

EXPLORING THE RELATIONSHIP BETWEEN LEADERSHIP, MOTIVATION, AND COMPETENCE AND EMPLOYEE PERFORMANCE AT STIE STMY MAJALENGKA

Abrar Farhan Sudibyo¹, Ellin Herlina², Deviari Damalita³

¹Sekolah Tinggi Ilmu Ekonomi Cirebon

*¹Email: abrarfarhan33@gmail.com

ABSTRACT

Submitted: **Purpose of the study** — *This study aims to determine how much influence Leadership, Motivation, Competence on Employee Performance at STIE STMY Majalengka either partially or simultaneously*
12-17,2021

Accepted: **Research method**— *The type of research is causal comparative research. The sampling technique used is non-probability sampling. The data analysis technique used multiple linear regression analysis. The place of this research is on the STIE STMY Majalengka Campus with a sample of 43 employees from the total population*
01-11, 2022

Published: **Result**— *The results of this study indicate 1. Partially Leadership has a significant effect on employee performance, because the value of $t_{count} > t_{table}$ is $2.639 > 2.01669$ and the significance value is $0.000 < 0.05$ then H_0 is rejected and H_a is accepted. 2). Partially, motivation has a significant effect on employee performance, because the value of $t_{count} > t_{table}$ is $2.547 > 2.01669$ and the significance value is $0.002 < 0.05$, then H_0 is rejected and H_a is accepted. 3). Partially, competence has a significant effect on employee performance, because the value of $t_{count} > t_{table}$ is $7.291 > 2.01669$ and the significance value is $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. Simultaneously Leadership, Motivation and Competence affect employee performance obtained F_{count} of 29.627 while for F_{table} 2.82 (obtained from the distribution table with 5%). Because $f_{count} > f_{table}$, which is $29.627 > 2.82$, H_0 is rejected. H_a is accepted.*
01-31, 2022

Conclusion— *In conclusion, this causal comparative study found that leadership, motivation, and competence all have a significant effect on employee performance at STIE STMY Majalengka. Additionally, the study found that these three factors simultaneously influence employee performance. These findings suggest that organizations should focus on developing effective leadership, motivating employees, and building their competence in order to improve employee performance. These findings may have practical implications for organizations in terms of how they manage and develop their employees, and social implications for individuals and society as a whole in terms of the importance of these factors in the workplace.*

Keywords: Leadership, Motivation, Competence, Employee Performance



This work is licensed under a [Attribution 4.0 International \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/)

INTRODUCTION

One of the goals of education is to create quality human beings. The human qualities needed by the Indonesian nation in the future are those that are able to face increasingly fierce competition with other nations in the world. The quality of Indonesian people is produced through the implementation of quality education. Humans are an important factor in the organization because humans are able to move all the components in the organization. Human resources are one of the most valuable assets owned by an organization, because humans are the only resource that can drive other resources. Thus, the element of human resources is a key factor that must be maintained by an organization in line with the demands that are always faced by the organization to answer every challenge that exists. Therefore, efforts to maintain quality human resources are the main steps of the organization.

In the implementation of education, be it formal, informal or non-formal education, requires good management or management. Of course with good management, the educational process will be more effective if educational goals are achieved efficiently. School as an educational institution, the organization of education, the place where education itself takes place. Schools as organizations are designed to be able to contribute to efforts to improve the quality of life for society, nation and state. In other words, schools as educational institutions are systems that have various interrelated devices and elements that require empowerment.

Internally, higher education institutions have leadership, staff, lecturers, curriculum, facilities and infrastructure. Meanwhile, externally the school owns and relates to other agencies, both vertically and horizontally. In the context of school education, stakeholders include leaders, staff, lecturers, students, the community, government and the business world. Therefore schools also need good management, in order to provide optimal results to the needs and demands of all parties who are stakeholders. Schools require a high level of coordination. School coordination is none other than the responsibility of the Leader, namely the Head of STIE STMY. Furthermore, it is often assumed that the success of the leader is the success of the school or vice versa. Based on educational units, Leaders occupy two important positions to be able to ensure the continuity of the educational process as outlined by laws and regulations. First, the Leader is the manager of education in the school as a whole. Second, the leader is the formal head of education in his school.

