

The Effect of Employee Competence and Motivation, as well as Leadership, on Employee Performance in the Simalungun Regency Government

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Keywords:	ABSTRACT
Competence; Motivation; Leadership; Employee Performance	<p>Employee performance in government institutions plays a critical role in achieving organizational goals and delivering public services effectively. In the context of the Simalungun Regency Government, the performance of employees is influenced by various factors such as competence, motivation, and leadership. This Journal aims to analyze the influence of employee competence and motivation, as well as leadership on employee performance in the Simalungun Regency Government. The method used in this study is quantitative. The sample of this study amounted to 202 people. Data were analyzed using descriptive analysis and statistical analysis of SPSS version 25. The results of the study concluded that the competency variable (X1) had a significant effect on the performance of Simalungun Regency employees. Based on the results of the analysis, the calculation was obtained 2,200 with a value of sig. by 0.029. The motivation variable (X2) has a significant effect on the performance of Simalungun Regency employees. Based on the results of the calculation analysis, a t-value of 2.933 was obtained with a value of sig. by 0.004. The leadership variable (X3) has a significant effect on the performance of Simalungun Regency employees. Based on the results of the analysis, the calculation was obtained 2,200 with a value of sig. by 0.029. Based on the table above, a calculated t value of 3.950 with a sig value was obtained. by 0.000. Simultaneously, competence (X1) and motivation (X2) and leadership (X3) have a significant effect on the performance of Simalungun Regency employees.</p>

INTRODUCTION

Employee performance is one of the factors the key to success effectiveness and efficiency something organization. According to Mangkunegara understanding performance is terms that originate from the word job performance. Performance is performance Work or results good work (output) quality and quantity achieved employee unity period time (usually per hour) in carry out task Work in accordance with not quite enough the answer (Mangkunegara, 2017:9). In the context of governance, performance employee own role crucial in realize objective development, improving service public, and strengthen governance government.

Regency Simalungun as one of the areas in central Indonesia make an effort increase quality service public and development area, no let go from challenge for increase performance employees in their environment. Efforts to reach performance optimal employees require

attention special to a number of factor main, namely competence employees, innovation employees and leadership (Tumanggor & Girsang, 2021:42). Employees who perform tall No only capable finish his duties with efficient, but also provides contribution real to achievement objective organization in a way overall. Good performance reflects competence, motivation, and involvement employee in his work, which in turn impact positive to productivity, quality service and satisfaction society (Hajjali et al., 2022; Murgianto et al., 2016; Riyanto et al., 2021). In addition, the performance optimal employees also play a role in create environment harmonious and collaborative work, which supports innovation and growth organization. Therefore, that is important for organization For Keep going monitor and improve performance employee through training, development and provision bait constructive feedback (Basori et al., 2017:2).

Competence employee is one of the fundamental aspects in evaluation performance. Competence No only covers ability technical or skill specifically owned by employees, but also includes other aspects such as attitudes, knowledge, and values required for operate task with good. Competent employees tend more capable overcome various challenge in work they, as well as more efficient in manage source existing power. In Simalungun Regency, the increase competence employee be one of priority main for ensure that every employee can give contribution maximum to achievement objective organization (Budiman et al., 2016:3). Activities Improvement competence has accommodated and in period 3 (three) year's final start from 2022 to with 2024 experiencing decline amount allocation budget.

Analyze dimensions that influence performance employees are very important Because optimal performance is key success organization. With understand dimensions said, can identified strengths and weaknesses in environment work, and designing effective strategies for increase productivity and output quality (Chan, 2023; Palvalin & Vuolle, 2016). Factors like competence, motivation, environment work, and style leadership own influence significant to How employee contribute to objective organization. Without proper analysis, organization risky experience decline performance that can impact negative on achievement objective strategic, reputational, and sustainability operational. Therefore that, in -depth analysis allows organization for make decisions based on internal data frame strengthen and optimize potential source Power man (Agustian et al., 2018:2).

Motivation employees are also necessary aspects get attention more from government Regency Simalungun. One of the common problems faced is low level satisfaction work among employees, which is often caused by factors like lack of award on performance work, limited chance for development career, and conditions lack of work conducive. One of the programs for development career is one of them is with following education and training. The importance of training stated by Laurence J. Peter & Raymond Hull (in Jay M. Shafritz and Albert C. Hyde, 1987; Wirman Syafri & Alwi 2014:63), who said not enough more as following: in something hierarchy from something organization, every employee tends occupy more structure high, and at the time That employee the is at a level that is not incompetence (incompetence). This means every promoted employee will occupy position certain, at the time That employee the No understand with good (incompetence) job or the position to be on his lap. Consequences from matter this is so that every employee who will occupy higher position tall need follow education and training.

Existing conditions moment This show minimal amount of data employees who have the opportunity for follow education and training leadership levels IV and III as one of the conditions for get improvement and development career from 2020 – 2023.

For overcome problem this, the government area need develop policies and programs that are capable increase motivation employees, such as system fair and transparent awards, opportunities more training and development wide, and improvement quality environment Work (Manippi & Saiful, 2022:283).

