The Influence of Leadership Style and Competency on Employee Performance with Motivation as an Intervening Variable in Suku Dinas Pendidikan Jakarta Utara II

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A R T I C L E I N F O

A B S T R A C T

The success or failure of an agency in achieving its goals can depend on the leadership style, competence, and motivation of employees at taking out the performance. The author researcher that this goal is to find out the influence of Leadership Style and also Competency variables on Employee Performance with Motivation that stated as Intervening Variables in the North Jakarta Education Office II Department. The method in this study used a questionnaire analyzer using SmartPls4. The results here that including 202 employees as subjects, a program that 1) there's no positive and significant impact Ong the Leadership Style the Employee Performance, 2) there's a significant positive impact among the Competency on Employee Performance, 3) a significant positive impact among Leadership Style on motivation, 4) a significant and positive impact among competence to the motivation, 5) a significant and positive impact among motivation to the employee performance, 6) a significant and positive impact among Leadership Style to the motivation, a significant and positive impact among competence to the Employee Performance by motivation.

INTRODUCTION

The establishment of an agency depends greatly on the circumstances and performance output of employees. Human resources or employees who work in an agency are the main drivers of an agency in achieving the necessary targets. Employees who have the competence and organized management of work become the foundation and achievement of measurable targets in an agency. The success or failure of an agency by achieving the aims of carrying out performance.

An agency has a very important asset and price, namely human resources. In government agencies, there are human resources in the form of individuals, namely individuals called employees, employee performance can be achievements or real work results both in quality terms and also the achievement on quantity with the employees on the unit of time for the implementation of work tasks in accordance with their duties and responsibilities. This is the role of the organization in providing solutions to employee performance achievements through leadership styles, competency improvement, and motivation improvement.

The style of leadership as well as the competence of employees can affect motivation and result in employee performance that is not in line with what should be in an agency. The researcher conducted *a group discussion forum* (FGD) with several employees of the North Jakarta Education Office II in December 2023. On the discussion's result, the proof shows that many obstacles existed on the performance om employee which impacted the style of leadership and also capabilities which giving effect to the motivation of employee while they work. In the FGD discussion, it was shown that employee performance is often inefficient, consumes time and becomes a burden for certain employees because of this. For employees who are competent and motivated to work, this is an obstacle to develop and channel creativity which causes work motivation to decrease and only go with the flow.

Paying intense attention to increasing, guide, and encourage the potential of employees in the work environment so that the creation of volume and workload that is in line with the goals is the obligation of a leader (Imelda Andayani & Satria Tirtayasa, 2019). Therefore, effectiveness is needed in leadership style and greatly affects the employee's performance. In a concept in the form of a type of leadership cost from which the author can draw a conclusion that can be reviewed, it is said that leaders still do not really have direction, and employees who have high capabilities in their sector actually get the burden because all the work has been given to employees who do not have that competency, while those who really It's true that you don't have competence, on average you don't have responsibility for the tasks you carry out and this also becomes the environmental level when carrying out your duties so that employees who shift the work will become a mini motivation to carry out their duties so that competence becomes something that has its own attraction.

The problems faced by the North Jakarta 2 regional education sub-department are caused by the lack of performance optimization and it can be said that the employees who have educational criteria do not meet the criteria. Armstrong & Taylor, stated that competence can be characterized by the abilities,

capabilities, and insight possessed by individuals as a characteristic for carrying out services and work so that they have a high level of work and can improve the quality of professionalism in their work where they are insightful and practical as well as Discount theory is related to understanding an object demonstrated through built capabilities.

This capability is being developed through various skills sharpening and training as an effort to improve the quality of employees when needed to carry out work. Apart from that, it is also caused by employees who do not have the capability from the start, which often exist and are given the same position for a certain period to carry out tasks which are not the main task, the fall in the form of work and the value of work is still considered good for employees who are not very competent. because assistance is always provided by other employees who have higher competence and are also based on direction and leadership..

In the Governor of DKI Jakarta Provincial Regulation Number 18 of 2015 concerning the code of ethics for state civil servants in the DKI Jakarta Provincial Environment, namely in order to realize maximum public services for every Civil Servant as a government apparatus who has the obligation to provide services to the community in a professional, responsive, targeted, timely and fair manner, it is necessary to improve policies that can encourage the motivation of employees in realizing services which are completely qualified. This is because employee performance is largely determined by great motivation to do work. Work motivation can be a variable that can be an intermediary in the leadership style and competence of employees in improving employee performance. Therefore, the Agency should be able to increase work motivation in a creative and innovative way.

A research gap was found in several previous studies on leadership style. Leaders should apply a wise and inspiring leadership style to manage their subordinates because a leader is influential in achieving the targets that have been budgeted or planned. In the research, Indra Marjaya (2019) discussed that leadership style has a negative and non-significant influence on employee performance, in contrast to the research of Imelda Andayani & Satria Tirtayasa (2019) which analyzed that leadership style has a positive and significant influence.

