

## **The Effect of Leadership Style and Competence on Employee Performance Through Motivation in the East Jakarta Administration Forestry Department**

Elfira Wati<sup>1</sup>, Harry Indratjahyo<sup>2</sup>, Bongsu Saragih<sup>3</sup>

<sup>1</sup> Student of Master of Management at Universitas Krisnadwipayana

<sup>2,3</sup> Lecturer at Universitas Krisnadwipayana

Campus Unkris Po Box 7774 Jat/Cm Jakarta 13077, Indonesia

---

**Abstract:** *This study aims to analyze the influence of leadership style and competence on employee performance through motivation in the East Jakarta Administration of the Forestry Department. This study aims to analyze and test the closeness of the relationship between variables by breaking down the correlation coefficient into direct and indirect effects. The population in this study was 63 employees. The sampling technique uses saturated samples. Data analysis uses path analysis.*

*The results of this study indicate that employee performance is directly affected by the leadership style and employee competence. Motivation cannot mediate the relationship between leadership style and competence in employee performance.*

**Keywords:** *Leadership Style, Competence, Motivation, and Employee Performance*

---

Date of Submission: 11-03-2020

Date of Acceptance: 26-03-2020

---

### **I. INTRODUCTION**

The rapid development of the city of Jakarta with various infrastructure developments and magnificent buildings/buildings, requires land management both for cemeteries, landscaping, and forestry to be continuously improved from various aspects, both from the aspect of expanding green open space, and land arrangement as well as possible. The Forest Service as the agency responsible for realizing this requires quality human resources.

Following their main duties and functions, employees of the City Administration's Forestry Department are a very important and instrumental human resource. They are the determinants who can anticipate various obstacles and challenges for the development of funeral, landscaping, and forestry arrangements that will be achieved in the future. Thus we need quality human resources, reliable, skilled and have high motivation and performance. Employee performance is a manifestation of employee perceptions reflected in attitudes and focused on behavior towards work and is a form of human interaction with the work environment.

To empower and improve employee performance, the East Jakarta Administration Department of Forestry Department through its various policy programs, always carries out its main tasks and functions in employee coaching, with the hope of achieving the desired goals and objectives together. Various efforts in managing human resources include providing facilities and infrastructure, to create a conducive work environment and work climate that can encourage employees to always innovate and be creative. It also creates a fair system, and a flexible structure with a clear and humanitarian division of tasks, authority, and responsibilities, taking into account employees' abilities, expectations, motivations and efforts in achieving organizational goals.

Hasibuan (2006: 95), explains that motivation is the giving of a driving force that creates the excitement of one's work so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction. Human resource performance is influenced by various things, both arising from the workforce itself (such as job satisfaction, compensation, skills) and the work environment as a whole and outside the work environment.

Yulk (2009: 42), explains that leadership is an additional influence that exceeds and is above the mechanical needs in directing the organization routinely. Each leader has different behavior in leading his followers, the behavior of the leaders is called the leadership style. Leadership has a very close relationship with motivation, because the success of a leader in moving others in achieving the goals that have been determined is highly dependent on authority, and also the leader is expected to create motivation within each of his subordinates, colleagues, and superiors of the leader himself.

Managing human resources is very dependent on the pattern of leadership with a structure that is adjusted to the conditions of subordinates. One of the factors influencing employee performance is the change in the organizational structure and work procedures of DKI Jakarta Province as outlined in DKI Jakarta Governor Regulation No. 280 of 2016 concerning the Organization and Work Procedures of DKI Jakarta Province. In this case, the main duties and functions of the East Jakarta City Forestry Service Office Tribe cover the fields of Forestry, Funeral, and Gardening. Changes to the nomenclature greatly affect the performance of employees as a result of the lack of understanding of some employees about the main duties and functions of the East Jakarta Administration Forestry Department. Besides, there are still employees who consider the work environment less conducive and the relationship between less harmonious employees.

Harmonious work relations between employees with one another can affect the implementation of basic tasks and functions. A leader must apply the leadership style to manage his subordinates because a leader will greatly influence the success of the organization in achieving its goals. The aspect of employee motivation is also an important aspect of employee performance wherein the current era of globalization, of course, the needs of each employee will increase with the changing times. By looking at and observing the descriptions above, and based on the experience of working at the East Jakarta City Administration Forestry Department, the author is interested in discussing the influence of leadership style and competence on employee performance through motivation on the East Jakarta Administration City Forestry Service Department.

## **II. LITERATURE REVIEW**

### ***Leadership Style***

Leadership style is an important aspect to achieve and improve the success of one's leadership in an organization. Each leader has different behavior in leading his followers, the behavior of the leaders is called the leadership style. Leadership style is a way for leaders to influence their subordinates expressed in the form of behavior or personality patterns. A leader is someone who has a program and who behaves jointly with group members using certain methods or styles, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the company in achieving its stated goals.

