

The Influence of Motivation, Work Competence, and Leadership on Employee Performance at the South Sumatra Provincial KPU

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ABSTRACT

The purpose of the following research is to test the impact of motivation, work competence, and leadership on employee performance at the South Sumatra Provincial KPU. The method used is the quantitative method. With a set of research objects, all South Sumatra Provincial KPU workers are 41 individuals/workers. The sampling method used in this research is to use a tired sampling method, so that all employees in the KPU are used as a sample, namely 41 people/employees. Data was collected using a questionnaire with a Likert scale as a measuring tool. The results of the study partially concluded that the three independent variables had a positive and important impact on employee performance, with a significant value of 0.000. And simultaneously, the three variables, namely motivation, work competence, and leadership, simultaneously had a significant positive impact on the performance of employees at the South Sumatra Provincial KPU with a significant value of 0.000.

A. INTRODUCTION

Human Resources (HR) employees are a collection of individuals who work in institutions and agencies, both authorities and the private sector, who have roles, responsibilities, and contributions to achieve the goals of the organization. Employee human resources include aspects of abilities, competencies, expertise, experience, and personal values possessed by each individual in being involved in the organization. In the context of government agencies, such as the office, employee human resources refers to apparatus that carries out administrative tasks, public services, and supports government policies and programs.

Employee performance is an important element in determining the success of an organization, including the South Sumatra Provincial KPU. In an era of increasingly fierce competition, organizations are required to have qualified employees and can contribute to the maximum. Therefore, it is important to understand the components that impact employee performance, in between are encouragement, work competence, and leadership. One of the main components that affect employee performance is work motivation.

(Suwatno & Donni Juni Priansa, 2016: 171) Encouragement is defined as the willingness to exert maximum effort in order to achieve direction in the organization influenced by expertise to meet personal needs.

Tambunan (Griffin, 2023 : 277) states that motivation is a set of abilities that motivate individuals to act specifically. Work motivation plays an important role in increasing employee enthusiasm and productivity. Workers who have a great drive tend to be too dedicated to carrying out their duties. In addition to motivation, work competency factors also play a leading role in determining the quality of work ability.

(Sutrisno, 2016: 202) states that work competence is something that bases the characteristics of a person, which is related to the gains obtained in a profession.



(Sedarmayanti, 2019: 202) also explains that competence is the fundamental thing of personal characteristics. Work competencies include the insights, skills, and behaviors needed to carry out work effectively and appropriately. No less important next is the leadership factor.

(Suwatno & Donni Juni Priansa, 2016: 140) stated that leadership is the skill to know the group that leads to the success of goals.

Tambunan (Drucker & Maciariello, 2023: 327) states that leadership is the ability to raise the views of individuals to the main level, raising individual performance in a larger measure. Successful leaders can generate a supportive workplace, share easy hints, and establish good connections between leaders and workers.

Previous research was conducted by Beni Priyadi Saputra and Mohammad Safi'l (2024), with the title *The Influence of Work Motivation and Leadership on the Performance of Employees of Pondok Aren District, South Tangerang City*. From the conclusions of the research shown, it is evident that work drive and leadership have a significant effect on the performance of employees of Pondok Aren District, South Tangerang City, both simultaneously and partially. So that it can be proven that the results of this study are indeed true that motivation and leadership are elements that affect the performance of employees of Pondok Aren District, South Tangerang City.

There are various obstacles faced by employees at the South Sumatra Provincial KPU, such as low motivation of some employees, caused by the high workload ahead of the election, many employees feel that they do not get awards or incentives that are proportional to their responsibilities, which can ultimately have an impact on reducing productivity and work quality.

Furthermore, the problem in work competence is information technology skills that are not evenly distributed. In carrying out their duties, KPU employees are required to master various digital-based applications and information systems. However, various employees do not have adequate information technology skills, this leads to delays in data reporting, input errors, and inefficiencies in the administrative process. Then leadership in the KPU organization also has a central role in encouraging employee performance. A leadership style that lacks communication or is unable to provide clear direction often hinders team coordination. On the contrary, successful briefings can create a workplace that supports and increases employee morale, with a high workload ahead of elections, many employees feel less rewarded or incentivized commensurate with their responsibilities, which can ultimately lead to a decrease in productivity and work quality. Furthermore, the problem in work competence is information technology skills that are not evenly distributed. In carrying out their duties, KPU employees are required to master various digital-based applications and information systems. However, there are still many employees who do not have adequate information technology skills, this causes delays in data reporting, input errors, and inefficiencies in the administrative process. Then leadership in the KPU organization also has a central role in encouraging employee performance. A leadership style that lacks communication or is unable to provide clear direction often hinders team coordination. On the contrary, effective leadership can create a conducive work environment and increase employee morale.