Veithzal Rivai (2013) argues that, "Good leadership is represented by leaders who have the ability and skills to direct employees' energy to improve their abilities in various fields." A

good leader is a leader who is able to provide support and has a good relationship with his subordinates to continuously improve the abilities of his employees so that it has an impact on improving the performance of his employees. In addition, leaders must be able to develop the main thoughts of the national education figure Ki Hajar Dewantara with 3 functional leadership principles, namely: 1). Ing ngarso sung tulodo, which means that a leader must be able to make himself a role model. 2). Ing madya mangun karso, which means that a leader must be able to arouse the spirit of initiative and creativity. 3). Tut wuri handayani, which means that a leader must be able to encourage the people he leads.

The three functional principles of leadership are a unified whole that must be owned by a leader. To achieve organizational goals, of course employees are required to maximize the performance they have. Employee performance is an important thing for the organization to pay attention to. influence the success of the organization in achieving its goals.

In order to improve employee performance, many factors need to be considered, including leadership, motivation and competence. Leadership is the ability (art) of a leader or manager to influence others in the form of behavior both individually and in groups in following his will either directly or indirectly. Leaders are agents of change, people whose behavior will affect others more than the behavior of others affects them. Leadership arises when one member of a group or organization changes the motivation or competence of other members in the group. Effective leaders must address individual, group, and organizational goals. Leader effectiveness is typically measured by achievement of one or more combinations of these goals. Individuals can view their leaders as effective or not based on the satisfaction they get from the overall work experience. A true leader must always be aware of risks and be ready to react (Sitepu, 2010).

Motivation is a force, both from within and from outside that encourages a person to achieve certain predetermined goals. Motivation is one of the roles that must be carried out by leaders towards their subordinates. Leaders motivate employees to produce set performance, provide support, assist, and direct employees in completing their work, a leader must have the right way to motivate his employees to achieve high work performance.

Roger in Alimin (2014: 39), who introduced the theory of the self-development cycle, also put forward a view of competence. This theory basically introduces that every developing and advanced human resource is inseparable from the existence of three interrelated elements, namely elements of education, skills and work experience. Every human resource individual who has education supported by skills is a competent human resource. Human resources who have skills supported by mature work experience are capable human resources. Human resources who have work experience with high technology mastery will become professional human resources.

Referring to the theories stated above, it is necessary to observe the importance of competence possessed by every human resource in an organization to achieve its goals in accordance with access to competence possessed for performance improvement.

One of the higher education institutions in Majalengka Regency, West Java Province, is the College of Economics (STIE). College of Economics STMY Majalengka, hereinafter referred to as STIE STMY Majalengka, through the Wiyata Indonusa Abadi Foundation as the organizing party has obtained an operating permit since 2000 (SK Mendiknas RI No. 182/D/O/2000). Based on data obtained from the Academic Section, the number of STIE STMY Majalengka employees is 44 people consisting of 25 lecturers with a Masters degree, 4 staff/office boys with high school/high school education, 4 undergraduates, and finally S2 totaled 11 people. The results of temporary observations in the field show that the performance of STIE STMY Majalengka lecturers is not optimal, this can be seen from the lack of teaching staff, the lack of professionalism of lecturers in carrying out assignments such as delaying work, lack of lecturer initiative to achieve, low awareness of career advancement, lecturers only carry out tasks limited to teaching only because it has other tasks, namely as a staff with a shift in the duties and functions of an organization must be managed properly by Top Leadership, if this is allowed then the impact will be entrenched among STIE STMY Majalengka employees, lack of level of supervision of the implementation of the tri dharma of higher education, lack of lecturer training appropriate to the field. Employees whose education level is Masters degree who hold staff positions are not motivated to increase their educational level or academic position level, constrained by limited educational scholarship facilities, employee motivation to work solely because of materials/money without regard to the quality of work, motivation to achieve is still very low.

