

Determinants of Employee Performance: The Role of Leadership Style, Competence, Integrity and Work Motivation

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ABSTRACT

This study analyzes the effect of leadership style, competence, integrity, and work motivation on the performance of sub-district employees in Padang City. The population in this study were all employees in each sub-district in Padang City, with as many as 761 employees. The sampling technique used was the purposive sampling technique, with the number of samples as many as 266 respondents. The data analysis technique is descriptive qualitative analysis with a quantitative approach and partial least square structural equation modelling (PLS-SEM) analysis. Calculations made with AMOS version 22 show that the results show that leadership style has a significant effect on employee performance, that competence has a significant effect on employee performance, that integrity has a significant effect on employee performance, that work motivation has a significant effect on employee performance, that leadership style has a significant effect on employee work motivation, that competence has a significant effect on employee work motivation, that integrity has a significant effect on employee work motivation, that integrity has a significant effect on employee work motivation, that leadership style has.

Keywords: Employee Performance; Leadership Style; Competence; Integrity; Work Motivation.

INTRODUCTION

Globalization has had a strong influence on Human Resource Management (HRM) and has given rise to a complex of problems. These challenges must be faced by changing the paradigm and improving management in every organization, thereby prioritising Human Resources (H.R.). An organization can run if it has several important elements: human resources, common goals, cooperation, equipment and the environment.

Performance results from an employee's efforts for a certain function and work activity during a certain period. Performance is a description that shows the level of effort implemented in carrying out plans and actions to achieve organizational goals. To achieve high performance, the competence possessed by an individual must be aligned with the competence of a person's position in the organization. This will result in harmony and alignment with their abilities to carry out their duties and responsibilities (Sinambela, 2021). In this study, researchers used factors influencing employee performance, namely leadership style, competence, integrity and work motivation.

A leadership style is a norm a person adopts when trying to influence others. Improved organizational performance can be achieved by adopting an appropriate leadership style.

Leadership is the process of influencing the development of corporate goals, encouraging followers to behave in ways that help them achieve those goals, and influencing and improving an organization and its culture, among other activities. Based on the results of interviews with several employees in one sub-district, the leadership style applied by the Camat resulted in a decrease in employee performance. Furthermore, the lack of attention and supervision from the Camat makes employees feel free to do their jobs. Employees who lack discipline in their work are not immediately punished, which creates jealousy in other employees, which will indirectly affect their performance at work, thus making them feel unsure of the tasks assigned to them.

Furthermore, competence also has an important role and affects employee performance because competence concerns a person's basic abilities and personal values to do a job. For the continuity of an organization, good employee competence is very important because the higher the competence of an employee, the better the ability to complete work. From the observations, it is known that the number of employees of Padang City District is 791. From this number, it can be seen that the number of employees with a high school education is 287 people (36%), 118 people with a Diploma education (15%), Strata 1 graduates are 316 people (40%), and Postgraduate students are 69 people (9%). From this, it can be seen that there are still many employees in the Padang City District who have low education, namely high school and diploma, which are still below the educational qualifications that are much needed in job analysis, namely the Bachelor level.

The next factor influencing performance is the integrity of a state civil apparatus (ASN). Integrity is a way of thinking or acting, obeying certain situations' rules and laws. In order for an employee to maintain their integrity, they must carry out all of their responsibilities while being truthful, open, fearless, and wise. The existence of integrity also requires all employees to comply with the technical and ethical standards of the organization. Problems related to employee integrity resulted in decreased employee performance. Many civil servants are still relaxing in the office, even though there is a lot of work to be done. So this results in a lack of integrity in employees.

In addition to competence and integrity, work motivation is another aspect that affects the effectiveness of the state civil apparatus. Individual motivation is a continuous combination of internal and external forces manifested in their desires and interests. (Susanty & Baskoro, 2012). People's morale is triggered by the right motivation, making them want to collaborate effectively and fully committed to achieving satisfaction. Motivation can also cause or support a person's behaviour, making them want to try and be enthusiastic to achieve good and optimal results. The findings of an investigation conducted by Nelizulfa (2018) into the relationship between work

motivation and employee performance revealed that work motivation has a substantial impact on employee performance.

With this phenomenon, it is necessary to research work competence, integrity and motivation to improve employee performance. In addition, a research gap has been previously researched, such as by Saputra & Mulia (2021), who argue that good work competencies are needed to improve employee performance. Good work competence will help the organization achieve its goals because employee skills at work will help maximize organizational productivity. Syamsir (2015) argues that in improving performance in organizations, work motivation is also very much needed and becomes an urgency in maximizing organisational productivity.