B. THEORETICAL STUDY

Motivation

(Suwatno & Donni Juni Priansa, 2016: 171) states that motivation is a person's personal ability that takes into account the stages, goals, and determination of efforts that are born adequately.

Khaeruman, et al. (Emron, 2021: 21) stated that motivation is a person's personal motivation that makes him behave with a certain goal.

From a number of these explanations, motivation reflects the character of workers who are full of responsibility, confident, creative, able to deal with pressure, and have a high work ethic. Motivated individuals also tend to be competitive, disciplined in working hours, and

have high initiative that has a positive impact on job improvement, motivation also creates loyalty, honesty, harmonious collaboration between parties in the organization is important to achieve common goals and present accurate and reliable data.

Djoko Soelistya et al, (Prabu, 2021: 83) there are three main indicators in motivation:

- a. Encouragement to achieve achievements.
- b. Desire to establish good relationships with colleagues.
- c. The need to have power and influence over others.

Work Competencies

(Sedarmayanti, 2017: 211) states that competence is a skill that is expected to be classified for individuals in order to achieve optimal work results. Not all employees have high competence, only some who show good and superior performance can be said to have these competencies.

Khaeruman et al, (Spencer, 2021: 114) explained that competence is a combination of attitudes, behaviors, and a person's willingness and ability to be stable in dealing with various situations in the work environment. This competence is formed through the energy of character, self-concept, internal motivation, and capacity to understand knowledge conceptually.

Khaeruman, et al. (Wibowo, 2021: 118) stated that the indicators of work competency consist of:

- a. Knowledge.
- b. Skills.
- c. Behavior.

Leadership

Mu'ah et al, (Wahjosumidjo, 2019: 17) said that leadership is a combination of personal traits such as personality, abilities, and activities of leaders in carrying out their roles.

Mu'ah et al, (Sutarto, 2019: 17) said that leadership is a regulatory process that involves the ability to influence the actions of others in a certain context, so that they are willing to collaborate in achieving common goals.

Prayudi, et al. (Robbins, 2022: 44) stated that leadership has indicators including:

- a. Side
- b. Many
- c. Precision
- d. Success
- e. Freedom
- f. Responsibilities

Employee Performance

Sinambela, (Hersey & Blanchard, 2016: 481) states that performance cannot be separated from the role of individual motivation and expertise. To complete the profession optimally, individuals need to hold the appropriate will.

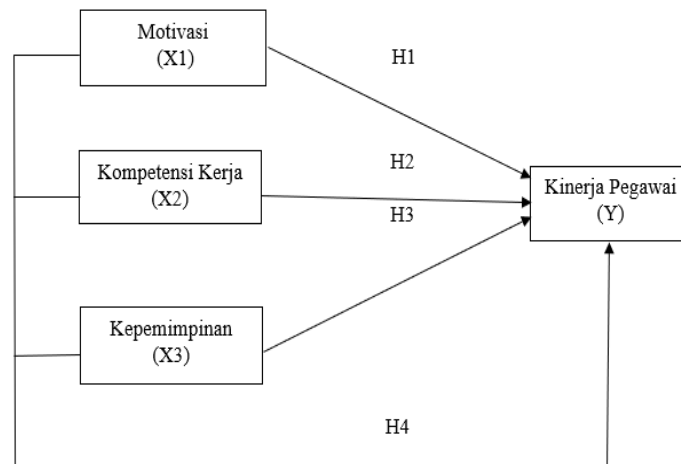
Khaeruman et al, (Mangkunegara, 2021: 7) said that performance starts with the term *Job Performance*, which means the acquisition of success, both in terms of quality and quantity.

