

THE INFLUENCE OF LEADERSHIP, COMPETENCY, AND MOTIVATION OF EMPLOYEE PERFORMANCE IN THE MINISTRY OF LAW AND HUMAN RIGHTS

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ABSTRACT

Purpose- *The purpose of this study is to analyze and test the influence of leadership, competence, and motivation on the performance of the State Civil Apparatus at the Regional Office of the Ministry of Law and Human Rights of DKI Jakarta.*

Design/methodology/approach- *This research uses quantitative methods, with simple linear regression analysis and multiple linear regression with a sample size of 136 people from a population of 205 people. Multiple linear regression is used to test the hypothesis.*

Findings- *Based on the results of multiple regression analysis, it is found that the variables of leadership, competence, and motivation together influence the performance variable.*

Implications- *The implications of this research can be used by related parties to improve the state apparatus through empowering leaders, increasing employee competence, and motivation.*

Keywords: competence, motivation, leadership, performance



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Abstrak

Tujuan- penelitian ini adalah untuk menganalisis dan menguji pengaruh Kepemimpinan, kompetensi, dan motivasi terhadap Kinerja Aparatur Sipil Negara pada Kantor Wilayah Kementerian Hukum dan Hak Asasi Manusia DKI Jakarta

Desain / metodologi / pendekatan- penelitian ini menggunakan metode kuantitatif, dengan analisis regresi linier sederhana dan regresi linier berganda dengan jumlah sampel 136 orang dari populasi 205 orang. Regresi linier berganda digunakan untuk menguji hipotesis.

Temuan- Berdasarkan hasil analisis regresi berganda, diperoleh hasil bahwa variabel kepemimpinan, kompetensi, dan motivasi secara bersama-sama berpengaruh terhadap variabel kinerja.

Implikasi- temuan penelitian ini dapat digunakan oleh pihak terkait untuk meningkatkan aparatur negara melalui pemberdayaan pemimpin, peningkatan kompetensi dan motivasi pegawai.

Kata kunci: kompetensi, motivasi, kepemimpinan, kinerja

1. Introduction

The Indonesian Ministry of Law and Human Rights is the Ministry that in charge of legal and human rights matters which is responsible to the President. Where as the Regional Office is a vertical organizational unit which is located in each province and it is responsible to the Minister of Justice and Human Rights. The office has a huge task and responsibility. Thus, it requires professional employees who are well able to carry out the duties and obligations.

Human resources have a very important role in organization's activities. So in general, organization requires skilled employees who want to work diligently and willing to achieve optimal work results. Thus, every employee is expected to have high competence, high motivation and high performance which is supported by good leadership.

Leadership is very important in influencing an organization. As a key person in an organization, leaders must have broad insight and have great vision, which is then communicated to all levels by encouraging and motivating in order to achieve organization goals. Robbins (2014) states that leadership is the ability to influence the group to achieve goals. Likewise, leadership in general may define as the process of influencing in determining organizational goals, motivating followers' behavior to achieve goals, influencing to improve the group and culture.

Competence is an important aspect for the success of an organization, because it is related to the effectiveness of an employee performance. Wibowo (2017) states that competence is an ability to carry out a job or task based on skills and knowledge and it is supported by the work attitude required by the job. The need for a quality employee is essential in dealing with the dynamics of development that occurs in work environment. Hence, competency of employee is one of the important components that must be improved to achieve the goals of organization.

Motivation is an encouragement or reason that is the basis of a person's enthusiasm to do something to achieve his/her goals. Motivation in general is the overall impulses, desires, and needs that direct one behavior. Sutrisno (2017) tells that motivation is a factor that drives a person to do a certain activity, motivation and it is often interpreted as a factor that driving a person's behavior. Motivation is needed by individual in the organization so that will bring out encouragement, efforts and desires that exist in humans which will activate and provide power that will direct behavior to implement every task in the work environment.

Employee performance is the result or achievement of employees assessed in terms of quality and quantity based on work standards determined by the organization. Many organizations have problems in optimizing employee performance. Incentive for employees such as remuneration is influencing employee performance as Widiyastuti (2010, p. 180) indicates that low compensation has an effect on employee performance. Moreover, employees must be able to cooperate with leaders and fellow colleagues in order to optimize performance and to achieve organization goals.

