X3.5	0,365**	Y5	0,885**	Valid
0,1630	X1.6	0,661**	X2.6	0,728**	X3.6	0,755**	Y6	0,790**	Valid
0,1630	X1.7	0,620**	X2.7	0,659**	X3.7	0,374**	Y7	0,894**	Valid
0,1630	X1.8	0,416**	X2.8	0,744**	X3.8	0,727**	Y8	0,550**	Valid
0,1630	X1.9	0,701**	X2.9	0,824**	X3.9	0,755**	Y9	0,894**	Valid
0,1630	X1.10	0,566**	X2.10	0,336**	X3.10	0,670**	Y10	0,356**	Valid
0,1630	X1.11	0,508**	X2.11	0,817**					Valid
0,1630			X2.12	0,623**					Valid

Source*: SPSS output processed by researchers, 2022*

b. Reliability Test

Reliability test using Cronbach's Alpha method. According to Bahri & Zamzam (2015), Cronbach's Alpha is very suitable for use on scores in the form of a scale (eg 1-5) or ranged scores (eg 0-20, 0-50). For testing usually use certain limits such as 0.6. Reliability less than 0.6 is not good, while 0.7 is acceptable and above 0.8 is good (Hardani et al., 2020). According to (Hardani et al., 2020). Opinion of Bahri & Zamzam (2015), certain limitations can also be used as a reference to determine the level of reliability as presented in Table 6.

Table 6.
Reliability index

No.	Validity Index	Criteria
1	0,90-0,10	Perfect Reliability
2	0,80-0,89	Very Strong Reliability
3	0,70-0,79	Strong Reliability
4	0,60-0,69	Moderate Reliability
5	0,50-0,59	Less Strong Reliability
6	< 0,50	Not Strong Reliability

Source : Bahri & Zamzam (2015)

The results of the questionnaire reliability test for the variables of leadership style, competence, motivation, and performance are presented in Table 7. The results of the calculation of the four variables all obtained Cronbach's Alpha values > 0.70. Thus, it can be concluded that the questionnaire in this study is reliable as a data collection tool. Therefore, the research analysis can be continued.

Table 7.
Reliability test

Variable	Cronbach's Alpha	Criteria	Results
Leadership style	0,768	0,70	Strong Reliability
Competence	0,869	0,70	Very Strong Reliability
Motivation	0,768	0,70	Strong Reliability
Performance	0,906	0,70	Perfect Reliability

Source: SPSS output processed by researchers, 2022

c.   Normality Test

The normality test of this study used the Kolmogorov-Smirnov Test (liliefors). The test criteria are if the obtained significance > α, then the sample comes from a normally distributed population. If the obtained significance < α, then the sample does not come from a normally distributed population. The level of significance of the test is = 0.05. Based on the results of the normality test, the significance value for all variables is greater than 0.05 so it can be concluded that the tested data is normally distributed (Table 8).

Table 8.
Normality test of Kolmogorov-Smirnov Test

Variable	Asymp.Sig (2-tailed)	Criteria	Results
Leadership style	0,242	> 0,05	Normal Distributed Data
Competence	0,523	> 0,05	Normal Distributed Data
Motivation	0,424	> 0,05	Normal Distributed Data
Performance	0,235	> 0,05	Normal Distributed Data

Source: SPSS output processed by researchers, 2022

d.   Autocorrelation Test

One way to detect the presence or absence of autocorrelation in this study is the Durbin Watson (DW) test by looking at the DW test. According to Algifari *op. cit.* Riwukore, Susanto, Walyusman, et al. (2021) to determine the occurrence of autocorrelation, can use the range of values in Table 9, and the results of the autocorrelation test are presented in Table 10.