Khaeruman et al, (Robert L & Mathis, 2021: 17) state that there are three main indicators as follows:

1. Size.
2. Ranking.
3. Collaboration.



Frame of Mind



Sumber: Oleh Penulis 2025

Research Hypothesis

H1: It is suspected that motivation affects the performance of employees at the South Sumatra Provincial KPU.

H2: It is suspected that work competence affects the performance of employees at the South Sumatra Provincial KPU.

H3: It is suspected that leadership affects the performance of employees at the South Sumatra Provincial KPU.

H4: It is suspected that motivation, work competence, and leadership affect the performance of employees at the South Sumatra Provincial KPU.

C. RESEARCH METHODS

(Sugiyono 2018: 24) said that research techniques are a scientific system, which is used to obtain information to achieve certain goals and provide general benefits along with research interests. In this research, the author used a number research technique. (Sugiyono, 2020: 56) Quantitative techniques are traditional approaches that have been used for a long time in the world of research. This technique utilizes data in the form of numerical and is studied along with data techniques.

The variables in this research are composed of independent variables and dependent variables, which include:

1. Independent Variables, are variables that affect or can be due to changes, Independent variables X in this research are composed of Motivation (X1), Work Competency (X2), and Leadership (X3).

2. Dependent Variables, are variables that can influence, that is, those that can be realized because of the situation of independent variables. The dependent variable in this research is Employee Performance (Y).

(Sugiyono, 2020: 126) interprets a set of objects as the totality of components that are the place of generalization. The population component is the totality of the subjects to be measured or to be studied. The population of 41 people is the State Civil Apparatus (ASN) within the South Sumatra Provincial KPU. (Sugiyono, 2020: 127) states that a sample is an element of the population, which has certain characteristics that can represent the whole of this research using the saturated sample method, which is a method of collecting samples where all components of the population are sampled. (Sugiyono, 2020 : 133)

D. RESULTS AND DISCUSSION

Validity Test

Motivation Validity Test Results (X1)

Statement Items	Sig. (2-tailed)	$\alpha < 0,05$	Remarks
X1.1	,000	,05	Valid
X1.2	,000	,05	Valid
X1.3	,000	,05	Valid
X1.4	,000	,05	Valid
X1.5	,000	,05	Valid
X1.6	,000	,05	Valid

Source : Primary data processed (2025)

Based on the table, it can be seen that all the explanatory items tell that the value of Sig. is comparable to 0.000, below 0.05, so it can be concluded that the entire number of explanations on the motivational variable (X1) is valid and this can be interpreted that the statement item of the motivational variable (X1) has been accepted to be used as a measurer in this research.

Results of the Work Competency Validity Test (X2)

Statement Items	Sig. (2 tailed)	$\alpha < 0,05$	Remarks
X2.1	,000	0,05	Valid
X2.2	,000	0,05	Valid
X2.3	,000	0,05	Valid
X2.4	,000	0,05	Valid
X2.5	,000	0,05	Valid
X2.6	,000	0,05	Valid

Source : Primary data processed (2025)

Based on the table above, it can be seen that all statement items show a Sig. value of 0.000, below 0.05 so it can be concluded that all the number of statements on the work competency variable (X2) is valid and this can be interpreted that the statement item of the work competency variable (X2) has been received by using a measuring tool in this research.

Leadership Validity Test Results (X3)

Statement Items	Sig. 2 (tailed)	$\alpha < 0,05$	Remarks
X3.1	,000	0,05	Valid
X3.2	,000	0,05	Valid
X3.3	,000	0,05	Valid
X3.4	,000	0,05	Valid
X3.5	,000	0,05	Valid



X3.6	,000	0,05	Valid
X3.7	,000	0,05	Valid
X3.8	,000	0,05	Valid
X3.9	,000	0,05	Valid
X3.10	,000	0,05	Valid
X3.11	,000	0,05	Valid
X3.12	,000	0,05	Valid

Source : Primary data processed (2025)

The explanation from the table above can be seen that all the items of the statement show that the Sig. is 0.000, below the limit of 0.05 so it can be concluded that the entire number of explanations in the leadership variable (X3) is valid and this can be interpreted that the statement item of the leadership variable (X3) has been accepted can be used as a measuring tool in this research.