2. Literature Review

There are some definitions of Leadership according to some experts. Wukir (2013, p.134) provides an understanding of leadership "is the art of motivating and influencing a group of people to act towards a common goal". Meanwhile, according to Samsudin (2009, p. 287) "leadership can be interpreted as the ability to convince and move others to work together under his leadership as a team to achieve a certain goal". While Indriyo Gitosudarmo and I Nyoman Sudita (Sunyoto, 2013, p. 34) said "leadership is a process of influencing the activities of individuals or groups to achieve goals in certain situations. Based on the above definition, leadership can be interpreted as the ability or expertise that exists in a person in moving or motivating an individual or group to achieve the goals that have been decided through indicators: Respect from employees, Trust., Can be a role model, Motivator. Setting goals. Creative idea. Problem Solver. Career development, Creating a good work environment and relationships with subordinates.

Competency

Here are how to understand the definition motivation of working by the employees according to some experts, including According to McClelland in Sedarmayanti (2011, p. 126) explains that "competence is the fundamental characteristics possessed by someone who directly influences, or can predict excellent performance". Meanwhile, according to Spencer in Moehariono (2010, pp. 3-4) "competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause-effect with criteria that are used as a reference, effective or excellent performance or superior at work or in certain situations ". Furthermore according to Wibowo (2017, p. 271), "competence is an ability to carry out or carry out a job or task based on skills and knowledge and is supported by the work attitude

demanded by the job". And according to Spencer and Spencer cited Moehriono (2014, P. 5) understand "competence as an underlying characteristic of a person relating to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or cause and effect with criteria that are used as a reference, effective or excellent or superior performance at work or in certain situations". Based on some of these definitions it can be concluded that competence is a special ability or capacity that includes the knowledge and skills that must be possessed by an employee to meet work requirements, both now and in the future in an effort to achieve the desired goals with indicators: Have basic abilities, have ideas at work, Understanding systems and work procedures that have been determined well, Understanding the rules at work, Discipline at work, Effective and efficient at work, Comply with norms at work and Work according to duties and functions

Motivation

Understanding motivation according to some experts are as follow: According to Sutrisno (2013, p. 109) suggests "motivation is a factor that drives someone to do a certain activity, motivation is often interpreted as a factor that drives driving a person's behavior". While Mangkunegara (2012, p.61) also stated "motivation is the condition or energy that drives employees who are directed or directed to achieve the goals of the organization of the company". According to Usman (2013, p. 276), "motivation is the impetus that a person is willing to do something, while motive is a need, wish, desire or impulse motive is a need desire or impulse. Motivation is an encouragement owned by an individual that can stimulate to be able to do actions or something that is the basis or reason for someone to behave or do something ". Work motivation can be interpreted as an impetus contained in a person so that he is compelled to do an activity related to a job. A person's motivation can be obtained from their needs. The important question for managerial leaders is "What can lead to work motivation of group members?"

From the understanding of motivation above, it can be concluded that motivation is a condition that encourages, stimulates or moves a person and also determines the performance of a person to do something or activities he does to achieve his goals with indicators: Develop creativity, Enthusiasm for high achievers, Feelings are accepted by others, Feelings respected, Feelings to progress, Feelings of participation, Position in the organization and Looking for opportunities to expand power.

Employee Performance

According to some experts the idea of performance is as follows, "Performance comes from the notion of performance. There are also those who give an understanding of performance as a result of work or work performance. However, performance actually has a broader meaning, it is not only the results of work, but it is including how the work process takes place "(Wibowo, 2012, p. 7). Meanwhile, according to Riani (2013, p. 61) "performance is the level of productivity of an employee, relative to his work, on several results and behavior related to the task. Performance is influenced by variables related to work including role stress and work / non-work conflict ". Furthermore according to Sinambela (2019, p. 10) "it is very difficult to establish a definition of performance that can provide a comprehensive understanding. The use of the word performance itself is sometimes equated with work performance, work effectiveness, achievement of goals, work productivity, and various other terms". Based on several definitions of performance above, it can be concluded that performance is

part of the organization to achieve common goals, so that the goals of performance will produce organizations that excel with the criteria for success in the form of specific goals or targets to be achieved and in accordance with the expected needs effectively with indicators: target achievement, optimum work output, work as procedure, ability to evaluate, work and time discipline.