Table 9.
Measurement of autocorrelation test

No.	Range	Results
1.	< 1,10	There is autocorrelation
2.	1,10 - 1,54	Without conclusion
3.	1,55 - 2,46	No autocorrelation
4.	2,47 - 2,90	Without conclusion
5.	> 2,90	There is autocorrelation

Source: Algifari (2000)

Table 10. Resulted autocorrelation test

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.825[a]	.681	.671	3.701	1.632

a. Predictors: (Constant), Motivation, Competence, Leadership Style

b. Dependent Variable: Performance

Based on the results of the autocorrelation test, it can be seen that the Durbin Watson (DW) value is 1.632. The DW value lies between 1.55 to 2.46 with the conclusion that there is no autocorrelation between each independent variable so that the regression model formed between each dependent variable, namely performance is only explained by the independent variables, namely leadership style (X_1), competence (X_2), and motivation (X_3).

e.   Multicollinearity Test

Multicollinearity can be known by looking at the tolerance and variance inflation factor (VIF) values generated by the independent variables. If the tolerance value is > 0.10 and VIF < 10, it can be interpreted that there is no multicollinearity in the study. On the other hand, if tolerance is < 0.10 and VIF > 10, there is a multicollinearity disorder in this study. From the results of the multicollinearity test (Table 11), it is known that none of the independent variables has a tolerance value less than 0.10. Likewise, the VIF value of each variable is not greater than 10. Thus, it can be concluded that this regression model does not have multicollinearity problems.

Table 11.
Resulted multicollinearity test

Variables	Tolerance	VIF	Keterangan
Leadership Style	0,542	1,844	Multicollinearity does not occur
Competence	0,229	4,365	Multicollinearity does not occur
Motivation	0,269	3,715	Multicollinearity does not occur

Source: SPSS output processed by researchers, 2022

f. Heteroscedasticity Test

Ghozali (2018) states that the prerequisite that must be met in the regression model is the absence of heteroscedasticity problems. Heteroscedasticity can be seen from the presence or absence of a pattern on the scatterplot graph between the residuals, where the Y axis is the residual ($Y_{prediction} - Y_{actually}$) that has been standardized, and the X axis is the Y that has been predicted. The basis of the analysis is that if the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.
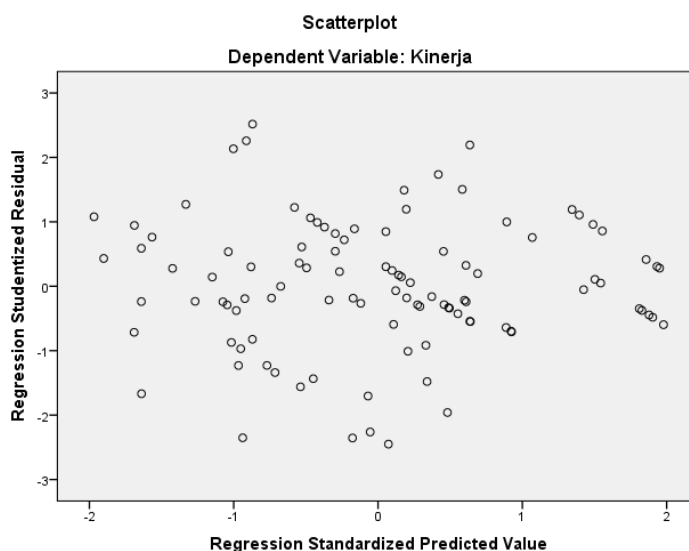
Scatterplot

Dependent Variable: Kinerja

Figure 2. Heteroscedasticity test scatterplot

The results of the heteroscedasticity test in the image above show that the data is almost evenly distributed both above and below the zero point. Thus, it can be ascertained that the research data does not occur heteroscedasticity in other words the distribution of the data is the same (homoscedasticity).

3.2 Hypothesis Test

a. Regression Test of Leadership Style to Performance

The results of the t-test calculations in this study can be seen in Table 12. Based on the regression results, the regression equation model obtained is $Y = -1{,}594 + 0{,}973X_1$.

Table 12.
Regression from leadership style to performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.594	3.276		-.487	.628
	Leadership Style (X_1)	.973	.079	.776	12.365	.000

a. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Table 12 for employees of the Badan Keuangan and Aset Daerah Kota Kupang obtained t_{count} 12.365 > t_{table} 1.98373 so $H0_1$ is rejected and Ha_1 is accepted that there is an influence of leadership style on performance. Thus, hypothesis 1 succeeded in providing theoretical and empirical information.