Leadership also plays a role that is not lost important in influence performance employees. Effective leadership can give clear direction, build motivation, and create environment conducive work for employee for develop. Good leader No only capable manage source Power in a way efficient, but also capable inspire and empower his employees for reach potential maximum they. In Simalungun Regency, effective leadership become key for face various challenge development and ensure that all over employee Work in accordance with vision and mission organization (Nurdin et al., 2022:114).

Effective leadership also becomes key in increase performance employees in the Regency Simalungun A capable leader inspire and empower employee will more capably create environment productive and innovative work. In this case this, role leader No only limited to function managerial, but also includes aspects like coaching, mentoring, and giving motivation. In Simalungun Regency, leaders who are capable adapt with change and facing challenge with proactive attitude will more capably push performance employee to more direction Good (Lianasari & Ahmadi, 2022:43).

In context Regency Simalungun, improvement performance employee No can be released from synergy between competence, innovation, and leadership. Third factor This each other interact and be together form strong foundation for achievement optimal performance. For example, competence high- ranking officials will more effective if supported by encouraging leadership innovation and providing room for employee for experiment with new ideas. On the other hand, good innovation No will give results maximum without existence adequate competence and capable leadership directing and managing change (Ubaidillah et al., 2023:10892).

Study about influence competence, innovation, and leadership to performance employee has Lots carried out in various context, both in the sector public and private sector. However, all area own characteristics and challenges unique that requires specific approach. Therefore that, research This important done for understand How third factor the influential to performance employees in the Regency Simalungun. Deep understanding about matter This will give valuable contribution for formulation appropriate policies and strategies for increase performance employees and, ultimately, support success development in the region the (Syamsir & Ramlawati, 2019:89).

In an attempt increase performance employees in the Regency Simalungun, synergy between competence, motivation, and leadership becomes very important. An integrated approach, which combines improvement competence with management effective motivation and inspirational leadership, will more capably produce performance optimal employee. For that, the government Regency Simalungun need Keep going innovate in develop strategies that are capable of accommodate third aspect the in a way simultaneously. Through a comprehensive and sustainable approach, it is hoped performance government employees

Regency Simalungun can Keep going increases, which in the end will contribute to the improvement quality service public and welfare local communities the (Syamsir & Ramlawati, 2019:89).

In addition, research this is also expected can give outlook new about internal dynamics within organization government areas, especially related with How competence, innovation, and leadership can each other strengthen in create superior performance. With Thus, the results from study This No only relevant for Government Regency Simalungun, but also can become reference for Government other areas facing challenge similar in effort increase performance employees and quality service public (Fitriani et al., 2022:981).

In running study this, approach quantitative used for measure to what extent competence, innovation and leadership influential to performance government employees Regency Simalungun. Data will be collected through survey involving employees in various agency government area, as well as analyzed use technique relevant statistics. The results of analysis This will give clear picture about connection between third variables and performance employees, as well as give recommendations that can be implemented by the government area for increase performance employee in a way overall (Mulang, 2023:38).

Through study this, it is hoped will found effective strategies for increase performance employee with maximize potential from third factor said. With Thus, the Regency Simalungun can Keep going develop become more areas advanced and capable give service quality public tall for its people.

Based on background behind above, the author make study with title Influence Employee Competence, Motivation Employees, as well as Leadership on Employee Performance in Government Regency Simalungun.

Whether competence employees, motivation employees and leadership in a way simultaneous influential to performance employees in the Regency Simalungun.

For now, competence employees, motivation employees and performance government employees Regency Simalungun. For analyze influence competence employees and motivation employee to performance government employees Regency Simalungun. For analyze influence motivation employee to performance government employees Regency Simalungun. For analyze influence leadership to performance employee in Government Regency Simalungun.

METHOD

Types of research

Types of research study was quantitative. Quantitative is something research that requires existence k statistic and its data in the form of numbers. The meaning of findings quantitative that is increase and need concepts and hypotheses. Findings quantitative is one of the step in research, where the data shaped numbers for calculating and finding results in accordance with something that is reviewed (Gading & Kharisma, 2017).

Place and Time of Research

Place on the findings This implemented in several Organization Regional Apparatus in Government Regency Simalungun in contact direct with service to public including the Social Service, Health Service, Population and Civil Registry Service, Regional Secretariat, Management Agency Regional Finance and Revenue, and Tapan Dolok District Office. Research time May - August 2025.

Population, Sample, and Sampling Techniques

Population is "area generalization consisting of above: object / subject that has quality and characteristics certain conditions determined by researchers for studied as well as Then withdrawn conclusion. Population is something expansion that has features & advantages alone on object / subject which is determined from reviewers to study and take decision (Erwinsyah, 2017) The population taken in study This is 6 (six) devices areas in the Government Regency Simalungun including the Health Service with amount 126 employees, Population and Records Service Civil with amount employee as many as 26 people, the Regional Secretariat of the Regency with amount 192 employees, Social Services with amount employee as many as 24 people, Management Agency Regional Finance and Revenue with amount employee as many as 146 people and Tapan Dolok District with amount employee as many as 24 people.