This research was conducted with the objectives of 1) Analyzing the influence of leadership style on the performance of sub-district employees in Padang City; 2) Analyzing the influence of competence on the performance of sub-district officials in Padang City; 3) Analyzing the effect of integrity on the performance of sub-district officials in Padang City; 4) Analyzing the effect of work motivation on the performance of sub-district officials in Padang City; 5) Analyzing the influence of leadership style on the work motivation of sub-district officials in Padang City; 6) Analyzing the influence of competence on the work motivation of sub-district officials in Padang City; 7) Analyzing the effect of integrity on the work motivation of sub-district officials in Padang City.

This study has several hypotheses, including (H1) The effectiveness of the sub-district employees in Padang City is significantly impacted by the leadership style that is utilised; (H2) The competency of the sub-district authorities in Padang City has a considerable impact on the performance of those officials; (H3) integrity has a significant effect on the performance of sub-district officials in Padang City; (H4) The degree to which employees in Padang City's sub-districts are inspired by their jobs has a sizeable bearing on the quality of their work; (H5) leadership style has a significant effect on the performance of sub-district officials in Padang City; (H6) competence has a significant effect on the work motivation of sub-district employees in Padang City; (H7) The sub-district officials' job motivation in Padang City is significantly impacted by the degree to which they maintain their integrity.

The scope of this research was conducted at the sub-district office in the city of Padang, which consists of 11 sub-districts. This study is limited to examining factors related to employee performance, including work competence, integrity and motivation.

METHODS

Methods of quantitative and descriptive research are used in this study. Descriptive research is research that tries to provide a methodical, factual, and accurate representation of the facts and features of a certain population or location. The data collection method used in this research is the survey method. This study took place in the city of Padang, which is a place to

conduct research activities to obtain the required data. In addition, this also considers the distance and time in the research, making it easier for researchers to conduct research in the field and see how far the performance of sub-district officials in Padang City is.

In this particular investigation, a questionnaire served as the instrument for collecting the necessary information. The population in this study were civil servants residing in the District of Padang City, amounting to 791. The number of samples that were utilised in this investigation was modified in accordance with the analytical approach, specifically the Structural Equation Model (SEM). This research sample will therefore conform to the requirements specified by Hair et al. (2010), specifically the Maximum Likelihood Estimation (MLE) technique. SEM is particularly sensitive to the number of samples when evaluating the Chi-Square Model. In their discussion of the minimum sample size required for SEM analysis, Hair et al. (2010) stated that a minimum sample size of 100-300 observations is necessary if the analysed model contains five constructs or fewer, and if each of those constructs is measured by at least three indicators. This is the case when each construct is measured by at least three indicators.

The sample of the author was calculated using the Slovin formula. This study's sample consisted of as many as 266 Civil Servants from the Padang City District, as determined by the Slovin formula. This study employed the Probability Sample approach in conjunction with a simple random sampling strategy. In this work, descriptive statistical data analysis and Partial Least Square SEM, an analysis used to construct or predict an existing theory, are implemented. To acquire a thorough and accurate explanation of the research objectives, the descriptive technique was used. In this example, a 5-point Likert scale is employed. Partial Least Square Structural Equation Modeling is used to create or predict an existing theory (Sarwono & Narimawati, 2015). His study employs PLS structural model analysis supported by AMOS version 22 software. According to Sabil (2015), the steps of structural model analysis are: 1) Formulation of structural model theory, 2) Outer model analysis, 3) Inner model analysis, and 4) Hypothesis test.

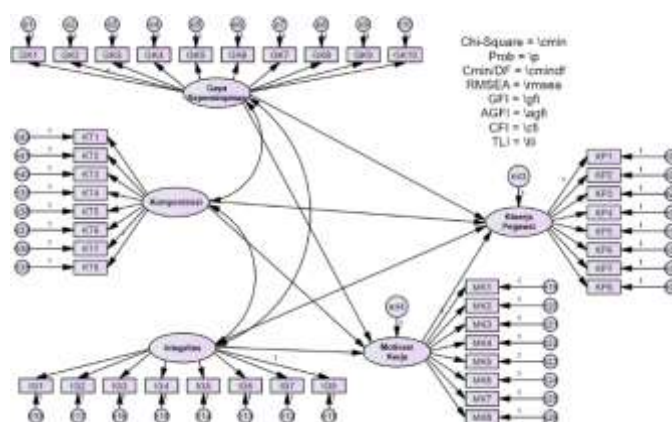


Figure 1. Research Model

RESULT AND DISCUSSION

Descriptive statistics and preliminary analysis

Table 1 below shows the variables' mean, standard deviation, and correlation matrix. Structural equation modelling (SEM) was performed to test the hypothesis. This model involves a direct path from leadership style, competence, integrity, and work motivation to employee performance to test the full mediating effect.