Table 13.
Leadership style summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776[a]	.602	.598	4.093

a. Predictors: (Constant), Leadership Style (X1)
b. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

The correlation value is 0.776 where this value can be interpreted that the relationship between the two research variables is in a strong category. The coefficient of determination (R square) obtained is 0.602 which can be perceived that the independent variable leadership style (X_1) has a contribution effect of 60.2% on the performance variable (Y) and 39.8% is influenced by other factors outside leadership style variable (X_1).

b.   Regression Test of Competence to Performance

The results of the t-test calculation in this study can be seen in Table 14. The regression equation model obtained is Y = 10,664 + 0,610X_2.

Table 14.
Regression of competence to performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
1 (Constant)	10.664	2.660		4.009	.000
Competence (X_2)	.610	.057	.727	10.649	.000

a. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Table 14 for employees of the Badan Keuangan and Aset Daerah Kota Kupang obtained t_{count} 10,649 > t_{table} 1,98373 so that $H0_2$ is rejected and Ha_2 is accepted that there is an influence of competence on performance. Thus, hypothesis 2 succeeded in providing theoretical and empirical information.

Table 15.
Competence summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727a	.529	.524	4.454

a. Predictors: (Constant), Competence (X_2)
b. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

The correlation value is 0.727 and this value can be interpreted that the relationship between the two research variables is in a strong category. The value of R Square or the coefficient of determination obtained is 0.529 which can be perceived that the independent variable of competence (X_2) has a contribution effect of 52.9% on the performance variable (Y) and the other 47.1% is influenced by other factors outside the competence variable (X_2).

c.   Regression Test of motivation to Performance

The results of the t-test calculations in this study can be seen in Table 16. The regression equation model obtained is Y = 4,595 + 0,864X_3.

Table 16.
Regression of motivation to performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
1 (Constant)	4.595	3.871		1.187	.238
Motivation (X_3)	.864	.098	.661	8.854	.000

a. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Table 16 for employees of the Badan Keuangan and Aset Daerah Kota Kupang obtained t_{count} 8.854 > t_{table} 1.98373 so $H0_3$ is rejected and $Ha3$ is accepted that there is an influence of motivation on performance. Thus, hypothesis 3 succeeded in providing theoretical and empirical information.

Table 17.
Motivation summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661a	.437	.431	4.869

a. Predictors: (Constant), Motivation (X_3)
b. Dependent Variable: Performance (Y)

The correlation value is 0.661 and this value can be interpreted that the relationship between the two research variables is in a strong category. The value of R Square or the coefficient of determination obtained is 0.437 which can be perceived that the independent variable of motivation (X_3) has a contribution effect of 43.7% on the performance variable (Y) and the other 56.3% is influenced by other factors outside the motivational variable (X_3).

d. Multiple Linear Regression Test

Table 18.

Influence of leadership style, competence, and motivation to performance

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2896.301	3	965.434	70.465	.000[b]
Residual	1356.379	99	13.701		
Total	4252.680	102			

a. Dependent Variable: Performance (Y)
b. Predictors: (Constant), Motivation (X3), Competence (X2), Leadership Style (X1)
Source: SPSS output processed by researchers, 2022

Based on Table 18, it is known that the dependent variable has an F_{count} value of 70.465, and the F_{table} value with N = 103 is 2.70. Thus the value of $F_{count} > F_{table}$ or 70.465 > 2.70. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. Thus there is a simultaneous influence of the variables of leadership style, competence, and motivation on performance.

Tabel 19.