The sample is element from characteristics & quantity owned from population. Reviewer can utilize selected samples from population said, if reviewer Not yet require review all those in the population (Suci, 2020) As for the determination sample namely with use formula Slovin Samples used in study This is 408 employees Regency Simalungun with the status of Apparatus State Civil Servants (ASN) at the executive (staff) and position levels supervisor (echelon IV) with formula:

$$\begin{aligned}n &= N / (1+ne^2) \\N &= 408 \\e &= 5\% \\ \text{then } n &= 408 / (1+408(0.5)^2) \\ &= 408 / (1 + 408 * 0.0025) \\ &= 408 / (1+1.02) = 201.98\end{aligned}$$

Then the sample is needed is 202 people

The sampling technique is technique taking sample". Determination sample in study This use technique sample saturated. Saturated sample is type samples taken from population in which all element population covered in sample in the sample saturated, all member population chosen as sample, so that no something is being ignored or excluded. Saturated sample used For obtain the most complete and representative data about population studied (Hariadi, 2017:100).

Variables Study

According to Qomari (2019) Variables is the form whose character Already shared numbers (quantitative), besides That variables Can also intended as one a design that has various type count, in the form of quantitative / qualitative that can changing the result.

There are 2 variables used in the findings this, among others variables free (*independent*), namely variables that can influence variables others and is symbolized with letter X. Meanwhile variables dependent, namely variables that provide effect if confronted with variables *independent*, and is symbolized with letter Y. According to Failasuf (2015) Variables *intervening* used for know whether and until How many Far One variable influence variables other that are usually notated with symbol Z. It is said variables *moderator* or *intervening*, if variables That can influence engagement between variables *independent* with variables *dependent*. In research this variable as following: Variables free (*independent variable*), Variable free, variable that gives influence to the dependent variable. Variable free

(X) in research This is competence, motivation and leadership. Variables bound (*dependent variable*), Variable bound, from independent variables. Variables tied (Y) to research performance employee.

Data collection technique

Data collection techniques are something method for collect data, gather, take, or, collect research data. In research This data collection using distribution questionnaire to student. Data collection techniques in study This is:

Questionnaire

Questionnaire study is one of the technique data collections in research that uses questionnaire or question written for get information from respondents. Questionnaire can used for collect data from large population and has coverage various topics. Questionnaire usually containing question open and close, and can served in form print or electronic (Pamungkas & Koeswanti, 2021:3).

Scale used researchers that is scale Likert, S likert scale used for measure attitudes, opinions, and perceptions somebody or group about incident or symptom social. With use scale Likert so variables to be measured explained become dimensions, dimensions explained become sub variables Then sub variables explained Again become indicators that can measured. The Likert scale is used only provides five options answers, namely: strongly agree (SS), agree (S), less agree (KS), no agree (TS), and strongly disagree agree (STS). Following table measurement scale Likert:

Table 1. Likert Scale

Category	Score
Strongly agree (SS)	5
Agree (S)	4
Disagree (KS)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Source: (Sudaryono, 2017)

Data Analysis Techniques

Data analysis techniques in research This is use statistics descriptive and statistical inferential statistics descriptive used researchers for explaining research data and statistics inferential used researchers for interesting conclusions on the population. In describing data, statistics descriptive used among them in the form of mean, median, mode, and table frequency.

Data Validity Test

Validity is the extent of a concept, conclusion, or measurement reasonable and possible in accordance in a way accurate with the real world. Validity tool measure (for example, test in education) is how far the tool the measure what is claimed for measured. Validity based on strength gathering various type evidence (eg. validity face, validity constructs, etc.) which are explained in a way more details below this. In psychometrics, validity own application known specialty as validity test: “to what extent is the evidence and theory support interpretation mark test” ("as required by the use proposed test") (Sjafii, 2009)

In a way general accepted that draft validity scientific discuss characteristic reality in matter size statistics and with thus is problem epistemological and philosophical as well as

problem measurement. Use term in logic narrower, related with connection between premises and conclusions something argument. In logic, validity refers to the property argument where if the premise Correct so truth conclusion follows needs. The conclusion of an argument is Correct If his argument enter reason, meaning If argument it is valid and the premise true. On the contrary, “validity scientific or statistics” is not claim deductive which is always guard truth, but is claim constant inductive Correct or wrong with the way that is not can decided. This is it why “validity scientific or statistics” is claims that meet condition as strong or weak in essence, no Once need or Certain true. This has an impact on making claim “validity” scientific or open statistics for interpretation about What the actual meaning of facts from something problem. Validity important Because can help determine type the test that will be used, and helps ensure researchers use methods that do not only ethical and economical costs, but also the method that really measure ideas or the construction in question (Saifulloh & Darwis, 2020), Steps in testing validity This namely: Create a total score for each variable (Calculation table) score), *Click Analyze -> Correlate -> Bivariate* (SPSS Figure/Output), Input all items of variable x to Variables, *Pearson check list; Two Tailed ; Flag*, Click OK.

Testing done with use computer application devices *IBM SPSS version 25 for windows*, then calculated r value later will see from *Corrected Item Total Correlation*, with provision as following: If r counts worth positive and $r_{count} > r_{table}$, then grains the declared valid. If r count shas a negative value and $count < r_{table}$, then grains the stated invalid.