Table 1. Mean, standard deviation, and correlation between research variables.

Variable	M	SD	1	2	3	4	5	6	7	8	9
1 Age	2,55	1.057	1,00								
2 Gender	1,48	0,501	-0,01	1,00							
3 Last Education	4,55	0,851	-0,03	0,03	1,00						
4 Length of work	3,11	1.224	0,05	0,05	0,50	1,00					
5 Leadership Style	37,75	4.631	-0,01	0,01	0,05	-0,03	1,00				
6 Competence	31,06	3.781	0,04	0,07	0,08	0,00	0,58	1,00			
7 Integrity	30,88	3.935	0,02	0,03	0,04	-0,07	0,63	0,65	1,00		
8 Work motivation	31,08	4.282	-0,07	0,02	-0,03	-0,08	0,63	0,63	0,66	1,00	
9 Employee Performance	30,92	3.923	0,00	0,09	0,06	-0,02	0,69	0,69	0,72	0,72	1,00

N = 266. Bold-faced correlations are significant at $p < 0.01$ (two-tailed); correlations marked with an asterisk are significant at $p < 0.05$. Reliabilities (Cronbach's alpha) are listed on the diagonal.

^acoded : 1= 20-30 years, 2= 31-40 years, 3= 41-50 years, 4= 51-60 years, 5= > 60 years

^bcoded : 1= Male, 2=Female

^ccoded : 1= SD, 2= SMP, 3= SMA, 4= D-3, 5= S-1, 6= S-2, 7= S-3

^dcoded : 1= < 5 years, 2= 6-10 years, 3= 11-15 years, 4= 16-20 years, 5= 21-25 years, 6= > 26 years

The instrument quality test is used to determine the extent of the instrument in this study and whether it has met the valid and reliable criteria. The list of statements in this study consists of 32 statements that can represent each variable with 266 respondents and are processed using the AMOS version 26 application. The results of the CFA validity and reliability test obtained from testing the quality of the instrument with AMOS version 26 can be seen in the following table:

Table 2. Validity and Reliability Test Results

Variable	Indicator	Factor Loading	Factor Loading2	1-Factor Loading2	Construct Reliability
Leadership Style	GK1	0,546	0,298	0,702	0,811
	GK2	0,637	0,406	0,594	
	GK3	0,514	0,264	0,736	
	GK4	0,530	0,281	0,719	
	GK5	0,531	0,282	0,718	
	GK6	0,519	0,269	0,731	
	GK7	0,549	0,301	0,699	
	GK8	0,593	0,352	0,648	
	GK9	0,527	0,278	0,722	
	GK10	0,531	0,282	0,718	
	Σ	5,477	3,013	6,987	
	Σ2	29,998			
Competence	KT1	0,543	0,295	0,705	0,769
	KT2	0,602	0,362	0,638	
	KT3	0,559	0,312	0,688	
	KT4	0,523	0,274	0,726	

Variable	Indicator	Factor Loading	Factor Loading2	1-Factor Loading2	Construct Reliability
Integrity	KT5	0,552	0,305	0,695	0,793
	KT6	0,534	0,285	0,715	
	KT7	0,521	0,271	0,729	
	KT8	0,502	0,252	0,748	
	Σ	4,336	2,357	5,643	
	Σ2	18,801			
	IG1	0,572	0,327	0,673	
	IG2	0,568	0,323	0,677	
	IG3	0,504	0,254	0,746	
	IG4	0,511	0,261	0,739	
	IG5	0,582	0,339	0,661	
	IG6	0,611	0,373	0,627	
	IG7	0,666	0,444	0,556	
IG8	0,528	0,279	0,721		
Σ	4,542	2,599	5,401		
Σ2	20,630				
Work motivation	MK1	0,609	0,371	0,629	0,827
	MK2	0,569	0,324	0,676	
	MK3	0,656	0,430	0,570	
	MK4	0,616	0,379	0,621	
	MK5	0,616	0,379	0,621	
	MK6	0,672	0,452	0,548	
	MK7	0,569	0,324	0,676	
	MK8	0,581	0,338	0,662	
	Σ	4,888	2,997	5,003	
Σ2	23,893				
Employee Performance	KP1	0,557	0,310	0,690	0,785
	KP2	0,518	0,268	0,732	
	KP3	0,612	0,375	0,625	
	KP4	0,543	0,295	0,705	
	KP5	0,616	0,379	0,621	
	KP6	0,546	0,298	0,702	
	KP7	0,568	0,323	0,677	
	KP8	0,513	0,263	0,737	
	Σ	4,473	2,511	5,489	
Σ2	20,008				

According to the findings of the validity test presented in table 3, all statement indicators representing four (four) different variables have been deemed to have a value that is more than 0.5. If the factor loading value is more than 0.5, then the data can be trusted (Ghozali, 2011). In order to verify the correctness of the formal data, AMOS version 26 will be applied to each list of statements indicating the variables that will be examined.