The research gap was also found in previous research on competency variables. Competence is an important factor that plays a role in supporting and influencing employee performance in an agency. It is important for employees to have appropriate abilities or competencies in carrying out their duties and work, this aims to achieve optimal performance and success in the long term (Rosmaini & Hasrudy Tanjung (2019)). Employee competence can be seen from various things, including work experience, educational background, and training experience that has been carried out by employees who work at the agency. Previous research also had a research gap, namely (Rosmaini & Hasrudy Tanjung, 2019) revealing simultaneously that competence had a positive effect on employee performance, but according to (Wondal et al., 2019) (Kansaki et al., 2021) Competence had a negative influence that was not significant. Seeing the description and previous research above, the author is interested in taking the

title " The Influence of Leadership Style and Competency on Employee Performance with Motivation as an Intervening Variable in Suku Dinas Pendidikan Jakarta Utara II"

THEORETICAL REVIEW
Employee Performance

Discussion Wahyudi (2019) in achieving the maximum level of productivity in an organization, employees' performance is connected to human resources in the field of empowerment. Employee performance is considered an indicator that determines the extent to which human resource empowerment efforts have been achieved. Research by Arin Octarina & Komang Ardana (2022) discusses that employee performance (work performance) is the result of an employee's work, including the implementation of duties and responsibilities that have been entrusted.

Leadership Style

The quality of the leader's management is a much-needed indicator at the failure or success in agency. The state of an institution usually describes the leader's perception of success or failure. Leadership style in an agency is the stage of a leader influencing and setting an example to his followers in an effort to achieve the vision and mission of the agency (Imelda Andayani & Satria Tirtayasa, 2019) also stated that a leadership style in a good management process will make employees enthusiastic in doing their duties because leadership style is very important in managerial. Factors that have a positive influence on the stages of leadership style in an agency include personality; characteristics, expectations and behavior of the boss; expectations and behavior of subordinates; task needs, climate and organizational policies. Therefore, an crucial role of motivation leader is beneficial for an agency, because a leader can increase the motivation of employees in making a difference and want to contribute to the realization of something of value beyond personal interests (van Tuin et al., 2020).

Competence

Competence Rosmaini & Hasrudy Tanjung (2019) The skill of a person who can carry out the functions required for a job in a company so that it can meet his needs is competency. According to (Wondal et al., 2019) it is also stated that expertise in the performance Based implemented as the background of expertise and knowledge accompanied by a work discipline attitude which is a work demand is the definition of competence. Meanwhile, according to (Noe et al., 2023), the definition of competence is the work performance of each person who has the scope of several aspects, namely expertise, knowledge, and self-control in working in accordance with the standards set by an agency.

Motivation

Rizky et, al (2022) stated that motivation is a trait in the self that is the driving force in creating a worker's desire to work so that he is able to cooperate and work effectively with various efforts and efforts in achieving success and

self-satisfaction. Motivation is the main thing that makes a person's confidence in work.

As maintained in Armstrong & Taylor (2023) book, work motivation which appears in a person's tooken by the human world of motivation that dependen to some types of needs. Therefore, motivational attitudes and behaviors are goal-oriented, namely the satisfaction of desires or needs in fulfilling needs.

METHODOLOGY

The quantitative research design was chosen in this study because it can test hypotheses about causal relationships between one variable and one or several other variables. Using a quantitative research design, statistical methods will be used in this research to analyze data and test hypotheses related to the impact of leadership impact, motivation, and also capabilities on employee performance.

This research uses 4 (four) variables, namely two independent variables (X), one intervening variable (Y), and one dependent variable (Z). This empirical research aims to investigate the influence of leadership style (X1) and competency (X2) on employee performance (Z), by considering motivation (Y) as an intervening variable.

Population and Sample

The target population used by the researcher in the research that the author will study is all civil servants and non-civil servants in the North Jakarta Education Office II Department, which has 102 employees. Sampling will be distributed and instrument tests will be carried out on all employees using Google Forms. In this study, sampling was done using the nonprobability sampling method. This method is a sampling technique in which not all members of the population have the same chance of being selected as a sample. In the context of this study, the sample population consists of 102 employees, which means that all 102 employees will be the subjects of the study without random selection. This method ensures that all individuals in a given population are investigated, allowing for a comprehensive analysis of the variables being studied.

Types and Data Sources

Quantitative data obtained by researchers, which refers to the use of data that can be measured in the form of numbers. There are two types of data sources in this study, namely primary data and secondary data. Primary data collection uses questionnaires as a tool to collect information directly from respondents or research subjects. Meanwhile, information obtained indirectly from the source is secondary data.