Results of Employee Performance Validity Test (Y)

Statement Items	Sig. 2(<i>tailed</i>)	$\alpha < 0,05$	Remarks
Y1	,000	0,05	Valid
Y2	,000	0,05	Valid
Y3	,000	0,05	Valid
Y4	,000	0,05	Valid
Y5	,000	0,05	Valid
Y6	,000	0,05	Valid

Source : Primary data processed (2025)

From the table image above, it can be seen that all the explanatory items show a Sig. value of 0.000, below 0.05 so it can be concluded that all the information on the employee performance variable (Y) is valid and this can be interpreted that the item of the employee performance statement (Y) has been received can be used as a measuring tool in this research.

Reliability Test

Reliability Test Results

Variabel	Cronbach's Alpha	Test Results
Motivation	0.658	Reliabel
Work Competencies	0.672	Reliabel
Leadership	0.775	Reliabel
Employee Performance	0.633	Reliabel

Source : Primary data processed (2025)

The explanation of the table shows that all statements related to independent variables show a value of Cronbach's Alpha above 0.60. So, it can be summarized that the statement instruments used in the research are relatively reliable.

Normality Test

Kolmogrov-Smirnov Test Results		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		41
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	1.24667664
Most Extreme Differences	Absolute	0.075
	Positive	0.075
	Negative	-0.057
Test Statistic		0.075
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source : Primary data processed (2025)

From the results of the Kolmogrov-Smirnov test with a value of 0.075 at a significant 0.200 (Asymp. Sig 2-tailed), so it can be stated that residual has a normal distribution.

Multicollinearity Test

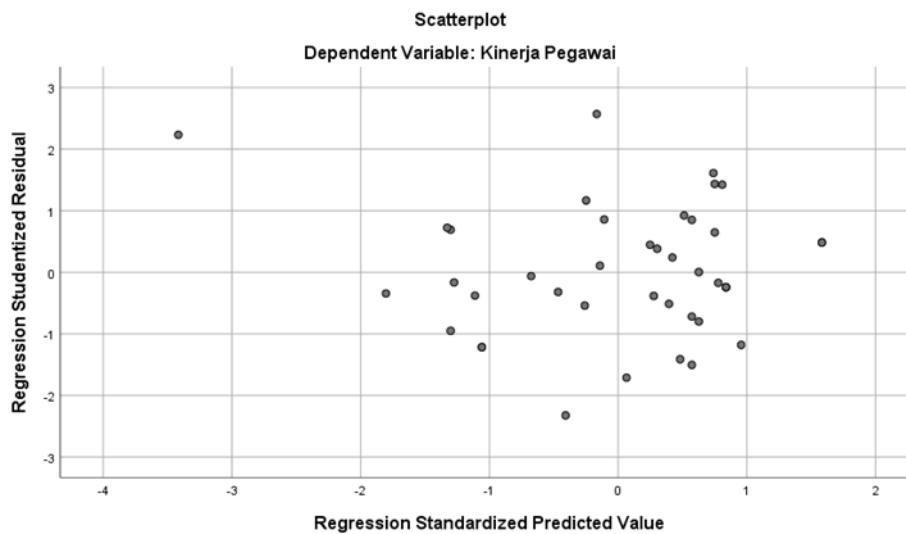
Multicollinearity Test Results		
Constant	Collinearity Statistics	VIF
		Tolerance
Motivation X1	0.268	3.735
Work Competencies X2	0.256	3.910
Leadership X3	0.836	1.196

Source : Primary data processed (2025)

Based on the data in the table, the Variance Inflation Factor (VIF) was obtained for the following variable descriptions: motivation of 3,735, work competence of 3,910, and leadership of 1,196. These values show that there are no independent variables with a VIF below 0.10 so it can be summarized that there is no multicollinearity.



Heteroscedasticity Test Heteroskedesticity Test Results



As shown in the results of the *Scatterplot* sketch above, the data (spots) are randomly scattered above or below the number 0 on the Y axis, so it can be summarized that there are no symptoms of heteroskedesticity, so that a regression pattern can be used.