If the findings of the test have a construct reliability value that is greater than 0.70, then they are considered reliable (Ghozali, 2011). The results of the tests conducted in this research indicate that the C.R. value contained in the leadership style variable is 0.811, that the employee

competence variable is 0.769, that the integrity variable is 0.793, that the work motivation variable is 0.827, and that the employee performance variable is 0.785. Each variable has a value that is greater than 0 and 6. It is possible to draw the conclusion, on the basis of the findings of this investigation, that each of these research instruments is reliable, which means that they can be utilised in this study.

The primary objective of SEM is to evaluate or compute the value of goodness of fit in order to determine the extent to which the hypothesised model "Fits" or corresponds to the sample data. The following data illustrate the findings of the goodness-of-fit analysis:

Table 3. Assessing compatibility

<i>Goodness of Fit</i>	Cut-Off Limit	Value	Description
<i>Chi-Square</i>	876.28, where Chi-Square for df 809; Level Sig 5% =876,28	871,394	Fulfil
Cmin/DF	< 2,00	1,077	Fulfil
Probability	> 0,05	0,063	Fulfil
RMSEA	< 0,08	0,017	Fulfil
GFI	> 0,90	0,867	Marginal
CFI	> 0,90	0,979	Fulfil
AGFI	> 0,90	0,852	Marginal

Table 3 demonstrates that this research model is insufficient to be considered a good fit model. CMIN/DF is a parsimonious fit index that determines the model's goodness of fit based on the number of predicted coefficients anticipated to obtain a fit. The CMIN/DF ratio in this study is 1.089, indicating that the research model is appropriate. The Goodness of Fit Index (GFI) indicates the amount of model fit based on the residual square of the predicted model in comparison to the actual data. This model's GFI has a value of 0.891. This value is in close proximity to the ideal value level of 0.90. This suggests that this study model is only marginally applicable. When accounting for chi-square values in large samples, the RMSEA index is used. In this study, the RMSEA value was 0.018, while the recommended value is 0.08. This demonstrates the validity of the research model. AGFI is a GFI that corresponds to the ratio of proposed degrees of freedom to the model's zero degrees of freedom. This model's value for AGFI is 0.875%. This value is in close proximity to the ideal value level of 0.80. This suggests that the model used in the study only partially applies to the real world. CFI is a statistic that is only moderately reliant on the size of the sample and the complexity of the model. The CFI in this investigation has a value of 0.983, which, when compared to the required value of 0.90, provides evidence that the research model is adequate.

The results of the goodness of fit measurement above show that the model proposed in this study is acceptable, so no modification of the model is needed. In addition, the findings of the research done on hypotheses are presented in the table that is located below:

Table 4. Structural Model Estimation (N = 266)

Variable			Estimate	S.E.	C.R.	P
Employee Performance	<---	Leadership Style	0,244	0,097	2,518	0,012
Employee Performance	<---	Competence	0,292	0,136	2,154	0,031
Employee Performance	<---	Integrity	0,308	0,144	2,135	0,033
Employee Performance	<---	Work Motivation	0,236	0,102	2,315	0,021
Work Motivation	<---	Leadership Style	0,312	0,119	2,629	0,009
Work Motivation	<---	Competence	0,373	0,165	2,267	0,023
Work Motivation	<---	Integrity	0,377	0,178	2,12	0,034

The Influence of Leadership Style on the Performance of Civil Servants in Padang City District

Estimating the value of the coefficient of standard regression weight, the parameter yielded a value of 0.244 and a C.R. of 2.518. This suggests a positive relationship between leadership style (X1) and staff performance (Y). Therefore, it can be stated that the greater the use of the leadership style (X1), the higher the employee performance (Y). Testing the association between the two variables reveals a probability value of 0.012 ($p < 0.05$); hence, (H1) is supported, which states that "leadership style (X1) has a positive and statistically significant effect on employee performance (Y)". Leadership style (X1) has a direct impact on staff performance (Y).