Reliability Test

Reliability refers to how much consistent something method measure something. If the results are the same can achieved in a way consistent with use the same method in the same circumstances, measurements the considered can reliable. You measure temperature sample fluid several times in same condition. Thermometer display the same temperature every at the moment, so that the result can reliable. Reliability refers to how much consistent something method measure something. If the results are the same can achieved in a way consistent with use the same method in the same circumstances, measurements the considered can reliable. You measure temperature sample fluid several times in same condition. Thermometer display the same temperature every at the moment, so that the result can reliable (Saifulloh & Darwis, 2020)

The reliability of the instrument is calculated with method correlate between one instrument data with the instrument data used equivalent. If the correlation positive and significant, then the instrument can state reliable. Next, please for interpret reliability or whether or not instrument as guidelines with provision as following: If mark *CronbachAlpha* > 0.6 means the data is declared reliable. If mark *CronbachAlpha* ≤ 0.6 then the data is stated unreliable.

Normality Test

In research this is what is used is the kolmogorov-smirnov test. The Kolmogorov-Smirnov method does not Far different with method Lilliefors.

Kolmogorov Smirnov formula following criteria from the normality test with help application SPSS v21. 0 for windows: If the significance obtained is > 0.05 then sample originate from normally distributed population. If the significance obtained is ≤ 0.05 then sample originate from population that is not normally distributed.

Heteroscedasticity Test

Detecting the presence or absence of heteroscedasticity in study This uses the Scatterplot graphic method which is produced from the output of the SPSS 25 program. If the image shows that the points are spread randomly and are spread both above and below the number 0 on the Y axis, then it can be concluded that there is no heteroscedasticity in the regression model (Hengky Latan, 2012:66).

Testing Hypothesis

Table 2. Interpretation Coefficient Correlation

Chronbach's alpha coefficient	Reliability level
0.00 – 0.199	Very low
0.20 – 0.399	Low
0.40 – 0.599	Enough
0.60 – 0.799	Tall
0.80 – 1,000	Very strong

Analysis regression used for predict how much Far change or influence mark variables independent to mark variables dependent. In research This For get results analysis regression using the t-test for see results from every variable X has an influence or no to variable Y, with help application SPSS v250 for windows, or Smartpls at the level 5% error (0.05) with criteria as following: If mark $t_{hitung} > t_{tabel}$, then H_0 rejected and H_a accepted, meaning There is influence variables independent to variables dependent. If mark $t_{hitung} \leq t_{tabel}$ then, H_0 accepted and H_a rejected, meaning No There is influence variables independent to variables dependent.

RESULT AND DISCUSSION

Respondent overview

Analysis This done For get description about characteristics of respondent about Age and education level of Simalungun Regency employees who were sampled in this study were 202 employees. The results of data processing were as follows: Gender After data processing and data tabulation, the results obtained for the gender of respondents can be seen in the following table.

Table 3. Respondents by Gender

		Gender			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	man	123	60.89	60.89	60.89
	Woman	79	39.11	39.11	100.0
	Total	202	100.0	100.0	

SPSS output source data processed May 2025

Based on the results above, the number of male respondents was 123, while the number of female respondents was 79. The percentage of the sample used was 60.89 % male, while the percentage of female respondents was 39.11%. To facilitate analysis, see the following diagram.

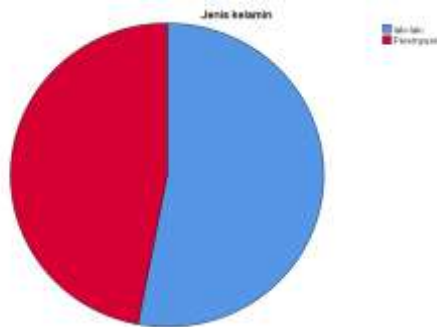


Figure 1. Diagram Based on Gender

Level of education After data processing and data tabulation, the results obtained for the gender of respondents can be seen in the following table.

Table 4. Respondents Based on Education Level

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	JUNIOR HIGH SCHOOL	3	1.48	1.48	1.48
	SENIOR HIGH SCHOOL	32	15.84	15.84	17.32
	S1	116	57.42	57.42	74.74
	S2	45	22.28	22.28	97.02
	D3	6	2.97	2.97	100.0
	Total	100	100.0	100.0	

SPSS output source data processed May 2025

Based on the table above, it can be seen that the number of respondents with junior high school education level is 3 people, for high school level is 32 people, for undergraduate level is 32 people. as many as 116 people, for the Masters level as many as 45 people while for the D 3 education level as many as 6 people. To facilitate the analysis can be seen in the following diagram.