The real fact that is happening in the field is that leaders are still not able to be innovators, for example leaders are not able to carry out various innovations both concerning product development, effective and efficient management systems, as well as in the conceptual field which are all carried out in an effort to maintain and improve company performance. The results of the researchers' observations related to the decrease in employee motivation at STIE STMY Majalengka can be seen when they finish work, the lack of motivation causes employees to be slow at work and not responsive when there is work that must be completed quickly. This was also expressed when the research conducted an interview with one of the employees, the employee stated that "Some employees still perceive the work they do as something that is a burden to themselves, work is done as a form of compulsion, and work is lived only as a mere form of routine. This can be seen from the lack of enthusiasm for some employees in carrying out their work, the lack of willingness of some employees to improve the quality and performance of their work, lack of personal motivation to develop themselves, and adapt to developments that occur outside the organization's own environment. This condition is generally caused by monotonous working conditions and the low contribution of employees in contributing to improving organizational performance. (Source: results of an interview with an STIE STMY Majalengka employee, April 2022).

Starting from the problems that arise at STIE STMY Majalengka, efforts must be made so that all of these can be handled properly, efforts are needed such as generating positive motivation as an encouragement for each individual employee, strict regulations and sanctions

for the creation of monitored motivation, providing efforts training to improve employee competence, build innovative and leadership factors that can guide employees well and create a more conducive working atmosphere is very necessary to do in order to create comfort at work. The hypothesis in this study are:

1. It is suspected that leadership has a positive and significant effect on employee performance.
2. It is suspected that motivation has a positive and significant effect on employee performance.
3. It is suspected that competence has a positive and significant effect on employee performance.
4. It is suspected that leadership, motivation & competence have a positive and significant effect on employee performance

METHOD

The type of research is causal comparative research. The sampling technique used is non-probability sampling. The data analysis technique used multiple linear regression analysis. The place of this research is on the STIE STMY Majalengka Campus with a sample of 43 employees from the total population.

Table 1. Variable operationalization

No	Variable	Dimension	Indicator	Item	Measurement Scale
1	Leadership (X1) is the whole activity in order to influence people to want to work together to achieve a common goal. (Martoyo,2015)	1. Innovator	Leaders praise and reward employees who work on time	1	Ordinal
		2. Communicator	Leaders convey clearly the desired direction of goals to subordinates	2	
		3. Motivator	The leader recognizes and rewards subordinates for the task structure	3,4	
		4. Controller (Thoha, 2010)	The leader sets realistic goals for the organization/section	5,6	
2	Motivation (X2) is a set of attitudes and values that influence individuals to achieve specific	1. Motif	1. Kebutuhan Fisiologis	1,2	Ordinal
			2. Kebutuhan rasa aman	3 4	
			3. Kebutuhan hubungan sosial		
	achieve specific	2. Hope	Self-actualization needs	5	

	things according to individual goals.	3. Intensif (Hasibuan, 2000)	The need for appreciation	6	
	(Rivai, 2014)				
3	Competence (X3) is a combination of abilities, knowledge, skills, attitudes, appreciation and expectations that underlie a person's characteristics to work in order to achieve real work quality standards.	1. Knowledge 2. Skills 3. Ability 4. Employee Performance	knowledge skill Self-concept (attitude) Self-concept (attitude)	1 2,3 4 5 6	Ordinal
	(Sagala, 2009)				
4	Employee Performance (Y) is work performance or work results both in quality and quantity achieved by HR unity period of time in carrying out his work duties in accordance with the responsibilities given to him.	1. Quantity 2. Quality of Work 3. Cooperation 4. Initiative	Quantity of yield Quality of results Timeliness of results 1. Presence	1 2,3 4 5 6	Ordinal
	(Anwar Prabu Mangkunegara, 2013)				

RESULTS AND DISCUSSION

1. The Influence of Leadership on Employee Performance

Based on the research results of the leadership variable on employee performance with the help of SPSS version 23, it is stated that the leadership variable has an effect on employee performance. This is evidenced by the results of the study. It can be seen that the results of the partial hypothesis test on the leadership variable are 2,639 with a positive sign with a significance level of 0.002, while ttable based on the t distribution table is 2.01669 (attached).

Because the $t_{count} > t_{table}$ is $2.547 > 2.01669$ and the significance value is $0.002 < 0.05$, then H_0 is rejected and H_a is accepted. This means that leadership has a significant effect on employee performance.

This research is in accordance with Rahmi Yuliana's research (2016) which states that leadership influences employee performance. Based on the theory of leadership is the way a leader influences the behavior of subordinates so they want to work together and work effectively and efficiently to achieve organizational goals. While performance is the result of the work or activities of an employee in quantity and quality to achieve organizational goals which are his duties and responsibilities.