Based on the findings of the descriptive analysis, it was found that in the leadership style variable, the highest average value is item statement 8 which reads, "If a problem arises, the leader in the place where I work is willing to help and provide a way out" which is an indicator of a participatory leadership style. This shows that employees agree with the participatory leadership style in the leader's influence in encouraging to participate in making decisions, fostering and considering suggestions and ideas from employees and making employees feel like participating in the organization.

The leadership style emphasizes assessing individual aspirations so that individuals can later have confidence that their real performance will exceed their expectations. To influence the organization's ability to achieve its goals, a leader must use a certain leadership style when dealing with subordinates (Waridin & Masrukhin, 2006). According to Tampubolon (2007), leadership factors also influence employee performance. As a result of the findings of these experts, it can be concluded that leadership characteristics affect the performance of employees.

This study's results align with the research conducted by Kurniawaty (2020) under the research title "The Influence of Leadership Style, Motivation and Work Discipline on ASN Performance." The findings of this study show that government officials in Bajeng District, Gowa Regency perform better if the three factors, namely Leadership Style, Motivation, and Work Discipline, are present simultaneously. It is determined that elements of leadership style strongly influence the performance of the Bajeng Regency Government Apparatus. They concluded that

to improve employee performance, it is necessary to pay more attention to aspects such as employee discipline and create a more conducive work environment in the Bajeng District Government Apparatus, Gowa Regency.

The journal Roscahyo (2013) states that a leader's leadership style can influence the behaviour of subordinates to carry out tasks or activities as well as possible. Employees or subordinates will achieve maximum work productivity if they have motivation from themselves or the work environment about this. A leader is led to have the ability to influence and provide motivation to his employees so that they can work optimally. The success of the organization is sustained by effective leadership. Siagian (2008) reveals that an effective leader is a leader who can show the path that can be taken by subordinates so that the movement from the present position to the desired position in the future can take place smoothly so that productivity can be achieved.

A leader in the organization becomes a milestone of success in achieving organizational goals. The leadership that is carried out more or less also affects the performance of the employees concerned. This means that this leadership is a factor in influencing the appearance and activity of subordinates in achieving goals. This leadership is indicated by the leadership style applied in the organization. This leadership style can also affect employee performance. If employees do not like the leadership style used by the leader, there may be a decrease in performance compared to their employees. The achievement of the performance expected by employees is ideal as the leader always pays attention to his leadership style to achieve performance optimally.

The Effect of Competence on the Performance of Civil Servants in Padang City District

The standardized regression weight coefficient estimation parameter yielded a result of 0.292 and a C.R. value of 2.154. This suggests a favourable association between competence (X2) and employee performance (Y). Therefore, it may be stated that the improved competence (X2) will enhance employee performance (Y). If testing the association between the two variables yields a probability value of 0.023 ($p < 0.05$), then (H2) is supported, which states that "competence (X2) has a positive and statistically significant effect on employee performance (Y)". It can be claimed that employee performance is directly influenced by competence (X1) (Y).

Based on the findings of the descriptive analysis, it was found that in the competency variable, the highest average value is statement items 6 and 7 which read "Tasks I complete with full responsibility the results will be satisfactory" and "The more my work experience, the more quality of work results increases" which are respectively indicators of employee behaviour and work experience. This shows that employees agree that if they want to improve employee performance, they need employee work experience. To improve performance, work experience is indispensable. Employee work experience reflects the mastery of knowledge and skills that an employee has at work, which can be measured by the length of work and the type of work the employee has done.

Competence can cause or be used to predict a person's performance, so if they have a high level of competence, they will also have a high level of performance. The higher competence of employees can be gauged by their growing knowledge and abilities, as well as the improvement of their temperament, characteristics, and self-concepts. Multiple indicators reveal the characteristics of highly competent employees, including the ability to perform tasks in accordance with work standards, having extensive knowledge, being able to complete tasks quickly, precisely, and accurately, being able to compile reports accurately and methodically, and having the ability to control their emotions well. Competence can also be used as a placement criterion for employees. Employees assigned to a certain task will be aware of the required abilities, and they will be able to increase their knowledge, skills, expertise, level of competence, and performance. Through developing competence, a person will become more competent and able to perform virtually all job responsibilities according to the job description.

According to the findings of Ningsi (2016), Competence has a significant and beneficial effect on the Performance of P.T. PLN (Persero) Kendari Area. In contrast to Ardi's (2016) findings, the findings of this study indicate that competence has no positive and substantial effect on the performance of employees at the Rembang Regency Youth and Sports Tourism Cultural Service. According to Anderson, Ones, Sinangil, and Visweswaran (2001), Competence enables an organization to describe an individual's performance. Obviously, this relates to a person's knowledge, skill, and employability in a specific sector of work. A person's competence is a crucial aspect of their work. Based on this apparent competency, the organization gains a greater understanding of how a person handles responsibility, solves difficulties, and communicates with others regarding the tasks assigned by his superiors. Competencies plan, assist, and cultivate an individual's behaviour and performance. In addition, through an employee's work competency, a corporation can determine the strengths and weaknesses of its employees.