Kartono (2008: 34) states that leadership style is the nature, habits, temperament, character, and personality that distinguishes a leader in interacting with others. Herujito (2006: 188) states that the leadership style is not talent, therefore the leadership style learned and practiced in its application must be following the situation at hand. Whereas Supardo (2006: 4), defines leadership style as a complex way and process where someone influences other people to achieve a mission, task or objective and direct the organization more reasonably.

Thoha (2013: 49) states that leadership style is the norm of behavior used by someone when the person tries to influence the behavior of others as he sees it. While Rivai (2014: 42) states that leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategy that is liked and often applied by a leader. directly or indirectly, about a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. Furthermore according to Stonner (1996: 165) states that leadership style is a variety of behavioral patterns favored by leaders in the process of directing and influencing workers.

One of the main contingency approaches to leadership is the situational leadership model proposed in Stoner (1996: 171) saying that "The most effective leadership style varies with employee readiness. Hersey and Blanchard define readiness as a desire to make a decision, a willingness to accept responsibility, and abilities related to tasks, skills, and experience. The goals and knowledge of followers is an important variable in determining an effective leadership style.

According to Hersey and Blanchard quoted by Rivai (2014: 16) states that the relationship between leaders and members has four stages/phases needed for the leader to change his leadership style, namely: The first stage, in the initial readiness of the leaders attention to the task, is very high, members are given clear instructions and familiarized with regulations, structure and work procedures. The second stage is where members can handle their duties, attention to their tasks is very important because subordinates cannot work without structure. Leadership confidence in subordinates is increasing. The third stage in which members have greater ability and motivation to excel begins to appear and they actively seek greater responsibility, the leader must still support and pay attention, but no need to give direction. The fourth stage is the stage where members begin to believe in themselves, can direct themselves and experience, the leader can reduce the amount of attention and direction.

Fiedler in Wahjosumidjo (2010) identified three types of leadership situations or variables that help determine an effective leadership style, namely:

- a. The relationship between leaders and subordinates. That is how the level of quality of the relationship that occurs between superiors and subordinates. The attitude of subordinates to the personality, character, and abilities of superiors.
- b. Task structure. That is in the work situation whether the tasks have been arranged into clear patterns or vice versa.
- c. Authority of leadership position. How is the formal authority of the leader carried out against subordinates?

Rivai (2014: 53) argues that a leader in implementing his leadership must be able to mature to carry out the maturity of the agency or organization, leadership is divided into five dimensions and nine indicators, namely:

1. Ability to foster good cooperation and relationships
  - a. Fostering cooperation and good relations with subordinates in carrying out the tasks that are their respective responsibilities
  - b. The ability of a leader in motivating subordinates
2. Effective ability
  - a. Able to complete tasks beyond the ability
  - b. Complete assignments on time
  - c. Be on time and not late
3. Participatory leadership
  - a. Deliberate decision making
  - b. Can solve problems precisely
  - c. Able to research problems that occur at work
4. Ability to delegate tasks or time
  - a. Willing to bring personal and organizational interests to broader interests, namely the interests of the organization using the remaining time for personal needs
  - b. Able to complete tasks following the target
5. The ability to delegate duties or authority
  - a. A leader's responsibility in completing tasks must be handled alone and which must be handled in groups.
  - b. Provide guidance and training in decision making.

### **Competence**

According to Rosidah (2009: 11), competence is a basic characteristic of a person that enables employees to produce superior performance in their work. Based on the description above the meaning of competence contains a deep personality part and is attached to someone with behavior that can be predicted in a variety of circumstances and work assignments. Predictions of who is performing well and not well can be measured by the criteria or standards used. Rosidah (2009) states that competency levels include: Skill, Knowledge, Social Role, Self Image, Trait, and Motive. Skill is the ability to carry out a task well, for example, a computer programmer. Knowledge is information that a person has for a specific (particular) field, such as computer language. Social roles are attitudes and values that a person has and are highlighted in society (an expression of self-values), for example, leaders. Self-image is people's view of themselves, reflects their identity, for example: seeing themselves as an expert. The trait is an enduring characteristic of a person/characteristic that makes people behave, for example, self-confidence. The motive is something that encourages someone to behave consistently.

Moehersono (2010: 3) states that competence is an underlying characteristic of 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 or superior performance in the workplace or certain situations. Based on this definition, the meanings contained therein are as follows:

- a. Basic characteristics, competence is part of a deep personality and is inherent to someone and has a deep behavior and is inherent to someone and has a behavior that can be predicted in various circumstances of work assignments.
- b. The causal relationship means that competence can cause or be used to predict one's performance, meaning that if you have high competence, it will have high performance as well (as a result).
- c. Criteria, which are used as a reference, that competence will predict someone can work well, must be measurable and specific or standardized.