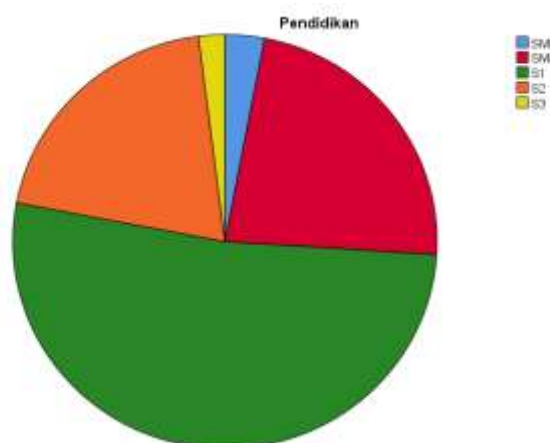


Figure 2. Diagram Based on Education Level

Based on the diagram above, the percentage value can be obtained from a total of 202 respondents who filled out the questionnaire. Respondents with junior high school education level were 1.48%, for high school level as many as 15, 84 % for undergraduate level as much

as 57.42%, for the Masters level as much as 22.28 % while for the D 3 education level as much as 2.97 %.

Research Data Overview

Analysis This done For get description about answer respondent about variable - variable study used. Analysis This done with use technic analysis Index, describe perception respondent on item - item questions which are given. Exposure of the data presented in study This is response respondents to questionnaire in questions given and filled out by 202 respondents. In the study This For determine range scale used formula as following: Range scale $\frac{m-n}{b}$

Where:

m = number highest in measurement

n = number lowest in measurement

b = many class

Based on the formula above so can be obtained range scale as following

$$\begin{aligned} \text{Range scale} &= \frac{m-n}{b} \\ &= \frac{5-1}{5} = 0.8 \end{aligned}$$

Based on range the scale that has been calculated above so interpretation of each variable is as following.

- 1.00 – 1.80 : Very dissatisfied Good
- 1.81 – 2.60 : Not good
- 2.61 – 3.40 : Not good
- 3.41 – 4.20 : Good
- 4.21 – 5.00 : Very good

After know range scale above furthermore details of each variable explained below:

Response Competence Employee Regency Simalungun (X1), for now response respondents, researchers spread questionnaire to 202 employees. For data exposure from results questionnaire that has been distributed can see in the table following:

Table 5. Response Regarding Competence Employee Regency Simalungun (X1)

No	Statement	Answer					Score	Average
		SS	S	N	TS	STS		
1.	I understand in a way comprehensive procedure work and can use tool or the necessary technology in work I.	29	131	41	1	0	794	3.93
2.	I am able convey information in a way clear and effective, good in a way oral or writing, to colleague Work or superior.	42	130	29	1	0	819	4.05
3.	I am able analyze problem Work with good and find effective and innovative solutions.	36	118	48	0	0	796	3.94
4	I am able lead and manage team Work in a way effective for reach objective organization.	38	123	39	2	0	803	3.96
5	I can adapt with fast to change policy or procedure new job.	49	126	27	0	0	830	4.11

6	I am in an active look for information and updates related field Work I For increase ability self.	50	114	36	2	0	818	4.05
7	I am able compile plan strategic term short and long term long for work I in a way systematic.	44	120	36	2	0	812	4.02

Data Source processed May 2025

Based on the table above seen that the average score response employee to every question on the questionnaire that describe intelligence between 3.93 until 4.11 so that based on range the scale that has been determined that the competency instrument employee Regency Simalungun. shows category OK. Next researchers display size tendency central competency variable employee Regency Simalungun with describe description useful research data statistics for describes the statistical data used, for size tendency central in study This can see in the table following This:

Table 6. Description Variables competence employee Regency Simalungun (X1)

		Competence
N	Valid	202
	Missing	0
Mean		28.0792
Standard Error of Mean		.12265
Median		28,0000
Mode		28.00
Standard Deviation		1.74312
Variance		3,038
Range		8.00
Minimum		24.00
Maximum		32.00
Sum		5672.00

SPSS output source data processed May 2025

Based on the table above, it can be seen that the competency variable employee Regency Simalungun (X1) show that the lowest score is 24, while the highest score is 32 with a score range of 8 and a total score of 5672. The size tendency the center average value of 28.08 marks middles as big as 28 and variance of 3.04.

Response Motivation Employee Regency Simalungun (X2), For now response respondents, researchers spread questionnaire to 202 people. For data exposure from results questionnaire that has been distributed can see in the table following This:

Table 7. Responses On Motivation Employee Regency Simalungun (X2)

No	Statement	Answer					Score	Average
		SS	S	N	TS	STS		
1.	I feel satisfied with duties and responsibilities answer that I run daily.	31	111	56	4	0	775	3.83
2.	I feel business and work hard I appreciated by superiors.	26	123	51	2	0	779	3.86
3.	I was given chance for follow training to improve skills Work.	19	125	56	2	0	767	3.79
4	I feel balance between work and life personal I awake.	23	122	52	5	0	769	3.81

5	I feel work This give meaning and contribution positive for self me and others.	23	113	65	1	0	764	3.78
6	I have objective clear career and feel work moment This support his achievements.	24	117	57	4	0	767	3.79
7	I feel enthusiastic start day Work Because work I in accordance with interest personal.	24	122	55	1	0	775	3.84

Data source processed May 2025

Based on the table above seen that the average score response respondents to every question on the questionnaire that describe competence between 3.79 until 3.86 so that based on range the scale that has been determined that motivation employee Regency Simalungun show category OK. Next researchers display size tendency central variables motivation employee Regency Simalungun with describe description useful research data statistics for describes the statistical data used, for size tendency central in study this can see in the table following This:

Table 8. Description Variables Motivation Employee Regency Simalungun

		Motivation
N	Valid	202
	Missing	0
Mean		26.7129
Standard Error of Mean		.11758
Median		27,0000
Mode		26.00
Standard Deviation		1.67116
Variance		2,793
Range		10.00
Minimum		22.00
Maximum		32.00
Sum		5396.00

Data source processed May 2025

Based on the table above, it can be seen that the motivation variable employee Regency Simalungun show that the lowest score is 22, while the highest score is 32 with a score range of 10 and a total score of 5396. The size tendency the center average value of 26.71 marks middles as big as 27 and variance of 2.79.