The results of this study are also supported by the results of empirical research from Nurhayati (2007), which states that there is a positive and significant influence between competencies and employee work compensation. These results are supported by the theory put forward by Kreitner and Kinicki (2003), which states that worker's compensation is directly influenced by the competence of employees in work in the form of individual work knowledge/skills. This means that Competence has a positive influence relationship on worker's compensation. The higher the Competence, the higher the worker's compensation, and vice versa. The lower the Competence, the lower the work compensation owned by employees.

The Effect of Integrity on the Performance of Civil Servants in Padang City District

Estimating the value of the conventional regression weight coefficient, the parameter yielded a value of 0.308 and a C.R. of 2.135%. This suggests a favourable association between

integrity (X3) and employee performance (Y). Therefore, it may be argued that the greater the application of integrity (X3), the greater the employee performance (Y). The hypothesis that integrity (X3) has a positive and statistically significant effect on employee performance (Y) is supported by a probability value of 0.033 ($p < 0.05$) when testing the relationship between the two variables. It can be claimed that employee performance is directly influenced by employee integrity (X3) (Y).

Based on the findings of the descriptive analysis, it was found that in the integrity variable, the highest average value is statement item 7 which reads, "I think high responsibility is very important in achieving work success," which is an indicator of employee courage. This shows that employees agree and have courage in carrying out work. To improve performance, high employee responsibility is the key to organizational success.

To produce a good performance at work, a person must have a brave nature, be honest, build good relationships, be fighting power, be good at organizing oneself, and be well planned and orderly. According to Gea's opinion (2014), which claims that the form of ownership of self-integrity appears in the form of good performance or results, in order to have trustworthy abilities in their areas, individuals are required to have the capacity to have good performance in their respective sectors. Being trustworthy in a human being is referred to as having integrity. Individual attributes that contribute to integrity in a person include honesty, trust, accountability, courtesy, maturity, willingness to be nice, and so on. The findings of Jayanti's research (2020), which demonstrate that integrity greatly affects employee performance, are consistent with this hypothesis, which suggests that integrity is a significant predictor of employee performance. Yogi's research (2020), which indicates that integrity improves employee performance, lends credence to this theory and makes it more plausible. To put it another way, integrity can have an effect on performance, leading to better employee performance.

The Effect of Work Motivation on the Performance of Civil Servants in Padang City District

The parameter estimating the value of the *coefficient of standardized regression weight* obtained a result of 0.236 and a value of C.R. 2.315. This indicates that work motivation (X4) to employee performance (Y) is positive. So, it can be concluded that the better the work motivation (X4) is applied, the better employee performance (Y). Testing the relationship between the two variables indicates a probability value of 0.021 ($p < 0.05$), then (H4), which contains "work motivation (X4) has a positive and significant effect on employee performance (Y)" supported. It can be stated that work motivation (X4) has a direct influence on employee performance (Y).

Based on the findings of the descriptive analysis, it was found that in the variable of work motivation, the highest average value is item statement 2, which reads, "Every job that is my responsibility, I do well." which is an indicator of responsibility in doing work. This shows that employees agree and have a responsibility to do the work. In providing services to stakeholders, it is necessary to have enthusiasm for work and high work motivation. Efforts to increase morale are inseparable from motivation. Motivation means to drive or driving force. The motivation was given only to human beings, in particular to subordinates. Work motivation is important for those

who want to survive, develop a career, and even reach a higher career path. Without work motivation, it is impossible to achieve high work achievements.

Because motivation is defined as the desire to excel in one's work in order to accomplish one's organization's goals, motivation plays a very significant part in encouraging employees to enhance their performance. The results of this study are supported by previous research, one of which is research by Lubis (2008) conducted a study under the title "The Effect of Training and Work Motivation on employee performance of PT Perkebunan Nusantara IV (Persero) Medan." Based on simultaneous tests, training and work motivation significantly affect employee performance. At the same time, partially, the most dominant motivation variable affects employee performance. Robbins' theory (2006) defines *motivation* as the process that determines the individual's intensity, direction and perseverance to achieve the goal. Motivation is an impulse from within the human being that activates, moves and directs behaviour to achieve goals; therefore, the key to understanding motivation is understanding the relationship between needs, impulses and goals. A person with a high-achieving need has a strong desire for success. This desire is as great as his fear of failure. In addition, likes challenges, dares to face difficulties, dares to take risks, can take over responsibilities in tasks, likes uniqueness, is agile, tends to be restless, loves to work hard and stands out.