Competence-based on the explanation is a basic characteristic of someone that indicates how to think, behave, and act and draw conclusions that can be done and maintained by someone at a certain period. From the basic characteristics of the proficiency level, it appears the purpose of determining the level of competence or competency standards that can determine the expected level of performance and categorize high or below-

average levels. Some dimensions/aspects contained in the concept of competence according to Sutrisno (2013: 204) are as follows:

1. Knowledge, namely awareness in the cognitive field. For example, an employee knows how to identify learning, and how to do good learning following the needs of the organization.
2. Understanding, namely the depth of cognitive, and affective possessed by individuals. For example, an employee in carrying out learning must have a good understanding of the characteristics and working conditions effectively and efficiently.
3. Value is a standard of behavior that has been believed and psychologically united in a person. For example, the standard of behavior of employees in carrying out their duties (honesty, openness, democratic, etc.).
4. The ability is something that is owned by individuals to carry out tasks or jobs that are charged to employees.
5. Attitudes, namely feelings (happy-not happy, like-dislike) or a reaction to a stimulus that comes from outside. For example, the reaction to the economic crisis, the feeling of a salary increase.
6. Interest is a tendency for someone to do an action, for example doing a work activity.

### **Motivation**

According to Moorhead and Griffin (2013: 270), at present, virtually all practitioners and scholars have their definition of motivation. Usually, the following words are included in the definition: desires, hopes, goals, needs, encouragement, motivation, and incentives. Technically, the term motivation comes from the Latin word *movere*, which means "to move". This meaning is evidence of the following comprehensive definition: Motivation is a process that begins with physiological or psychological deficiencies that drive behaviors or impulses aimed at goals or incentives. Thus, the key to understanding the motivational process depends on the understanding and relationship between needs, encouragement, and incentives.

Gibson and Donnelly (1996: 105) suggest that there are two types of motivation, namely:

#### a. Positive Motivation

Managers/leaders motivate subordinates by giving gifts to those who perform well. With this good motivation, the morale of subordinates will be high because humans, in general, like to accept the good things.

#### b. Negative Motivation

Managers/leaders motivate subordinates by giving punishment to those whose jobs are not good (low achievement). In motivating this negativity morale in the short term will increase. Because they are afraid of being punished, but in the long run will result in less good.

According to Brantas (2009), there are three indicators of motivation, namely:

#### 1. Motive

It is a stimulant of desire and driving force to work one's will. Each motif has a specific purpose that you want to achieve. The urge to do a certain action can be caused by the results of thoughts from within the employee and from outside himself.

#### 2. Hope

Is an opportunity that is given to occur because of the behavior to achieve goals. In general, expectations can be interpreted as a particular action will be followed by the results and subsequent actions. Simply stated, this theory states that a person's motivation in an organization depends on his expectations.

#### 3. Incentives

Namely motivating someone by giving gifts/rewards to those who excel above standard performance.

### **Employee Performance**

An organization, be it government or private, is always driven by a group of people who play an active role in achieving the goals of the organization. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. The term performance is intended as a translation of the term "performance". According to Sedarmayanti (2013: 26), performance is not a characteristic of a person, such as talent or ability, but is an embodiment of talent or ability itself. This opinion shows that performance is an embodiment of ability in the form of real work. Performance concerning the position is defined as the results achieved relating to the function of the position within a certain period.

Mathis and Jackson (2011: 378) state that performance is basically what employees do or don't do. Yuniarsih, Tjuju, and Suwatno (2008: 78) think that performance is a real achievement that is displayed by a person after carrying out their duties and roles in the organization. Productive performance is a level of achievement that shows high usability results. Meanwhile, Noe (2006: 159) argues that performance is basically what employees do or don't do. Boudreau and Milkovich (1997: 121) revealed that employee performance is the level at which employees complete work following predetermined requirements.

Performance is the result of a person as a whole during a certain period in carrying out the task, such as work standards, targets or targets criteria that have been determined in advance and have been mutually agreed

upon (Rivai, 2009: 97). Employee performance is not just information for the promotion or determination of salaries for organizations/agencies. But how organizations/agencies can motivate employees and develop a plan to improve performance degradation can be avoided.

Employee performance needs an assessment to provide a good opportunity for employees on their career plans in terms of strengths and weaknesses so that the organization can set salaries, provide promotions, and can see employee behavior. Performance appraisal is known as "performance rating" or "performance appraisal". According to Munandar (2008: 287), performance appraisal is the process of evaluating personality traits, work behavior, and the work output of a workforce or employee (worker and manager), which is considered to support his performance, which is used as a material for decision making about measures of employment.

Performance indicators according to Mathis and Jackson (2002: 378) include:

1. **Work Quantity**

Market control is one of the marketing strategies that must be the main consideration for the company, for that the quantity of production will determine the company's ability to dominate the market by offering as many products as it can produce. With the quantity of work that can be produced, the company is expected to be able to give a positive impression of the product's position in the market

2. **Quality of Work**

For companies both engaged in manufacturing and services, providing quality products is a demand that companies can survive in various forms of competition. Increased purchasing power and the existence of consumer support for the existence of the quality of work offered, will further increase the company's sustainability in achieving the goals set.

3. **Working Time**

The ability of the company to determine the work time that is considered the most efficient and effective at all levels in management. Working time is the basis for an employee in completing a product or service that is his responsibility.

