IMPROVING PERFORMANCE OF CIVIL SERVANTS: 
THE EFFECT OF LEADERSHIP, WORK MOTIVATION AND COMPETENCE

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Abstract.
The optimal performance of civil servants is the target of every state government organization. This aim aims to analyze the influence of leadership style, work motivation and competence both partially and simultaneously on employee performance at the Regional Revenue Service Office of West Sulawesi Province. The research method used is multiple regression analysis to see the effect of independent variables on the dependent variable with the help of SPSS software. The results of this study indicate that leadership has a significant positive effect on employee performance; motivation has a positive and significant effect on performance; Competence hasn’t a significant positive effect on performance. Simultaneously, leadership style, work motivation and competence have a significant positive effect on employee performance.

Keywords: Leadership Style, Work Motivation, Competence, Employee Performance, Civil Servants

I. INTRODUCTION

The performance of an organization is largely determined by the employees who work in it. Employees are the drivers of the organization's operations, so that if employee performance increases, the organization's performance will also increase. The same thing happened to the government institution in which there were civil servants or commonly referred to as the state civil apparatus. The performance of the state civil apparatus is certainly not only caused by a lack of knowledge and skills or work skills, but also comes from leadership, work motivation, and competence.

To understand the influence of leadership style on employee performance, we first know the definition of leadership. According to Sutikno (2014: 16), leadership in organizations is directed to influence the people they lead, so they are willing to act as expected or directed by others who lead them. The role of leadership in providing motivation to employees is very important separately to improve the performance of employees of Sriwidodo and Haryanto (2010). This can be interpreted that in motivating employees the leadership must understand a series of employee needs. Providing the right motivation according to employee needs will provide opportunities for the organization to support the achievement of organizational goals. A person's motivation will be more effective if the urge to do work grows from within an individual.

Motivation is a condition that moves employees to be able to achieve the goals of their motives. While the motive is an impulse of needs within the employee that needs to be met so that the employee can adjust to his environment (Mangkunegara, 2009: 93). Motivation can also be interpreted as a factor that drives a person to do a certain activity, therefore motivation is often interpreted as a factor driving a person's behavior (Sutrisno, 2010: 109).
For the sake of achieving the best performance the organization also has an interest in evaluating the implementation of work tasks produced by employees in accordance with the set of systems in force in the organization. During this time many government agencies do not have employees with adequate competence, this is evidenced by the low productivity of employees and the difficulty of measuring employee performance, therefore in this study a performance assessment study will be conducted based on employee competency. Sriwidodo and Haryanto (2010) suggested that improving employee competencies is needed in supporting work skills while determining the level of performance produced by employees. The higher the competency, the higher employee performance.

II. LITERATURE REVIEW

Leadership Style

Sutikno (2014: 16) argues that leadership in organizations is directed to influence the people they lead, so they are willing to act as expected or directed by others who lead them. Veithzal Rivai (2013: 3) explains that leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals that are designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals has been established by the organization. Meanwhile Hasibuan (2016: 170) states that leadership style is the way a leader influences the behavior of subordinates whose aim is to encourage employee enthusiasm, job satisfaction and high employee performance, in order to achieve optimal organizational goals.

Work motivation

Pamela and Oloko (2015) explain the definition of motivation as the key to a successful organization to maintain the continuity of work within the organization by means of and strong assistance for survival. Motivation is providing the right guidance or direction, resources and rewards so that they are inspired and interested in working the way you want. Chukwuma and Obiefuna (2014) define motivation as a process of arousing behavior, maintaining behavioral progress, and channeling specific behavioral actions. Thus, motives (needs, desires) encourage employees to act.

In line with the previous definition, Steers and Porter (Miftahun and Sugiyanto 2010) stated that work motivation is a business that can cause a behavior, direct behavior, and maintain or maintain behavior that is appropriate to the work environment in the organization.

Competence

According to Veithzal Rivai Zainal (2015), competency-based human resource development is absolutely necessary so that organizational goals can be achieved. The competence of each individual can be seen from several characteristics namely (1) Motive, namely the basic needs or mindset that drives, directs, and selects individual behavior, for example the need to excel, (2) Traits, namely the innate general to behave or respond in certain ways For example, with self-confidence, self-control, stress resistance or "violence", (3) self-concept, which is the attitude or value measured by respondents' tests that ask people what they value, what they should do, or why they are interested in doing the work. (4) Content knowledge, this relates to facts or procedures both technically and personally, which can be measured by respondents' tests (5) Cognitive and behavioral skills, both unseen (eg deductive / inductive thinking skills) or observable direct (e.g. active listening skills).

Employee Performance

According to Malayu S.P. Hasibuan (2001: 34) that performance is a result of work achieved by a person in carrying out tasks assigned to him based on skill, experience and
sincerity as well as time. Understanding of performance according to Hasibuan above that in order to achieve a performance, an apparatus must have the skills, experience, sincerity and time to be able to go as expected. Performance can also be defined as an effort to carry out an activity and perfect it in accordance with its responsibilities with the results as expected. From the above definition, in carrying out and perfecting an activity must be based on a sense of responsibility in order to achieve the results as expected.