The Influence of Leadership Style on the Work Motivation of Civil Servants in Padang City District

The parameter estimating the value of the *coefficient of standardized regression weight* obtained a result of 0.312 and a value of C.R. 2.629. This indicates that the relationship between leadership style (X1) to work motivation (X4) is positive. So, it can be concluded that the better the leadership style (X1) is applied, the more it will increase work motivation (X4). Testing the relationship between the two variables indicates a probability value of 0.009 ($p < 0.05$), then (H5), which contains "leadership style (X1) has a positive and significant effect on work motivation (X4)" is supported. It can be stated that leadership style (X1) has a direct influence on work motivation (X4).

In carrying out leadership duties, a leader has a very important role and can be said to be very decisive in achieving the goals that have been set. Therefore, there is a very important thing in leading, namely Leadership Style. A leader must be precise in applying the leadership style.

Leadership style can be defined as a behaviour pattern designed to integrate an organization's goals with individual goals to achieve certain goals. The leadership style applied in an organization can help the positive performance of employees. With the existence of a leadership style according to the situation and conditions of the organization, employees will be more enthusiastic so that motivation increases and carries out their duties and obligations and has the expectation of meeting needs.

This study's results align with the research by Ali (2017) found that participatory, deliberative and democratic leadership styles partially and simultaneously influenced work motivation. This result is also in line with the research conducted by Indah Sugiyarti (2007) for a correlation analysis (r) of 0.521, which according to the interpretation table of the correlation coefficient, means that there is a fairly strong relationship between leadership style and employee work motivation. The coefficient of determination is 27.14% which explains the magnitude of the contribution of leadership style to work motivation. The author also conducted a statistical test with a t-test with a confidence level of 95% and obtained a result $t_{obs} = 3.2290$. It turned out that $t_{obs} > t_{table}$ ($3.2290 > 2.048$), which means H_0 was rejected or H_a was accepted, meaning that the leadership style was positively related to the employee's work motivation.

Research conducted Utami (2010), Leadership style partially affects employee work motivation, where the leadership style variable is 54.2%, and the signification rate is 0.002 so that it can be concluded that the leadership style variable has a positive and significant relationship with work motivation.

The Effect of Competence on the Work Motivation of Civil Servants in Padang City District

The parameter estimating the value of the *coefficient of standardized regression weight* obtained a result of 0.373 and a value of C.R. 2.267. This indicates that the competence (X2) relationship to work motivation (X4) is positive. So, it can be concluded that better competence (X2) will increase work motivation (X4). Testing the relationship between the two variables indicates a probability value of 0.023 ($p < 0.05$), then (H_6), which contains "competence (X1) has a positive and significant effect on work motivation (X4)," is supported. It can be stated that competence (X1) directly influences work motivation (X 4).

According to Carrel (2005), competence is one-factor affecting work motivation. A person's competence can be aimed at the results of his work or work, knowledge, skills, behaviour, character, attitude and talents. By giving awards and recognition from the organization, it is hoped that it can spur employees and be motivated to utilize their ability to do work and increase work efforts so that, in turn, they can also improve careers in the business world of work.

Moheriono (2014) posits that competence is a basic characteristic of a person that identifies ways of thinking, behaving, and acting and draws conclusions that a person can do and maintain at a certain period. So, if an employee has competencies that follow his work, he will be more motivated to carry out his duties.

Based on Basori (2017) research, employee competence has a positive and significant influence on work motivation. Another supporting research is the research conducted by Mudayana and Suryoko (2016) which states that competence has a positive and significant effect on motivation. This means that if employees have high competence or ability to complete tasks, it will affect increasing employee work motivation.

This is supported by Mukson (2018) research titled "The Influence of Organizational Culture and Competence on Work Motivation at Muhadi Setiabudi Brebes University." The results of the study concluded that there was a positive and significant influence of competence on the motivation of employees at Muhadi Setiabudi Brebes University. This shows that the higher the competence of employees in eating, the greater the level of work motivation.

The Effect of Integrity on the Work Motivation of Civil Servants in Padang City District

The parameter estimating the value of the *coefficient of standardized regression weight* obtained a result of 0.377 and a value of C.R. 2.120. This indicates that the relationship between integrity (X3) and work motivation (X4) is positive. So, it can be concluded that the better the integrity (X3) applied will increase work motivation (X4). Testing the relationship between the two variables indicates a probability value of 0.034 ($p < 0.05$), then (H7), which contains "integrity (X3) has a positive and significant effect on work motivation (X4)" is supported. It can be stated that integrity (X3) has a direct influence on work motivation (X4).