Coefficient regression from leadership style, competence, motivation to performance

Coefficients[a]				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-4.666	3.537	
	Leadership Style (X1)	.651	.097	.519
	Competence (X2)	.243	.099	.290
	Motivation (X3)	.133	.143	.102

a. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Table 19 inform the regression equation model obtained with constant coefficients and variable coefficients in the unstandardized coefficients colum B. Based on the table 19, the regression equation Y = -4.666 + 0.651X_1 + 0.243X_2 + 0.133X_3

Table 20.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825[a]	.681	.671	3.701

a. Predictors: (Constant), Motivation (X3), Leadership Style (X1), Competence (X2)
b. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

The correlation value is 0.825 which can be explained that the relationship between the independent variable and the dependent is in a strong category. The value of R Square or the coefficient of determination shows how well the regression model is formed by the interaction of the independent variables and the dependent variable. The R Square value obtained is 0.681 which can be interpreted that the independent variable X has a 68.1% contribution effect on the Y variable and the other 31.9% is influenced by other factors outside the X variable.

3.3. Analysis and Discussion

a. Analysis of the Effect of Leadership Style to Performance

Based on the results of testing the influence of leadership style on performance, it is known that the leadership style variable has a regression coefficient value of 0.776 and a t_{count} value of 12.365 and a t_{table} value with N = 103 (df = N-2) is 1.98373. Thus the value of $t_{count} > t_{table}$ or 12.365 > 1.98373. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. This shows that the leadership style has a

partial and significant effect on performance. This means that hypothesis 1 is accepted that there is a significant influence between leadership style partially on employee performance at the Badan Keuangan and Aset Daerah Kota Kupang. The results of the existing research are by the research report of Tumengkol et al. (2020) that leadership style has a positive and significant effect on performance. This shows that leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision, and goals of an organization.

This research is by what was reported by Agustin (2021) that there is a strong relationship between leadership style and employee performance, where if the rating score of the leadership style and performance variables is on a good scale, it will have a direct influence on the leadership style on employee performance. Suwarno & Bramantyo (2019) states that every leader in the organization has a different character and personality, each of which has an impact on employee performance. How much influence the character and personality of the leader have in improving employee performance depends on how much the leader can act and behave that can motivate employees to always improve the performance of their employees. These behaviors and actions are values, norms, ethics, freedom, giving trust, supervision, being ready to accept criticism, constructive suggestions, firm and respecting creativity, innovation and motivation. Riwu Kore (2010) stated that leadership that does not have a work program, control, supervision, sanctions, motivation, or unclear division of labor is quite difficult to improve performance because such things are too loose so that employees work arbitrarily just as routines. This is the worst leadership style in an organization.

b.   Analysis of the Effect of Competence on Performance

Based on the results of testing the effect of competence on performance, it is known that the competency variable has a regression coefficient value of 0.727 and a t_{count} value of 10.649 and a t_{table} value with N = 103 (df = N-2) is 1.98373. Thus the value of t_{count} > t_{table} or 10.649 > 1.98373. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. This shows that competence has a partial and significant effect on performance. This means that hypothesis 2 is accepted that there is a significant effect of partial competence on the performance of employees at the Badan Keuangan and Aset Daerah Kota Kupang.

The results of this study are by Soetrisno & Gilang (2018) that competence has a positive and significant influence on performance. Meanwhile, Muslimat (2020) states that if a person's competence and performance are on a good scale, it will show empirical evidence that competence has a significant effect on performance. Krisnawati & Bagia (2021) reported that work competence has a positive and significant influence on performance. This means that increasing competence will affect the level of employee performance in the organization. Susanto et al. (2020) state that if employees have high competence, they will be able to improve the performance of the employees themselves. Employees who have work competence tend to have good abilities in carrying out work and have the skills to be able to complete work based on work targets given by the organization.