Multiple Regression Test

Multiple Regression Calculation Results

Model	Coefficients ^a						Collinearity Statistics	
			Standardized Coefficients Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	3.435	3.419		1.005	0.322		
	MOTIVATION	0.390	0.159	0.505	2.458	0.019	0.268	3.735
	WORK COMPETENCIES	-0.039	0.160	-0.052	-0.247	0.807	0.256	3.910
	LEADERSHIP	0.262	0.065	0.471	4.049	0.000	0.836	1.196

Based on the table above, a constant (*Constant*) is obtained of 3,435, the coefficient of the motivation variable (X1) is 0.390, the work competency variable (X2) is valued -0.039, while the leadership variable (X3) is 0.262, so it can be explained below:

$$Y = a + b_1X_1 + b_2(- X_2) + b_3X_3 + e$$

$$Y = 3.435 + 0.390 X_1 - 0.039 X_2 + 0.262 X_3$$

From this formulation, the constant value of 3,435 means that X1 motivation, X2 work competence, and X3 leadership are 0, then employee performance is 3,435. The regression value of the positive motivation variable coefficient X1 is 0.390, which means that it can increase employee performance (Y) by 1 unit by 0.390 assuming other independent variables are fixed. The regression value of the work competency variable X2 is negative value 0.039, meaning that the employee performance value (Y) tends to decrease or does not increase or is 0, then the employee performance variable (Y) will have a value of -0.039 1 unit with the hypothesis that the value of other independent variables is fixed. The value of the regression coefficient of the leadership variable X3 has a positive value of 0.262,

meaning that every increase of 1 unit will increase employee performance (Y) by 0.262 units assuming the independent variable is fixed.

The influence of independent variables on dependent variables can be concluded as follows:

1. The effect of motivation (X1) on employee performance (Y)
The value of the regression coefficient of the independent variable motivation (X1) is 0.390 on employee performance (Y) at the South Sumatra Provincial KPU so that employee motivation increases.
2. The effect of work competency (X2) on employee performance (Y)
The value of the regression coefficient of the independent variable of work competence, which is -0.039, has a negative effect on employee performance (Y) at the South Sumatra Provincial KPU.
3. The influence of leadership (X3) on employee performance (Y)
The value of the regression coefficient of the independent leadership variable (X3) is 0.262 to the performance of employees (Y) at the South Sumatra Provincial KPU so that employee motivation increases.

Coefficient Determination Test

Results of Determination Coefficient Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	0.582	0.548	1.29623

Source : Primary data processed (2025)

The purpose of the R Square(R2) determination test is to determine the extent to which independent variables are able to decipher dependent variables. Based on the results in the coefficient table, the R Square value was recorded at 58.2%, this figure indicates that the variables of motivation, work competence, and leadership contribute 58.2% to the improvement of employee performance at the South Sumatra Provincial KPU. Meanwhile, the remaining 41.8% is impacted by other factors that have not been discussed in this research.

Hasi Uji t (Partial)

Results of the t-test (partial)

Coefficients^a

Model			Standardized Coefficients	T	Sig.
1	(Constant)	14.129	2.589	5.457	0.000
	Motivation	0.484	0.096	0.627	5.020

Coefficients^a

Model			Standardized Coefficients	t	Sig.
1	(Constant)	15.535	2.671	5.816	0.000
	Work Competencies	0.435	0.100	0.571	4.338



Coefficients^a

Model				Standardized Coefficients	t	Sig.
				Beta		
1	(Constant)	8.054	3.784		2.129	0.040
	Leadership	0.350	0.069	0.628	5.037	0.000

From the table above, it can be summarized that all dependent variables (X) affect independent variables (Y).

Test F Results (Simultaneous)

Test F Results (Simultaneous)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	86.612	3	28.871	17.183	.000 ^b
	Residual	62.168	37	1.680		
	Total	148.780	40			

The explanation of the table can be explained that all variables (X) especially simultaneously have an impact on the variable (Y).

Discussion

The Influence of Motivation, Work Competence, and Leadership on Employee Performance in a Partial Test

a. The Influence of Motivation on Employee Performance

The conclusion of the research was obtained from the test of the motivation variable (X₁) to the performance of employees (Y) at the South Sumatra Provincial KPU significantly and had a positive effect with the test criterion of Sig 0.000 < 0.05, then Ho was rejected. Therefore, the motivation variable (X1) is abbreviated as having a partial positive effect on the employee performance variable (Y). All the same in the previous research conducted by Efhendy et al in their research using one of the same variables, namely the motivation variable (X1) on employee performance (Y) at the Murung Raya Case Office, the study informed that the motivation variable (X1) had a significant effect on employee performance (Y)

b. The Effect of Work Competency on Employee Performance

The results of the research obtained from the test of the work competency variable (X₂) on employee performance (Y) at the South Sumatra Provincial KPU were significant and had a positive effect with the test criteria, namely Sig 0.000 < 0.05, so Ho was rejected. Therefore, the abbreviated work competency variable (X2) has a partial positive effect on the employee performance variable (Y).