**Conceptual framework**

Based on literature review, the conceptual framework of this study can be described as follows

![Conceptual Framework](image)

**Hypothesis**

Based on the conceptual framework above, the hypothesis of this study can be described as follows:

1) Leadership style has a positive and significant effect on performance ...
2) Motivation has a positive and significant effect on performance ...
3) Competence has a positive and significant effect on performance ...
4) Leadership style, work motivation and competence simultaneously have a positive and significant effect on performance.

**III. RESEARCH METHODS**

This study uses a quantitative approach, namely by collecting primary data obtained through the questionnaire distribution method at the Regional Revenue Service Office of West Sulawesi Province. According to Sugiyono (2013: 13), quantitative research methods can be interpreted as research methods based on the philosophy of positivism to test hypotheses that have been determined.

The population in this study was 110 people and the study were conducted by distributing questionnaires with research time for approximately 3 months from July to September 2019.

This study uses multiple regression analysis with independent variables consisting of leadership style, work motivation, and competency. As for the dependent variable, namely the performance of the state civil apparatus. Data analysis techniques in this study consisted of validity test, reliability test, partial effect hypothesis test and simultaneous effect hypothesis test.

**IV. RESULTS AND DISCUSSION**

The results of the distribution of the questionnaire showed that the responses about leadership style variables (X1) showed very good or very high responses with an average
variable response of 4.33 supported by conditions of mutual trust between leaders and subordinates, leadership in the work atmosphere, appreciation of ideas subordinates, decision-making based on subordinate ideas, attention to the comfort of subordinate work, communication of leaders to subordinate work facilities, leaders promoting subordinates, suitability of competence with the workplace, and assignment of subordinates based on their abilities.

The results of the distribution of questionnaires showed that the responses about work motivation variables (X2) showed very good or very high responses with an average variable response of 4.16 supported by conditions of salary conformity with work productivity, a sense of pride working in agencies, a sense of security and comfort psychologically at work, guarantees of available work safety, work support from colleagues, timely promotion awards, fair and proportionate promotions, appreciation from the leadership at the time of achievement and recognition of colleagues when completing work.

The results of the distribution of the questionnaire showed that responses to competence variables (X3) showed very good or very high responses with an average variable response of 4.10 supported by completion of office tasks, reduction of work errors, suitability of training with work fields, suitability educational background with placement, strategic thinking for careers, innovative thinking, skilled in work, and skills development.

The results of the distribution of the questionnaire showed that the responses about the performance variable of the state civil service (Y) showed very good or very high responses with an average variable response of 4.24 supported by conditions of occupational satisfaction, ability to overcome problems, responsiveness to problems, leadership objectivity, suitability of work with competence, clarity of scope of work, clarity of main tasks and functions of each, attention to work, discipline in each job, and view that one job is related to other work.

The results of hypothesis testing based on processed questionnaire data that has been distributed, can be seen in the following table:

| Hypothesis                                      | Coefficient | Sig   | Information |
|------------------------------------------------|-------------|-------|-------------|
| Leadership style => Employee Performance       | 0.501       | 0.000 | Accept      |
| Work Motivation => Employee Performance        | 0.549       | 0.000 | Accept      |
| Competency => Employee Performance             | 0.042       | 0.684 | Reject      |
| Leadership style, work motivation and competence => Employee Performance | 0.689 | 0.000 | Accept      |

Source: SPSS (2019)

Based on the table above it can be seen if the leadership style has a positive and significant effect on employee performance. The results of this study support the results of previous studies of Rahman and Esterina (2018). This is in line with the opinion of Priyono (2000) leadership style is the overall activity or leadership style in order to influence people to want to work together to achieve goals that are desired together. Effective leadership must give direction to the efforts of all workers in achieving organizational goals (Ilyas, Munir, & Sobarsyah, 2017).

The next hypothesis test results namely the effect of motivation on employee performance shows that motivation has a positive and significant effect on employee performance so that the results of this study support the results of research from Murti Srimulyani (2013) who found the same hypothesis testing results. The results of the study are consistent with the opinion of David Mc Cleeland in Veithzal (2008: 459) in his motivational
theory saying that the productivity of one's bag can be determined by the "mental virus" that exists in him. Mental virus is a mental condition that drives a person to be able to achieve his maximum achievement.

The third hypothesis test results namely the effect of competence on employee performance shows that motivation has a positive but not significant effect on employee performance so the results of this study support the results of research by Anggraeni, N. (2011) who found that the ability (competence) will easily have a positive effect on achieving the level High performance is supported by high work motivation. Encouragement or motivation to carry out the work will arise if the work done is felt to have value or meaning by the employees. This is certainly related to meeting the needs. The demand fulfillment of these needs is a force that encourages to carry out work with better work performance even though in the West Sulawesi Regional Revenue Service Office the agency has not had a significant influence.

Simultaneously, leadership style, work motivation and compensation have a positive and significant effect on employees at the Regional Revenue Service Office of West Sulawesi Regency so that the results of this study support the results of research from Syarifuddin, et al (2019).

V. CONCLUSIONS

Based on the results of this study it can be concluded that partially, leadership style and motivation have a significant positive impact on employee performance while competence only gives a positive impact that is not significant to performance but simultaneously the three variables namely leadership style, work motivation and competence give positive and significant impact on improving the performance of the state civil apparatus in the Regional Revenue Service Office of West Sulawesi Province.

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