4. **Cooperation with colleagues**

Cooperation is a long-term bond for all components of the company in carrying out various business activities. Cooperation is a guide for the success of the company in achieving the goals set because good cooperation will provide trust to various interested parties, both directly and indirectly with the company. To realize good cooperation, companies must be able to build constructive internal company conditions with high commitment and consistency for all management principles.

### **III. RESEARCH METHODS**

#### **Population and Sample**

The population and sample in this study were employees of the East Jakarta Administrative Office of the Forestry Department, totaling 63 employees. The sampling technique used in this study is incidental Technik sampling.

#### **Place And Time Of Research**

The study was conducted at the institution where the author works, namely the East Jakarta City Forestry Service Office. The period for the study is from May to June 2019.

#### **Data Collection Technique**

The data collection technique used in this study was to use a closed questionnaire, namely, by asking several questions, each question provided the answer. Questionnaires are used to obtain data about indicators of leadership style, employee competency, employee motivation and performance, and data analysis techniques used with the path analysis approach.

### **IV. RESEARCH RESULTS AND DISCUSSION**

#### **1. Analysis of the Effect of Leadership Style and Competence on Motivation**

Analysis for substructure 1, with the structural equation as follows:  $X_3 = a + b_1X_1 + b_2X_2 + e_1$

a. The influence of leadership style and competence variables on motivation obtained  $R^2$  (R square) of 0.123 or 12.3%. This shows that the percentage contribution of the influence of leadership style and competence variables to the combined motivation variable is 12.3% or it can be said that exogenous variables ( $X_1$  and  $X_2$ ) can explain 12.3% of the dependent variable variation ( $X_3$ ). The remaining 87.7% is influenced by variables or other factors not included in this study.

b. Analysis of the influence of leadership style and competence on motivation is known that the significance value (Sig.) Of the two leadership style variables ( $X_1$ ) and employee competency ( $X_2$ ), each has a value smaller than 0.05.

These results provide the conclusion that both leadership style variables (X1) and employee competence (X2) has a significant effect on work motivation variables (X3). Meanwhile, the value of Standardized Coefficients Beta shows the numbers 0.277 and 0.136. This means that the value of the path between leadership style (X1) to work motivation (X3) is 0.277 ( $P_{x3x1} = 0.277$ ) and the value of the path between employee competence (X2) to work motivation (X3) is 0.136 ( $P_{x3x2} = 0.136$ ).

The regression model equation (1) formed is:  $X_3 = 29,087 + 0,221 X_1 + 0,020 X_2 + e_1$

Meanwhile  $e_1$  value can be calculated by:

$$e_1 = \sqrt{(1 - R \text{ Square})}$$

$$e_1 = \sqrt{(1 - 0,123)}$$

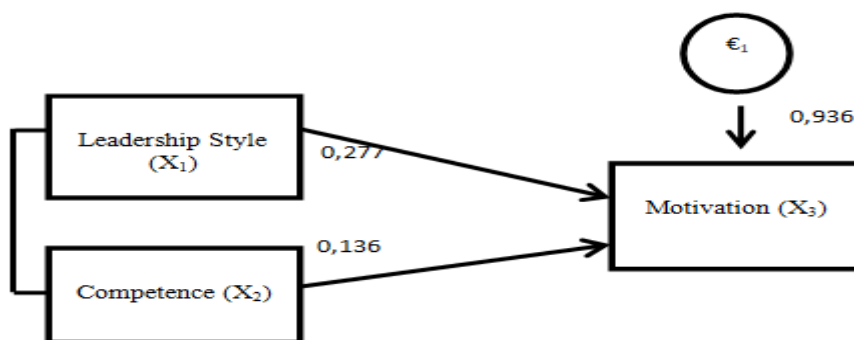
$$e_1 = \sqrt{0,877}$$

$$e_1 = 0,936$$

The equation shows that:

- 1) Every time there is an increase in 1 unit of leadership style, motivation will be followed by an increase of 0.221.
- 2) Every 1 unit of competency increases, followed by an increase in motivation of 0.020.

So from equation (1), it can be seen if the leadership style increases, then motivation will increase. Likewise if competence increases, motivation will increase. Thus obtained a structural path diagram I, as follows:



**Figure 1.** Substructure Equation I

## 2. Analysis of the Effects of Leadership Style, Competence, Motivation on Employee Performance

Analysis for substructure 2, with the structural equation as follows:  $Y_1 = b_1X_1 + b_2X_2 + b_3X_3 + e_2$

a. The influence of leadership style, competence, and motivation on employee performance obtained  $R^2$  (R square) of 0,600 or 60.0%. This shows that the percentage contribution of the influence of leadership style, competence and motivation variables to the combined performance variable is 60.0% or it can be said that the exogenous variable (X1, X2, X3) can explain 60.0% of the dependent variable variation (Y1). The remaining 40.0% is influenced by variables or other factors not included in this study.

b. Analysis of the influence of leadership style, competence, and motivation on employee performance shows the number 0.151; 0.381 and 0.419. This means the value of the path (path) between leadership style (X1) on employee performance (Y) is 0.295 ( $P_{yx1} = 0.151$ ), the value of the path (path) between employee competence (X2) on employee performance (Y) is 0.085 ( $P_{yx2} = 0,381$ ) and the value of the path between work motivation (X3) and employee performance (Y) is 0.419 ( $P_{yx3} = 0.267$ ).