Response Leadership Variables Employee Regency Simalungun (X3)

For now, response customer researchers spread questionnaire to 202 people. For data exposure from results questionnaire that has been distributed can see in the table following This:

Table 9. Response Regarding Leadership Variables Employee Regency Simalungun (Y)

No	Statement	Answer					Score	Average
		SS	S	N	TS	STS		
1.	Leader, I own clear and capable vision explain direction objective organization.	50	118	31	3	0	821	4.06
2.	Leader, I convey information in a way clear and easy understood.	51	115	35	1	0	822	4.07

3.	Leader, I make decision with fast and precise based on available data and information.	57	112	33	0	0	832	4.12
4	Leader I capable motivating team for achieve organizational targets.	56	110	35	1	0	827	4.09
5	Leader, I inspiring member team with give example real in Work.	39	130	33	0	0	814	4.03
6	Leader, I push development self and innovation in every member team.	48	118	34	2	0	818	4.05
7	Leader, I appreciate new ideas and be open to input from subordinates.	44	126	30	2	0	818	4.05

Data source processed May 2025

Based on the table above seen that the average score response respondents to every question on the questionnaire that describe leadership employee Regency Simalungun between 4.03 until 4.12 so that based on range the scale that has been determined that leadership employee Regency Simalungun show category not good. Next researchers display size tendency central variables leadership employee Regency Simalungun with describe description useful research data statistics for describes the statistical data used, for size tendency central in study This can see in the table following This:

Table 10. Description Variables Leadership Employee Regency Simalungun

		Leadership
N	Valid	202
	Missing	0
Mean		28.4752
Standard Error of Mean		.11664
Median		29,0000
Mode		29.00
Standard Deviation		1.65775
Variance		2,748
Range		8.00
Minimum		24.00
Maximum		32.00
Sum		5752.00

Data source processed May 2025

Based on the table above, it can be seen that the leadership variable employee Regency Simalungun show that the lowest score is 24, while the highest score is 32 with a score range of 8 and a total score of 5752. The size tendency the center average value of 28.47 marks middle of 29 and variance of 2.748.

Table 11. Description Variables Leadership Employee Regency Simalungun

		Employee Performance
N	Valid	202
	Missing	0
Mean		27,5396
Standard Error of Mean		.17547
Median		28,0000
Mode		28.00
Standard Deviation		2.49396
Variance		6,220
Range		16.00
Minimum		19.00
Maximum		35.00
Sum		5563.00

Data source processed May 2025

Based on the table above, it can be seen that the leadership variable employee Regency Simalungun show that the lowest score is 1.9, while the highest score is 35 with a score range of 16 and a total score of 5563. The size tendency the center average value of 27.53 marks middles as big as 28 and variance of 6.22.

Hypothesis Analysis and Testing

Validity test done with count correlation between score or grains question with score construct or variable. Test the validity of the item or grains in study This done with using SPSS 25 software. For this process, it will used *Pearson Product Moment Correlation Test*. All items in study tested the correlation with total score of the variable. Instrument validity testing was carried out with see mark *corrected item-total correlation* compared with r value in the table must larger. For sample 202 respondents with alpha 0.05 ($\alpha=5\%$), obtained r table 0, 1161 (*table of critical value of r the pearson product moment correlation coefficient*). 1) If r counts larger r table ($r \text{ count} > r \text{ table}$) and the r value is positive, then grains question the can is said to be valid, and vice versa. 2) If ($r \text{ count} < r \text{ table}$) then question the invalid. Validity test results instrument can see in the table following This.

Table 12. Instrument Validity Test Results

Variables	Statement	r-count	r- table	explanation
Employee Competence (X1)	Statement 1	0.299	0.11 6	Valid
	Statement 2	0.282	0.11 6	Valid
	Statement 3	0.399	0.11 6	Valid
	Statement 4	0.428	0.11 6	Valid
	Statement 5	0.397	0.11 6	Valid
	Statement 6	0.444	0.11 6	Valid
	Statement 7	0.473	0.11 6	Valid
Employee Motivation (X2)	Statement 1	0.340	0.11 6	Valid
	Statement 2	0.416	0.11 6	Valid
	Statement 3	0.363	0.11 6	Valid
	Statement 4	0.329	0.11 6	Valid
	Statement 5	0.313	0.11 6	Valid