Leadership is a way that is owned by a leader in influencing a group of people or subordinates to work together and make efforts with enthusiasm and confidence to achieve the goals that have been set. It can be said that leadership plays a very dominant role in the success of an organization in carrying out its various activities, especially seen in the performance of its employees which can be seen from how a leader can influence his subordinates to work together to produce effective and efficient work.

The results of this study are in accordance with the theory which shows that leadership influences employee performance. Therefore, the higher or better the leadership of a leader in an organization or company, the higher or better the performance of its employees. Vice versa, the lower the leadership in an organization or company, the lower the performance of its employees. So it can be concluded that leadership has a significant influence on the performance of its employees..

2. The Effect of Motivation on Employee Performance

Based on the research results of motivational variables on employee performance with the help of SPSS version 23, it is stated that motivational variables affect employee performance. This is evidenced by the results of the study. It can be seen that the results of the partial hypothesis test on the motivational variable are 2,547 with a positive sign with a significance level of 0.002, while t_{table} based on the t distribution table is 2.01669 (attached). Because the $t_{count} > t_{table}$ is $2.547 > 2.01669$ and the significance value is $0.002 < 0.05$, then H_0 is rejected and H_a is accepted. This means that motivation has a significant effect on employee performance.

This research is in accordance with Rahmi Yuliana's research (2016) which states that motivation influences employee performance. These results indicate that the higher or better the motivation given by a leader, the higher and better the performance of employees in the company or organization because motivation is a human psychological and mental condition that gives energy, encourages activities or moves and directs or channels behavior towards achieving needs that satisfy or detract from balance. A person's behavior at any given moment is usually determined by the strongest need. Therefore, it is important for a leader to understand the most important common needs of his employees. Vice versa, the lower the motivation given by a leader, the lower the performance of employees in the company or

organization. So it can be concluded that motivation has a significant influence on employee performance.

3. The Effect of Competence on Employee Performance

Based on the research results of competency variables on employee performance with the help of SPSS version 23, it is stated that competency variables affect employee performance. This is evidenced by the results of the study. It can be seen that the results of the partial hypothesis test on the competency variable are 7,291, which is positive with a significance level of 0,000, while the ttable is based on the t distribution table, namely 2.01669 (attached). Because the tcount > ttable is $7.291 > 2.01669$ and the significance value is $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. This means that competence has a significant effect on employee performance.

This research is in accordance with the results of this study supporting previous research from Tariyo and Mulyano (2012) that competency affects employee performance. This is in accordance with Anwar Prabu Mangkunegara's statement (2012: 49) that one of the factors that influence a person's performance is the ability factor. Sedarmayanti (2007: 126) states that competence is a fundamental characteristic possessed by someone who has a direct influence on, or can predict excellent performance. Competent and qualified human resources will make a very big contribution to the agency. A human resource development strategy is needed to maintain and improve the performance of the human resource itself. The competencies possessed by employees must be able to support the implementation of the company's strategy and be able to support any changes made by the company's management in dealing with environmental changes that occur.

These results indicate that the higher or better the competence possessed by a leader, the higher and better the performance of employees in the company or organization. Vice versa, the lower the competence possessed by a leader, the lower the performance of employees in the company or organization. So it can be concluded that competence has a significant influence on employee performance.

4. The Influence of Leadership, Motivation and Competence on Employee Performance

Based on the results of the research on the variables of leadership, motivation and competence on employee performance with the help of SPSS version 23, it is stated that the variables of leadership, motivation and competence have an effect on employee performance. This is evidenced by the results of the study. It can be seen that the simultaneous hypothesis test results on the competency variable are 29.627, which is positive with a significance level of 0.000, while the ftable based on the distribution table f is 2.82 (attached). Because the value of fcount > ftable is $29.627 > 2.82$ and the significance value is $0.000 < 0.05$ then H_0 is rejected and H_a is accepted. This means that leadership, motivation and competence have a significant effect on employee performance.