The regression model equation (2) formed is:  $Y = 0.403 + 0.151 X_1 + 0.381 X_2 + 0.419 X_3 + e_2$

Meanwhile the  $e_2$  value can be calculated by:

$$e_2 = \sqrt{(1 - R \text{ Square})}$$

$$e_2 = \sqrt{(1 - 0,600)}$$

$$e_2 = \sqrt{0,400}$$

$$e_2 = 0,632$$

The equation shows that:

- 1) Every time there is an increase in 1 unit of leadership style, it will be followed by an increase in employee performance by 0.151.
- 2) Every time there is an increase in 1 unit of competence, there will be an increase in employee performance by 0.381.
- 3) Every time there is an increase in 1 motivational unit, it will be followed by an increase in employee performance by 0.419.

So from equation (2), it can be seen if the leadership style increases, the employee's performance will increase. Likewise if competence and motivation increase, employee performance will increase.

Thus obtained a structure path diagram II, as follows:

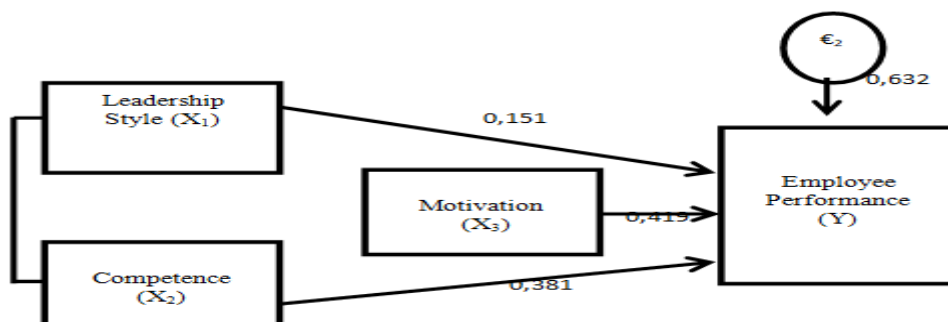


Figure 2. Equation of Substructure II

Based on the results of regression tests that the leadership style variable (X1) has a direct influence on employee performance variables (Y) of 0.151. The indirect effect of leadership style variables (X1) through work motivation variables (X3) on employee performance variables (Y) can be known by multiplying the beta value X1 against Y (Pyx1) with beta value X3 against Y (Pyx3), as follows:  $0.151 \times 0.419 = 0.063$  so that the total influence exerted by the leadership style (X1) on employee performance variables (Y) is  $0.151 + 0.063 = 0.214$ . Based on the above calculation, it is known that the value of direct influence (0.151) is greater than the value of indirect influence (0.063), so it is concluded that the relationship between leadership style variables and employee performance variables is a direct relationship.

Meanwhile, the employee competency variable (X2) has a direct influence on employee performance variable (Y) of 0.381. The indirect effect of employee competency variable (X2) through work motivation variable (X3) on employee performance variable (Y) can be known by multiplying beta value X2 against Y (Pyx2), with beta value X3 against Y (Pyx3), as following:  $0.381 \times 0.419 = 0.159$  so that the total effect exerted by employee competence (X2) on employee performance variables (Y) is  $0.381 + 0.159 = 0.540$ . Based on the above calculation, it is known that the value of direct influence (0.381) is greater than the value of indirect effect (0.159), so it is concluded that the relationship between employee competency variables (X2) to employee performance variables is greater is the direct relationship.

**Hypothesis Test**

Hypothesis testing is partially done by comparing the value of t-count with the value of t-table. T-count value for the three variables from t-table [t (0.05; 54) = 1.67], thus partially leadership style variables (X1), employee competency (X2) and work motivation variables (X3) influence significant to employee performance (Y)

Simultaneous hypothesis testing uses the F Test statistic. The F test in this study is used to test the significance of the influence of Leadership Style (X1), Competence (X2) and Motivation (X3) simultaneously on Employee Performance (Y).

Obtained an F-value of 5.257 with a Sig of 0.003. This shows that the calculated F-value is greater than F-table = F (3.53) = 2.78 and the Sig value is smaller than 0.05. Thus H0 is rejected and Ha is accepted. This means that the leadership style, competence, and motivation together have a significant influence on the performance of East Jakarta Administrative Office staff members.