	Statement 6	0.391	0.11 6	Valid
	Statement 7	0.438	0.11 6	Valid
Employee Leadership (X3)	Statement 1	0.460	0.11 6	Valid
	Statement 2	0.394	0.11 6	Valid
	Statement 3	0.340	0.11 6	Valid
	Statement 4	0.335	0.11 6	Valid
	Statement 5	0.202	0.11 6	Valid
	Statement 6	0.406	0.11 6	Valid
	Statement 7	0.378	0.11 6	Valid
Employee Performance (Y)	Statement 1	0.670	0.11 6	Valid
	Statement 2	0.706	0.11 6	Valid
	Statement 3	0.557	0.11 6	Valid
	Statement 4	0.693	0.11 6	Valid
	Statement 5	0.661	0.11 6	Valid
	Statement 6	0.661	0.11 6	Valid
	Statement 7	0.698	0.11 6	Valid

Data source processed May 2025

Based on the table above, all research instruments after being compared have a value greater than the t table, so all research instruments in this study are valid and can be used for research. test item reliability tested with see alpha coefficient with do *reliability analysis* with SPSS 25. Will be seen mark *Alpha-Cronbach* for reliability total items in one variables, as for the results testing reliability can see in the table following This:

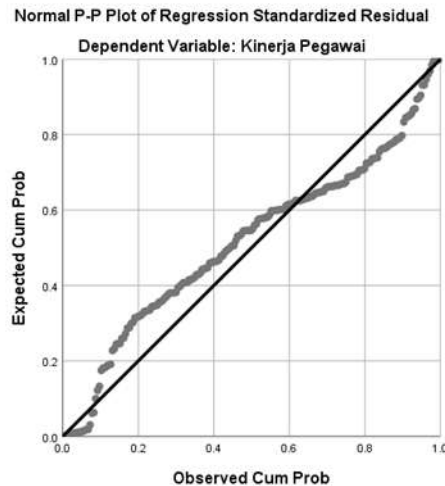
Table 13. Instrument Reliability Test Results

Variables	Alpha Value	Information
Employee competency. (X1)	0, 690	Reliable
Employee Motivation. (X2)	0.657	Reliable
Leadership (X3)	0.645	Reliable
Employee Performance (Y)	0.760	Reliable

Data source processed May 2025

Reliability test can know with see number coefficient *Cronbach's Alpha* tool measuring stated reliable and trustworthy when Cronbach Alpha coefficient ranges from 0.6-0.8. From the table above can know that each variable own mark *Cronbach's alpha* is higher of 0.60 ($\alpha > 0.60$), so can concluded that all variables X and Y are reliable and the questionnaire the Can used as tool data collector.

Data normality test for show that the sample data originate from normally distributed population. In the study This For test data normality using plot image of results data processing with using SPSS. After done processing of data obtained results as following.



SPSS output source processed May 2025

Competence (X1) To Performance of Simalungun Regency Employees

Variables competence (X1) has a significant influence to performance of Simalungun Regency employees. Based on the table above obtained t - value as big as 2,200 with sig. value of 0.029. This value bigger if compared to with t table value at $df = 202 - 4$ that is 198 with mark 5% significance is worth 1.652. So can concluded that calculated t value $>$ t table ($2.200 > 1.652$), Competence employee play role crucial in reach goals and vision organization. A organizations that have employee with competence the high tend more productive, innovative, and capable compete in environment dynamic business. Therefore that, development competence employee be one of focus main in management source Power human development competence. This can do through various way, such as training, education advanced, coaching, mentoring, and experience Work directly. With Thus, competence employee is not something static, but rather Keep going develop along with change need organization and development technology.

Competence influential positive to performance Because give ability technical and analytical in finish Employee performance in the Regency Simalungun Still can improved through improvement competence through training-based need technical, improvement motivation with system incentives, awards, and levels career, strengthening leadership through training managerial and leadership ethical. Competent employees can finish task with fast, precise, and appropriate procedures. Lack of competence cause error work, inefficiency, and declining quality service.

Motivation (X 2) To Performance of Simalungun Regency Employees.

Variables motivation (X2) has a significant influence on performance of Simalungun Regency employees. Based on the results of the calculation analysis obtained t - value amounting to 2,933 with sig. value of 0.0 04. This value bigger if compared to with t table value at $df = 202 - 4$ that is 198 with mark significance of 5% is worth 1.6 52. Motivation Employees are greatly influenced by perceptions individual to environment his work. For example, employees who feel appreciated and recognized his contribution tend own more motivation tall compared to with those who feel ignored or no appreciated. In addition, the

structure organization, style leadership, culture work and relationships between colleagues also play a role big in form motivation Work somebody.

Herzberg's Two Factor Theory distinguishes between factors that cause satisfaction work (motivators) and factors that cause absence fasting work (hygiene factors). Motivators like recognition, responsibility and achievement is an intrinsic factor that can increase motivation employee. On the other hand, hygiene factors like condition work, relationships between colleagues, and policies company No direct motivating employees, but his absence can cause dissatisfaction and decrease motivation. Employees who have motivation tall will show commitment, loyalty, and enthusiasm high work motivation influence initiative, enthusiasm, and resilience to pressure. Motivation employee is one of the factor crucial factors that influence performance organization in a way whole. Without adequate motivation, performance employee tends decreased, which in turn can hinder achievement objective organization. Motivation employee becomes important Because can inspiring they For Work more hard, smarter, and more efficient. Strong motivation No only influence productivity employees, but also improve satisfaction work, commitment, and loyalty to organization.