3. Methods

Data source

Sources of data in this study came from primary data and secondary data. Primary data is required data derived from distributing questionnaires to pre-determined samples or respondents. While secondary data in the form of documents, texts and other relevant references were obtained from various sources.

Population and Sample

The population in this study is the entire employees State Civil Apparatus (ASN), with total 205 people. The random sampling technique is used when taking the sample. By applying the Slovin formula with 5% error term, the number of samples obtained was 136 participants.

Data Analysis Technique

Data were analyzed by using SPSS Statistic for Windows, Version 25.0. The data analyses were performed using multiple regression analysis to predict the value of the model. T test were run to check the validity of indicator and the value of Cronbach's Alpha > 0,7. Then Anova using F test were applied to determine the differences between independent variables where the probability is <0.05, then H_0 is rejected and H_1 is accepted.

4. Results and discussion

Based on table 1, the regression equation obtained based on the formula is as follows:

$$Y = 13.401 + 0.525 X_1 + 0.228 X_2 + 0.077 X_3 + e$$

Table 1. Regression Analysis

Variable	Koefisien	SD	t-value	sig
Leadership (X1)	,525	,067	7,841	,000
Competences (X2)	,228	,085	2,679	,008
Motivation (X3)	,077	,080	,960	,339
Adj. R Square	,600			
F-statistik	68,426			

Source: data analysis using SPSS

Multiple linear regression analysis is to measure the magnitude of the coefficient of determination R^2 . If the result of R^2 is close to 1 (one) then it can be concluded that the model is stronger in explaining the variation of the independent variable on the dependent variable. Conversely, if R^2 approaches 0 (zero) then the model is weaker in explaining the variation of the independent variable on the dependent variable. From table 1 above, it appears that the magnitude of R Square (R^2) is 0.609. This means that as much as 60.9% of the Performance variable (Y) can be explained by the three independent variables, namely Leadership (X1), Competence (X2), and Motivation (X3), while the remaining 39.1% is explained by factors others outside the model were not examined in this study.

T-test results in table 1 show evidence that not all independent variables in this study have a significant effect on the dependent variable. The following is an explanation of table 3: Leadership Variable (X1) has a calculated t value of 7.841. This value is greater than t table (1,978) and a significance probability of 0,000 is less than 5% (0.05). So it can be concluded that the Leadership variable (X1) significantly influences the Performance variable (Y). From the results of this leadership variable research, in accordance with what was revealed by Ratna Yulia Wijayanti in her research journal entitled "The Effect of Leadership, Motivation, and Organizational Commitment on Civil Service Performance in the Kudus District Education Office Organizational Environment" in 2010, which concluded the results of the study were variables Leadership has a significant effect on performance with a regression coefficient of 2.533, and from the results of the t test, the results of p value <0.05 (0,000 <0.05).

Competency variable (X2) has a t value of 2.679. This value is greater than t table (1.978) and the significance probability of 0.008 is smaller than 5% (0.05). So it can be concluded that the Competency variable (X2) significantly influences the Performance variable (Y). From the results of this competency variable research, in accordance with research conducted by Dono Wirotomo and Popy Novita Pasaribu (2015) in their journal entitled "Effect of Competence, Career Development, Education and Training (Training and Education) on Employee Performance of the Directorate General of Fiscal Balance", which explains that in the results of the study are competence variables have a positive and significant effect on performance with a regression coefficient of 0.391 and from the results of the t test, the results of p value <0.05 (0,000 <0.05).

Motivation Variable (X3) has a calculated t value of 0.960. This value is smaller than t table (1.978) and a significance probability of 0.339, which is greater than 5% (0.05). So it can be concluded that the Motivation variable (X3) partially has no significant effect on the Employee Performance variable (Y). From the results of t test of this motivational variable, it can be concluded that these results are not in line with the results of research from Alwi Suddin and Sudarman (2010), which in their research journal entitled "The Effect of Leadership, Motivation, and Work Environment on Employee Performance in Laweyan Subdistrict, Surakarta City" , which explains that the results of the study are motivational variables that have a positive and significant effect on performance with a regression coefficient of 0.272, and from the results of the t test, the results of p value <0.05 (0.017 <0.05).