Based on the entire path coefficient of the causal relationship that exists, it can be seen the Direct Causal Influence (PKL) and Indirect Causal Influence (PKTL) of each variable studied. The following results are displayed in the following table:

Table 1. Summary of Influence Results Based on Path Coefficients

Influence of Variables	Coef. Part	Causal Influence		
		Direct	Indirect	Simultaneous
(1)	(2)	(3)	(4)	(5)
X <sub>1</sub> to X <sub>3</sub>	0,277	0,277	-	-
X <sub>2</sub> to X <sub>3</sub>	0,136	0,136	-	-
X <sub>1</sub> to Y	0,151	0,151	0,063	-
X <sub>2</sub> to Y	0,381	0,381	0,159	-
X <sub>3</sub> to Y	0,419	0,419	-	-
X <sub>1</sub> ,X <sub>2</sub> to X <sub>3</sub>	-	-	-	0,123
X <sub>1</sub> ,X <sub>2</sub> ,X <sub>3</sub> to Y	-	-	-	0,600

e <sub>1</sub>	0,936	0,936	-	-
e <sub>2</sub>	0,632	0,632	-	-

Based on table 1, it can be concluded the results of path analysis as follows:

1. Hypothesis sub-structure 1, namely Leadership Style (X1) and Competence (X2) contribute significantly to Motivation (X3). The results show that simultaneously (overall) the Leadership Style (X1) and Competence (X2) variables significantly contribute to the Motivation (X3) variable. Similarly, partially, the Leadership Style (X1) and Competence (X2) are stated to contribute significantly to the Motivation variable (X3).
2. Sub-structure hypothesis 2, namely Leadership Style (X1), Competence (X2) and Motivation (X3) simultaneously contribute significantly to Performance (Y). Similarly, partially, Leadership Style (X1), Competence (X2) and Motivation (X3) also have a real contribution to Employee Performance (Y).
3. Specifically, the effects of direct and indirect relationships can be described as follows:
  - a. The direct influence of the Leadership Style (X1) variable on Employee Performance (Y) is 0.151
  - b. The direct effect of the Leadership Style variable (X1) on Motivation (X3) was 0.277
  - c. The indirect effect of the Leadership Style (X1) variable on Employee Performance (Y) is 0.063
  - d. The total influence of the Leadership Style (X1) variable on Employee Performance (Y) is 0.214
  - e. The direct effect of the Competency variable (X2) on Employee Performance (Y) is 0.381
  - f. The direct effect of the Competency variable (X2) on Motivation (X3) is 0.136
  - g. The indirect effect of the Competency variable (X2) on Employee Performance (Y) is 0.159
  - h. The total effect of the Competency variable (X2) on Employee Performance (Y). is 0.540
  - i. The direct effect of the Motivation variable (X3) on Employee Performance (Y). is 0.419
  - j. e<sub>1</sub> of 0.936 shows the coefficient of influence of other variables outside this study that can affect the Motivation variable (X3) in the substructure I model
  - k. e<sub>2</sub> of 0.632 shows the coefficient of influence of other variables outside this study that can affect the Employee Performance variable (Y) in the substructure II model

## V. DISCUSSION

To realize a clean and authoritative government system (good governance) as well as to realize good, efficient, effective and quality public services, the East Jakarta Administration Forestry Department has tried to realize a professional, responsible, fair apparatus human resources (HR), honest and competent in their fields. In other words, in carrying out their duties and functions, employees of the East Jakarta Administrative Office of the Forestry Department are always based on an attitude of professionalism and competence according to the qualifications of their field of science.

HR management improvement will be based on competence. Various policies and rules will be improved and made covering employee planning, recruitment and selection, performance management and career management. The staffing database will be updated using an online and integrated staffing information system. This will be supported by structural transformation and organizational governance frameworks that will improve the efficiency and effectiveness of business systems and processes, and facilitate the realization of the benefits of transformation programs.

Meanwhile, employee performance is a real achievement displayed by someone after the person carries out their duties and roles in the organization. Productive performance is a level of achievement that shows high usability results. Besides, employee performance is the result of a process or activity on certain functions carried out by employees. These results are the level at which employees complete the work following the conditions specified.

Performance is a critical sequence between strategy and organizational results, many factors can affect the performance of individual employees, namely competence, motivation, support received, the existence of the work they do and their relationship with the organization. Employee performance is a result of the synergy of several factors. These factors are internal environmental factors of the organization, external environmental factors, and internal factors for employees or employees, including individual employee abilities/competencies, compensation, and career development.

Based on testing that has been done on several hypotheses in the study it can be seen that simultaneously (Test F), the three independent variables namely leadership style, employee competency, and motivation together have a significant influence on employee performance. Simultaneously, the motivation variable (X3) has the most dominant influence on employee performance, which is indicated by the regression coefficient value in the substructure II model of 0.419.



### **1. Effect of Leadership Style (X1) on Performance (Y)**

Based on the figures in Table 4.23, the calculated t-value for the leadership style variable (X1) was 1.8879. When compared with the value of t table with  $\alpha$  of 5% = 1.67, the value of t-count is greater than the value of t-table so it can be concluded that there is a positive and significant influence between leadership style on employee performance so that the results of this study support the hypothesis that has been set.