One of reason main importance motivation employee is Because matter This push employee for reach objective personal and organizational. When employees motivated, they tend set greater purpose tall and working with persistent For achieve it. Motivation give the energy and drive required For face challenges and overcoming possible obstacles appear on the spot work. Without motivation, employees Possible feel not enough interested or even stressed by their tasks face it, which in the end can cause decline productivity.

Leadership (X 3) To Performance of Simalungun Regency Employees

Variables leadership (X3) has a significant influence on performance of Simalungun Regency employees. Based on the table below on obtained t - value amounting to 3,950 with sig. value of 0.0 0 0. This value bigger if compared to with t table value at $df = 202 - 4$ that is 198 with mark 5% significance is worth 1.652. So can concluded that calculated t value $>$ t table ($3.950 > 1.652$)

According to a number of theories, such as theory trait theory, leadership considered as results from characteristics personal property owned by an individual, such as charisma, trust self, and intelligence. However, other theories such as theory behavioral theory emphasizes that leadership can studied and developed through experience and training. Situational theory also provides perspective that effective leadership depends on the context or situation certain as, and a leader must capably adapt style his leadership in accordance with needs and challenges faced.

Leadership Also related close with ethics and moral values. A leader No only must competent in tasks managerial, but also must own integrity and commitment to principles ethical. Ethical leadership is leadership that is not only prioritize results, but also the methods used for reach results the. Ethical leader will ensure that actions and decisions taken in harmony with applicable moral values in organization or the community he leads.

Effective leadership is also closely related with ability for build and maintain strong interpersonal relationships. A capable leader build trust and good communication with member his team will create environment harmonious and productive work. Effective communication between leaders and members team allows existence flow smooth information, minimizing

misunderstandings, and improve collaboration. In the environment such work, members team more tend feel appreciated and motivated to work going to objective together.

More Furthermore, good leadership also plays a role in development individual in organization. A caring leader with development career member his team will push growth their personal and professional well-being. This can do through training, mentoring, and providing chance for develop skills new. With Thus, good leadership No only increase performance organization, but also provides benefit term long for member team through improvement competence and trust self.

In addition, leadership also plays a role important in manage change. In the business world that continues to develop, change is something that is not can avoided. Effective leaders capable manage change with good, guiding his team through the transition process, and ensure that organization still adaptive and resilient in the midst dynamics environment external. Good leadership in situation change can help organization for still competitive and relevant in an ever-changing market change. On the other hand, less leadership effective can carry negative impact on organization. When a person leader fails in give clear directions, taking the right decision, or build positive relationship with team, thing This can cause decline in morale, productivity, and performance. Ambiguity in vision and direction organization can make member team lost motivation and confidence self, which in the end impact on achievement objective organization.

Influence competence employees, motivation employees and leadership in a way simultaneous to performance employees in the Regency Simalungun.

Simultaneously, competence (X1) and motivation (X2) and leadership (X3) have a significant influence on the performance of Simalungun Regency employees. This is based on the research results obtained by calculating the F value in the table. Anova as big as 9,940 and at the level significance 0.00 0 whereas f table value with $df v_1 = m - 1$ ($4 - 1 = 3$); $v_2 = n - m$ ($202 - 4 = 198$) where, $m =$ number variable; $n =$ number sample. on significance $\alpha = 0.05$ is 2.65. so that $F_{count} > F_{table}$ ($9.940 > 2.65$) then the regression model can used for predict that variables independent competence (X1) and motivation (X2) and leadership (X3) together have a significant influence on variables bound performance of Simalungun Regency employees. While the contribution of the three independent variables of competence (X1) and motivation (X2) and leadership (X3) to the performance of Simalungun Regency employees of 0.5 43 or 54.3 % while the rest 45.7 % is explained by other variables that are not submitted in study This.

Employee performance in Simalungun No Can improved only with one variable. Improvement efforts must cover training, empowerment and coaching leadership. Needed repair in a way comprehensively, including by conducting training periodically to improve the competence of each employee. In addition, a system can also be provided incentives and rewards to motivate employees and training leadership for increase quality leadership Organization Regional Devices. The Hope for All Three each other complete and when managed together will impact significant to performance employee in a way overall.

CONCLUSION

Variables competence (X1) has an influence in a way significant to performance employee Regency Simalungun. Based on results analysis calculation obtained 2,200 with sig.

value of 0.029. Variable motivation (X2) has an effect in a way significant to performance employee Regency Simalungun. Based on results analysis calculation obtained t - value as big as 2,933 with sig. value of 0.004. Variable leadership (X3) has an influence in a way significant to performance employee Regency Simalungun. Based on the table above obtained t - value as big as 3,950 with sig. value of 0.000. In simultaneous competence (X1) and motivation (X2) and leadership (X3) have an influence in a way significant to performance employee Regency Simalungun, thing the based on results study obtained F value calculated in the table Anova as big as 9,940 and at the level significance 0.000.

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