Riwukore & Habaora (2021) explain that employees who have competence tend to increase morale within employees to keep moving forward in carrying out work that can improve performance within the organization. Susanto et al. (2021) explain that if the work competence is well owned by each employee, it will have an impact on the better performance that will be produced. Susanto, Riwukore, Afrianti, et al. (2021) partially reported that the competence variable had a positive and significant effect on performance. With the competence possessed, a person can be more effective in completing tasks with full responsibility so that the results of the work produced are good (direction). Danila & Riwukore (2019) explained that competency development aims to ensure and maintain the ability of employees so that they meet the required qualifications so they can make an optimal contribution to the organization. Riwukore, Alie, et al. (2021) explain that one of the reasons why the performance of civil servants is highlighted and criticized is because they do not have competence so they show less productive performance, only spend the state budget, low discipline, and low work ethic.

c.   Analysis of the Effect of Motivation on Performance

Based on the results of testing the influence of motivation on performance, it is known that the motivation variable has a regression coefficient value of 0.661 and a t_{count} value of 8.854 and a t_{table} value with N = 103 (df = N-2) is 1.98373. Thus the value of t_{count} > t_{table} or 8.854 > 1.98373. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. This shows that motivation has a partial and significant effect on performance. This means that hypothesis 3 is accepted that there is a significant effect of partial motivation on the performance of employees at the Badan Keuangan and Aset Daerah Kota Kupang.

There is a positive and significant relationship between motivation and employee performance reported by several researchers. Ompusunggu & Kusmiyanti (2021) reported that for every 1% increase in work motivation, process performance would increase by 1.238. This means that in an organization or workplace when the performance of its employees is felt to be needed, an increase is needed, work motivation is needed in the organization, the greater the work motivation given, the higher the performance of the employees. Work motivation is something that plays an important role in improving work effectiveness because people who have

high work motivation will try as much as possible so that their work can be as successful as possible, which will form work productivity. Many organizations do not motivate employees so many employees are less motivated by superiors which has an impact that is less desirable by the organization due to lack of motivation (Susanto, Riwukore, Afrianti, et al., 2021).

Susanto, Riwukore, Afrianti, et al. (2021) reported that motivation influences performance. With motivation, employees are more effective in completing the tasks of the organization in pleasant conditions. This is as reported by Riwu Kore (2010) that one of the determinants of organizational success is work motivation. Danila & Riwukore (2019) stated that indications of employee performance are influenced by employee motivation in carrying out their profession. Haba Ora (2015) states that individuals can work professionally if they have high motivation. Generally, they will carry out their duties enthusiastically and energetically because they are filled with certain motives or goals behind these actions. Habaora (2020) explains that this motive is driving and driving factor as a force for productive work. Danila & Riwukore (2019) stated that there is a positive relationship between motivation and performance so that individuals who have high motivation will achieve productive work, and conversely those who are not productive because they have low work motivation.

d.   Analysis of the Effect of Leadership Style, Competence, and Emotional on Performance

Based on the results of testing the influence of leadership style, competence, and motivation on performance, the regression coefficient value is 0.825 and the F_{count} value is 70.465 and the F_{table} value with N = 103 is 2.70. Thus the value of $F_{count} > F_{table}$ or 70.465 > 2.70. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. This shows that the variables of leadership style, competence, and motivation have a joint and significant effect on performance.

The results of this study are that reported by Suryani (2018) that there is a very strong influence between leadership style and motivation on employee performance. Susanto, Riwukore, Afrianti, et al. (2021) stated that competence plays an important role in achieving organizational goals, as well as motivational actions taken or taken by employees which ultimately affect the performance of employees in carrying out their duties. Rosmaini & Tanjung (2019) stated that work motivation is capital in mobilizing and directing employees to be able to carry out their respective duties in achieving goals with full awareness, enthusiasm, and responsibility.

4.   Conclusion

This research concludes that the variables of leadership style, competence, and motivation have a positive and significant effect on performance either partially or simultaneously. This is because the entire t-count value obtained by each variable is greater than the t-table and also the F-count is greater than the F-table with a significance value less than 0.05. The results of this study also show the contribution of the leadership style variable to a performance by 60.2%, competence to a performance by 52.9%, and motivation to the performance by 43.7%. In general, the contribution of leadership style, competence, and motivation variables to performance is 68.1%. Based on the results of this study, the managerial implication is that leadership style, competence, and motivation become a strategy for improving employee performance. This is because the ties of the three variables to performance in the category are strong and significant.

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