Based on the calculation of the path analysis coefficient that has been done, the results are obtained:

- a. The direct influence of the Leadership Style variable (X1) on Employee Performance (Y) of 0.151 (total effect)
- b. The direct effect of the Leadership Style variable (X1) on Motivation (X3) as an intervening variable amounted to 0.277
- c. The indirect effect of the Leadership Style (X1) variable on Employee Performance (Y) is 0.063
- d. The total influence of the Leadership Style (X1) variable on Employee Performance (Y) is 0.214

The leadership style that is expected to be implemented in the East Jakarta City Administration Forestry Department ideally illustrates a consistent combination of the philosophy, skills, traits, and attitudes that underlie the behavior of a leader in influencing and driving the performance of his subordinates to achieve institutional/unitary goals.

A leader in the East Jakarta Administrative Office of the Forestry Department is not only required to be competent in giving direction, including setting goals/objectives, problem-solving, decision making, and organizational planning, but also must have an attitude of practice/implementation, including communicating, coordinating, supervising, and evaluation. Besides, a leader is expected to be able to provide motivation, including applying the principles of motivation and respecting behavior that leads to the achievement of organizational goals, including providing lessons and guidance to his subordinates.

Thus, the higher the value of the resulting leadership style will further increase employee productivity and ultimately will also have an impact on improving overall institutional performance. Based on these explanations, the results of this study are consistent and support the research of Hidayat (2014) which shows that the leadership style has a positive and significant effect on employee performance.

Besides, leadership style also has a significant influence on motivation, this shows that a good leadership style and favored by subordinates is believed to be able to increase employee motivation to become better in carrying out daily activities. The results of this study mean that the better the implementation of leadership style, the higher the motivation of employees to work better.

### **2. Effect of Competence (X2) on Performance (Y)**

Based on the figures in Table 4.23, the calculated t-value for the competency variable (X2) is 3.998. When compared with the value of t table with  $\alpha$  of 5% = 1.67, the value of t-count is greater than the value of t-table so that it can be concluded that there is a positive and significant effect between competence on employee performance so that the results of this study support the established hypothesis.

Based on the calculation of the path analysis coefficient that has been done, the results are obtained:

- a. The direct effect of the Competency variable (X2) on Employee Performance (Y) is 0.381
- b. The direct effect of the Competency variable (X2) on Motivation (X3) as an intervening variable is 0.136
- c. The Influence of Variable Competency (X2) on Employee Performance (Y) of 0.159
- d. The total effect of the Competency variable (X2) on Employee Performance (Y). is 0.540

The competency assessment of East Jakarta Administration City Forestry Department employees is an implementation of the basic factors possessed by someone who has more abilities, which makes an individual employee different from others who have average abilities.

Competence does not only include intellectual competence in the form of existing knowledge devices in each individual needed to support performance but includes physical competence, which is a physical ability device needed to perform tasks, personal competence, which is a set of behaviors related to one's ability to manifest themselves, transformation self, self-identity and self-understanding, social competence is a particular device which is the basis of self-understanding as an inseparable part of the social environment and spiritual competence as a form of understanding, appreciation, and practice of religious rules. Therefore, the higher level of competency held by East Jakarta Administration City Forestry Department employees is expected to have an impact on increasing employee productivity and ultimately impacting on improving institutional performance. This is in line with the results of research by Heryanto (2016) which shows that competence has a positive and significant effect on organizational performance. Besides, competence has a significant influence on motivation, this shows that good competency possessed by employees can increase employee motivation to become better at carrying out their daily work. The results of this study mean that the higher one's competence, the higher the motivation of employees to work better.

### **3. Effect of Motivation (X3) on Performance (Y)**

Motivation has a significant effect on performance, this shows that employees who have high motivation tend to always try to improve performance. Conversely, if employees have low motivation then employees tend to produce a poor performance as well.

Based on the figures in Table 4.23, the calculated t-value for the motivation variable (X3) is 4.593. When compared with the value of t table with  $\alpha$  of 5% = 1.67, the value of t-count is greater than the value of t-table so that it can be concluded that there is a positive and significant effect between motivation on employee performance so that the results of this study support the hypothesis that has been set.

Based on the calculation of the path analysis coefficient that has been done, the results show that the direct influence of motivation variables on employee performance amounted to 0.419. Compared to the leadership style and competency variables, the motivation variable has the biggest contribution to the employee's performance in the East Jakarta Administrative Office of the Forestry Department.

Thus, based on these explanations, the results of this study are consistent and support the work of Jorin Alfani (2011) which shows that motivation has a positive and significant effect on employee performance, especially in the East Jakarta Administration Forestry Department.

## **VI. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

The results showed that the leadership style had a positive and significant effect on employee performance. Thus, leadership style can play a role as an employee's job control and a role model for employees. The trust of employees in the organization can provide comfort in working, will make employees always improve the quality of themselves and work every day, and always feel better than yesterday.

The competency variable has a positive and significant effect on employee performance. This shows that increasing employee competency will improve employee performance individually and encourage overall organizational performance improvement. For this reason, there is a need for work units to continuously hone, foster and improve the competence of existing employees.

The motivation variable partially has a positive and significant effect on employee performance. A positive influence indicates that the increasing work motivation of employees will have an impact on improving employee performance.

Variable leadership style, employee competence, and work motivation together have a direct positive and significant impact on employee performance.