This is similar to the results of previous research carried out by Sulistyoningsih & Liana (2024) in his research using one of the same variables, namely the work competency variable (X2) on employee performance (Y) at the DPUPR Kendal Regency, the study showed that significantly the work competency variable (X2) had a negative effect on employee performance (Y).

c. The Influence of Leadership on Employee Performance

The results of the research obtained from the leadership variable test (X_3) on the performance of employees (Y) at the South Sumatra Provincial KPU were significantly and positively influenced by the test criterion, namely $\text{Sig } 0.000 < 0.05$, so H_0 was rejected. Therefore, it is summarized that the leadership variable (X_3) has a partial positive effect on the employee performance variable (Y).

This is the same as the results of the previous research carried out by Muhammad Alwi Haruna (2025) which in his research used one of the same variables, namely the leadership variable (X_3) on employee performance (Y) at the Tanralili District office, Maros Regency, the study showed that significantly the leadership variable (X_3) had a positive effect on employee performance (Y).

The Effect of Motivation, Work Competence, and Leadership on Employee Performance by F Test (Simultaneous)

The results of the research obtained from the test of motivation variables (X_1), work competence (X_2), and leadership (X_3) on employee performance (Y) at the South Sumatra Provincial KPU significantly show that the three independent variables (X), namely motivation, work competence, and leadership together have a positive and significant effect on the dependent variables, namely employee performance (Y) with the test criteria of F which are $17,183 < 0.05$ and $\text{Sig } 0.000 < 0.05$, then H_0 was rejected, so it was summarized that the independent variables of motivation, work competence, and leadership together affect the performance of employees at the South Sumatra Provincial KPU.

This means that in the coefficient table (R^2) seen from the value of *R Square*, it shows that the magnitude of the value of *R Square* is 0.582 if the percentage is 58.2%. The following shows that there is a variable cooperation between the variables of motivation, work competence, and leadership in improving employee performance at the South Sumatra Provincial KPU by 58.2%, while the difference of 41.8% is influenced by other variables that have not been studied in this research.

E. CONCLUSION AND SUGGESTIONS

Conclusion

After examining the entire series of internal discussions, it can be concluded as follows:

- 1) The motivation variable (X_1) has a partial positive influence on the employee performance variable (Y) at the South Sumatra Provincial KPU
- 2) The work competency variable (X_2) has a partial negative influence on the employee performance variable (Y) at the South Sumatra Provincial KPU
- 3) The leadership variable (X_3) has a partial positive influence on the employee performance variable (Y) at the South Sumatra Provincial KPU
- 4) The variables of motivation (X_1), work competence (X_2), and leadership (X_3) have a simultaneous positive effect on the performance of employees at the South Sumatra Provincial KPU.

Suggestion

So based on the above results, the makers conveyed suggestions aimed at the goodness and progress of the South Sumatra Provincial KPU and for the next researcher as follows:

- 1) It can be expected to continue to increase employee motivation through awards, recognition, and self-development opportunities because motivation has been proven to have a positive effect on employee performance, namely by giving awards and fairness based on performance, not social closeness.
- 2) It is necessary to conduct regular training and development of work competencies, especially in information technology skills, so that technical abilities and employee skills remain relevant to the demands of the job, namely by determining the most needed IT



- areas, such as advanced Microsoft Office mastery, data management, and the use of information system applications at the South Sumatra Provincial KPU.
- 3) A participatory and communicative leadership style needs to be continuously applied to build harmonious working relationships and increase employee morale, namely by involving employees in discussion forums or work teams when formulating policies or work programs, and asking for input from employees before making important decisions that impact their work.
 - 4) For the next researcher, it is :
 - a. The researcher is then advised to be able to add other independent variables that can have an impact on employee performance, in the form of work environment, job satisfaction, and to get a more comprehensive understanding.
 - b. It is recommended to expand the research object to other KPU outside the city so that the research results are more generalized.

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