Because having integrity necessitates that an employee be honest and truthful, as well as courageous, smart, and responsible in the performance of duties, an employee's performance will be based on how much integrity he possesses. So, it can be understood that the inherent integrity of employees will be reflected in optimal organizational performance. The various needs, desires and expectations in a person's person compose the person's internal motivations. Such desires and expectations influenced his person in determining various views to lead behaviour in certain situations.

To have integrity, an employee must be honest and straightforward at work, brave, wise, and responsible in their responsibilities, so that the performance of an employee will be determined by how much integrity they have. As a result, it is reasonable to expect that the inherent integrity of the personnel will be reflected in the optimal level of organizational performance. A person's internal motivation consists of various desires, desires and expectations inherent in his nature (Judisseno, 2013).

Honesty to employees is illustrated in integrity. A high level of integrity is indicated by honest behaviour in various work situations (Murphy, 2005). Integrity is the characteristic of individuals who adhere to regulations and codes of ethics (Morrison et al., 2005). The factor influencing the emergence of productive behaviour is motivation. *Motivation* is the force that moves an individual to perform a behaviour (Carlson et al., 2000). Motivation is divided into two, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation comes from oneself, while extrinsic motivation comes from outside the individual self. Based on the state of work, intrinsic motivation and integrity are important aspects of toll road gatekeeper operations. Employees with intrinsic motivation will display work behaviour based on impulses from within themselves.

The individual element is one of the determinants of good work performance. The individual element is the element that comes from the mind of a person himself. Motivation is

one of the most important things in a person's life. According to Gea (2014), individual variance in performance is the root of many performance differences. For each person, the things that motivate him at work are unique. A person's work behaviour may be influenced by his level of interest in the subject matter. Motivated workers tend to be individuals who enjoy their work more than those who do not. In this context, the individual's tendency to act is like his attitude. A person with a positive view of his work indicates that he has a high level of motivation. The most important component in determining work motivation is the need for the task. People are motivated to seek "waivers" when they have specific requirements that cause them to feel depressed. The more likely this wish will be fulfilled, the stronger the desire to do so.

CONCLUSION

The purpose of this study is to evaluate the extent to which leadership style, competency, honesty, and work motivation each have a role in determining the level of performance achieved by Civil Servants in the Padang City District. The following is a description of the conclusions that may be drawn from this study based on the findings of the investigation:

1. The standardised regression weight coefficient obtained a result of 0.244, a C.R. value of 2.518, and a probability value of 0.012 ($p < 0.05$), all of which indicate that the leadership style has a positive and significant effect on the performance of Civil Servants in Padang City District. This finding is supported by the fact that the effect is statistically significant.
2. Competence has a positive and significant effect on the performance of Civil Servants in Padang City District, where the standardised regression weight coefficient obtained a result of 0.292, a C.R. value of 2.154, and a probability value of 0.023 ($p < 0.05$). This indicates that there is a correlation between competence and performance that is positive and significant.
3. The value of the standardised regression weight coefficient obtained a result of 0.308, a C.R. value of 2.135, and a probability value of 0.033 ($p < 0.05$), indicating that integrity has a positive and substantial effect on the performance of civil servants in Padang City District.
4. The standardised regression weight coefficient obtained a result of 0.236, a C.R. value of 2.315, and a probability value of 0.021 ($p < 0.05$), indicating that work motivation has a positive and significant effect on the performance of Civil Servants in Padang City District. This finding is supported by the fact that the correlation between work motivation and performance is 2.315.
5. The standardised regression weight coefficient obtained a result of 0.312, a C.R. value of 2.629, and a probability value of 0.009 ($p < 0.05$), all of which indicate that leadership style has a positive and significant effect on the work motivation of Civil Servants in Padang City District. This finding was supported by the fact that the C.R. value was 2.629.
6. Competence has a positive and significant effect on the work motivation of Civil Servants in Padang City District, where the standardised regression weight coefficient obtained a result of 0.373, a C.R. value of 2.267, and a probability value of 0.023 ($p < 0.05$). This finding was supported by the findings of a previous study that found that competence has a positive and significant effect on work motivation.

7. The standardised regression weight coefficient obtained a result of 0.377, a C.R. value of 2.120, and a probability value of 0.034 ($p < 0.05$), indicating that integrity has a positive and significant effect on the work motivation of Civil Servants in Padang City District. This finding was supported by the finding that the probability value was lower than 0.05.

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