Discussion

The influence of leadership (X1) on performance (Y) shows that the value of t arithmetic > t table (7.841 > 1.978) with a significance level of t <5% (0,000 <0.05), then H0 is "rejected". This means that the leadership variable (X1) significantly influences the performance of the ASN Regional Office of the Jakarta Ministry of Law and Human Rights. Based on the test results above it can be concluded that the first Hypothesis (H1) namely Leadership influences the ASN performance of the Jakarta Office of the Ministry of Law and Human Rights, is accepted. From the results of the t-test it can also be seen that the indicator "Idealized Influence" is a leader who can be a good example, and can be followed by his employees, is the strongest indicator that gives the influence of leadership variables on performance. And the indicator "Individualized Consideration" which has the understanding that leaders who have good relations with subordinates is the weakest indicator in providing the influence of leadership variables on performance.

The influence of competence (X2) on performance (Y) shows that the value of t arithmetic > value of t table (2.679 > 1.978) with a significance level of t <5% (0.008 <0.05),

then H_0 is "rejected". This means that the competency factor (X2) influences the performance of the ASN Regional Office of the Jakarta Ministry of Law and Human Rights. Based on the test results above, it can be concluded that the second hypothesis (H2), namely competence, has a significant effect on the performance of the ASN Regional Office of the Ministry of Law and Human Rights of DKI Jakarta, is accepted. From the results of the t test it can also be seen that the indicator "Effective and efficient at work" is the strongest indicator that gives the effect of competency variables on performance. And the indicator "Working according to tasks and functions" is the weakest indicator in influencing the variable of competence on performance.

The influence of motivation (X3) on performance (Y) indicates that the value of t count $< t$ table ($0.960 < 1.978$) with a significance level of $t > 5\%$ ($0.339 > 0.05$), then H_0 is "accepted". This means that the motivational factor (X3) does not affect the performance of the ASN Regional Office of the Jakarta Ministry of Law and Human Rights. Based on the test results above, it can be concluded that the third hypothesis (H3), namely motivation, is rejected and has no significant effect on the performance of the ASN Regional Office of the Ministry of Law and Human Rights of DKI Jakarta. From the results of the t test it can also be seen that the indicator "Position in Organization" is the strongest indicator that gives the influence of motivation variables on performance. And the indicator "Looking for opportunities to expand power" is the weakest indicator in influencing the motivational variable on performance.

The effect of leadership, competence, and motivation simultaneously on performance Based on the test results statistically it can be seen that simultaneously the independent variable influences the dependent variable. From the calculations that have been done using the F-test in which $F\text{-count} > F\text{-table}$ ($68.426 > 2.67$), this test is a test simultaneously between factors of leadership, competence, and motivation have a significant influence on the performance of ASN Regional Office of the Ministry of Law and Human Rights of DKI Jakarta. It is proven that H_0 is "rejected", showing that the factors of leadership, competence, and motivation simultaneously have a significant influence on the performance of ASN in the Regional Office of the Ministry of Law and Human Rights of DKI Jakarta.

5. Limitation

This study does have some limitation. It is based on self-reported survey to generate respons from employees and there is the chance that the respons suffer from bias. Future research may include respons from the team member and the team leader.

6. Conclusion

Leaders must be a good example, and can be followed by his employees. Leaders should give confidence and support to subordinates that their hard work are valuable to the organization and leaders must be able to create comfortable working environment. Therefore, it will motivate the employees to work hard and give their best to the organization. Inaccurate placement of employees may ruin the result of the job. For that reason, employees may not progress well since they are incompetent in handling the job. This condition can cause the employees become discourage and it can lead to lack of motivation. Leaders have to be able to control the situation in order to create effective and efficient work by placing the right employees in the right place. Moreover, employees must be rewarded for their achievement to increase motivation by promoting them to the next position.

The finding from the study provides an influential empirical support for the soundness of the influence of leadership, competency, and motivation of employee performance in the ministry of law and human rights. Good working environment will motivate employees to

work hard for the organization. It is required an effort from the top leader to promote good governance and great working environment that would lead to increase in motivation and higher employee performance.

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