These results indicate that the higher or better the leadership, motivation and competence possessed by a leader, the higher and better the performance of employees in the company or organization. Vice versa, the lower the leadership, motivation and competence possessed by a leader, the lower the performance of employees in the company or organization. So it can be concluded that leadership, motivation and competence have a significant influence on employee performance.

CONCLUSION

Leadership has a significant effect on employee performance. This means that if leadership is high, employee performance will also be high and vice versa if leadership is low, employee performance will also be low. This is because leadership plays a very dominant role in the success of an organization in carrying out its various activities, especially seen in the performance of its employees which can be seen from how a leader can influence his subordinates to work together to produce effective and efficient work.

Motivation has a significant effect on employee performance. This means that if motivation is high, employee performance will also be high and vice versa if motivation is low, employee performance will also be low. This is because motivation is a human psychological and mental condition that gives energy, encourages activities or moves and directs or channels behavior towards achieving needs that give satisfaction or reduce balance. A person's behavior at any given moment is usually determined by the strongest need. Therefore, it is important for a leader to understand the most important common needs of his employees.

Competence has a significant effect on employee performance. This means that if competence is high, employee performance will also be high and vice versa if competence is low, employee performance will also be low. This is because competent and qualified human resources will make a very large contribution to agencies. A human resource development strategy is needed to maintain and improve the performance of the human resource itself. The competencies possessed by employees must be able to support the implementation of the company's strategy and be able to support any changes made by the company's management in dealing with environmental changes that occur.

Leadership, motivation and competence have a significant effect on employee performance. This means that if competence is high, employee performance will also be high and vice versa if competence is low, employee performance will also be low. This is because employee performance is inseparable from several factors, namely leadership, competence, motivation and compensation. Leaders who carry out their duties properly will become role models and role models for their members. With a good relationship between leaders and members, subordinates will fully support the policies carried out by the leadership. Competence possessed by individual leaders must be able to support the implementation of organizational strategy. through a competency a leader will be able to work well and with quality in his field. Then motivation is a human psychological and mental condition that gives

energy, encourages activities or moves and directs or channels behavior towards achieving needs that give satisfaction or reduce balance. A person's behavior at any given moment is usually determined by the strongest need. Therefore, it is important for a leader to understand the most important common needs of his employees.

REFERENCES

- Best, Roger J. 2014. Market-Based Management Strategies for Growing Customer Value and Profitability. New Jersey: Pearson Education, Inc
- Den Hartog, D., Koopman, P. L., Thierry, H., & Verburg, R. M. (2004). The impact of leadership style on the performance of business units. *Journal of Occupational Health Psychology*, 9(2), 165. <https://psycnet.apa.org/record/2004-08732-006>
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87(4), 765. <https://psycnet.apa.org/record/2002-05814-006>
- Gibson, James, L., 2000, Organisasi, Perilaku, Struktur dan Proses, Edisi ke-5. Cetakan ke-3. Jakarta: Penerbit Erlangga.
- Gibson, J.L., Ivancevich, J.M., and Donnelly, J.H. (1997). Organisasi: Perilaku ± Struktur ± Proses. Penerbit: Binarupa Aksara.
- Gibson et al., 2012, Organisasi dan Manajemen, Edisi ke empat, Erlangga, Jakarta.
- Goleman, D; Boyatzis, RE; McKee, A. 2006. Primal Leadership: Kepemimpinan Berdasarkan Kecerdasan Emosi. Alih bahasa: Susi Purwoko. Jakarta: PT. Gramedia Pustaka Utama
- Mathis, R.L. & J.H. Jackson. 2006. Human Resource Management: Manajemen Sumber Daya Manusia. Terjemahan Dian Angelia. Jakarta: Salemba Empat
- Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12(4), 531-544. <https://journals.sagepub.com/doi/10.1177/014920638601200408>
- Robbins dan Judge, 2011, Perilaku Organisasi, Edisi 12, Salemba Empat
- Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D. J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research*, 55(3), 241-302. <https://link.springer.com/article/10.1023/A:1010944412497>
- Spencer, Lyle M. dan Signe M. Spencer. (2007). Competence at work: Models for Superior Performance. Canada: John Wiley & Sons.
- Veithzal Rivai. 2014. Manajemen Sumber Daya Manusia untuk Perusahaan, Edisi ke 6, PT. Raja Grafindo Persada, Depok, 16956.