Furthermore, based on the coefficient of determination obtained, it can be concluded that the independent variables namely leadership style, employee competence, and work motivation have been able to provide the information needed to predict variations in employee performance.

### **Recommendations**

Motivation to work in the East Jakarta Administration Forestry Department Tribe does not play an important role in linking leadership style and competence to employee performance. Therefore to improve employee performance, management must pay attention to other indicators, such as employee compensation.

Leadership style has the smallest influence on the performance of East Jakarta Administration City Forestry Department employees. For this reason, it is necessary to transform the leadership style towards better employee work performance by implementing a democratic leadership style that respects the opinions of subordinates, is flexible and gives freedom to subordinates to take initiative and provide new ideas in achieving realistic goals, enabling continuous meetings between leaders and subordinates and prioritizing collective agreement.

Furthermore, for the East Jakarta Administrative Office of the Forestry Department to be able to improve employee performance, the work agency should adopt a leadership style that is oriented to work performance, so that there needs to be an increase in the completion of work on time. Also, the leadership must be able to carry out the supervisory function in subordinates regarding his work and be able to set an example/role model in working.

## **REFERENCES**

- [1]. A Noe, Raymon, Human Resource Management, 5th edition, Mc Graw Hill, New York, 2004.
- [2]. A.F. Stoner James, DKK, 1996, Manajemen , Edisi Indonesia, Penerbit PT. Prenhallindo, Jakarta
- [3]. Bernardine R.Wijaya & Susilo Supardo, 2006, Kepemimpinan Dasar-dasar dan Pengembangannya, CV. Andi Offset, Yogyakarta.
- [4]. Brantas. 2009. Dasar-Dasar Manajemen. Bandung: Alfabeta
- [5]. Gibson, James L., John M.Ivancevich, and James H. Donnelly, 2006, Organization Behavior-Structure-Process, 7<sup>th</sup> Edition, Erwin Homewood, Boston.

- [6]. Hasibuan, Malayu S.P. 2006. Manajemen Sumber Daya Manusia, Edisi Revisi. Jakarta : Bumi Aksara.
- [7]. Kartono, Kartini. 2008. Pemimpin dan Kepemimpinan. Jakarta : Rajawali.
- [8]. Mathis L. Robert- John H. Jackson. 2011. Human Resources Management 10<sup>th</sup> ed. Jakarta. Salemba Empat.
- [9]. Milkovich, George T., Boudreau, John W. 1997. Human Resources Management, 8th Edition, Chicago: Richard D, Irwin.
- [10]. Moehariono. 2010. Pengukuran Kinerja Berbasis Kompetensi. Surabaya: Ghalia Indonesia.
- [11]. Moorhead, Gregory dan Ricky W. Griffin. 2013. Perilaku Organisasi. Jakarta: Salemba Empat.
- [12]. Peraturan Daerah Nomor 3 Tahun 2007 tentang Pemakaman di DKI Jakarta.
- [13]. Pergub Prov. DKI Jakarta No. 280 Tahun 2016. Tentang Organisasi, Tata laksana, dan Tupoksi Dinas Kehutanan Provinsi DKI Jakarta.
- [14]. Rivai, V. 2014. Manajemen Sumber Daya Manusia Untuk Perusahaan. Jakarta, Rajawali Pers
- [15]. Rivai, Veithzal. & Sagala, Ella. Jauvani. 2009. Manajemen Sumber Daya Manusia Untuk Perusahaan. Rajagrafindo Persada. Jakarta.
- [16]. Robert L. Mathis dan John H. Jackson. 2010. Manajemen Sumber Daya Manusia. Buku 2. Jakarta : Salemba Empat.
- [17]. Sedarmayanti. 2013. Manajemen Sumber Daya Manusia, Reformasi Birokrasi Manajemen Pegawai Negeri Sipil. Rafika Aditama, Bandung.
- [18]. Sulistiyani & Rosidah. 2009. Manajemen Penempatan. Edisi revisi. Jakarta : Bumi Aksara.
- [19]. Sutrisno, Edy. 2011, Manajemen Sumber Daya Manusia (Edisi Pertama), Jakarta, Kencana Prenada Media Group
- [20]. Tjutju Yuniarsih dan Suwatno. 2008. Manajemen Sumber Daya Manusia. Bandung : Alfabeta
- [21]. Toha, M. 2013. Kepemimpinan Dalam Manajemen, Jakarta, Raja Grafindo Persada.
- [22]. Undang-Undang nomor 25 tahun 2009 tentang Pelayanan Publik
- [23]. Wahjosumidjo. 2010. Kepemimpinan Kepala Sekolah Tinjauan Teoritik dan Permasalahannya. PT Raja
- [24]. Yukl, Gary, 2009, Organization Behavior and Personal Psychology, Homewood, Illinois Richard Irwin.

Elfira Wati,etal. "The Effect of Leadership Style and Competence on Employee Performance Through Motivation in the East Jakarta Administration Forestry Department." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25(3), 2020, pp. 60-70.