Data Collection Methods

The data collection used by the author was through the distribution of questionnaires. The questionnaire contains questions related to the research that the author is researching and will be distributed to respondents.

Instrument Validity and Reliability Testing
Validity Test

The validity of a factor in quantitative research can be measured by correlating the factor score (the number of items in the factor) with the total factor score (the sum of all factors). The validity test was carried out using factor loading, which describes the correlation between the original variable and its factors. In determining the level of statistical significance, the correlation coefficient can be used (Prof. Dr. Sugiyono, 2013).

Reliability Test

Prof. Dr. Sugiyono (2013) stated that Reliability is used to assess how consistent a measuring tool is in producing the same data if measurements are made repeatedly. Cronbach's Alpha method is used to measure reliability with a range of 0 to 1.

Data Processing and Analysis

Descriptive Statistics is a method related to the presentation of data so that it can provide useful information for research (Sri Wahyuni et al., 2018). The researcher used SmartPLS4, in a data test that is part of Structural Equation Modelling (SEM) which is based on variants or components. SEM based on variants or components is often referred to as soft modeling, SEM isn't the basic of assumptions or prediction, such as data doesn't need to be normal dan distribute multivariate scales category, intervals to the ration that be applicated for same models.

Hypothesis Test
Research Hypothesis Testing

The T-test is used in this study to test the hypothesis. Testing whether or not the free variable partially affects the bound variable significantly is a function of the T-test. By comparing the value of T calculated with each of the independent variables for the T of mmmat $\alpha = 0.05$.

Inner Relation (Inner Model)

This is often metioned as Structural model or substantive theory is the Structural Equation Modeling (SEM) approach which refers to the data analysis stage that focuses on the relationship between latent variables.

Analisa Outer Model

This goals to test both reliability and validity from factors implemented to gauge latent variables. This analysis involves testing factors, construct validity, and reliability.

Discriminant Validity

(Prof. Dr. Sugiyono, 2013) (Prof. Dr. Sugiyono, 2013) Discriminant validity is the ability of a measuring instrument to distinguish between constructs that should be different. In this context, a good measuring instrument must be able to produce different scores for the supposed construct, as well as be able to distinguish between one construct and another.

RESULTS

Data Analysis

The research presented by the author, namely the analysis of the impact to both variables will be analyzed using the Partial Least Square (PLS) analysis technique. PLS method for analyzing according to each variable in the research includes the competency variable with a total of 15 indicators, leadership style with a total of 15 indicators, motivation with a total of 9 indicators and employee performance with a total of 12 indicators from the research sample, namely 102 employees in Mina. A model concept related to correlation between variables can be reviewed in the image below.
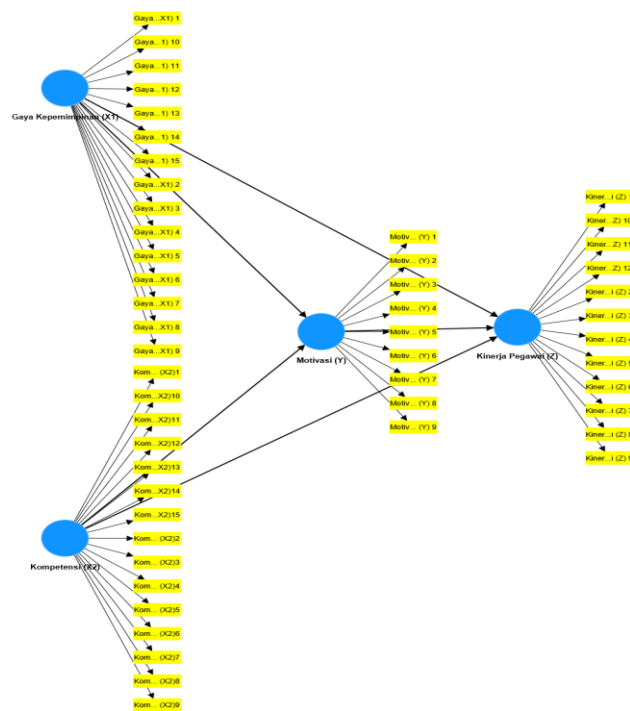

Figure 1.1 Relationship Model Between Variables Research

In accordance with this description, it means that the entire construct is that there will be various stages or phases in this model analysis that apply both external and internal stage model tests.

Uji Outer Model

Convergent Validity

In the construct validity test, there are two tests, namely the discriminant validity test, which is a reflexive measurement of assessed indicators based on the gauge of cross-loading at construct, and the convergent validity test which combine components with the construct validity score and (Ade Ismayani, 2019) The loading factor value needs to be considered in the validity convergent test, with the recommended value being > 0.70 and the AVE with the suggested value up from 0.5

Results of the PLS model with a loading factor limit of 0.7:
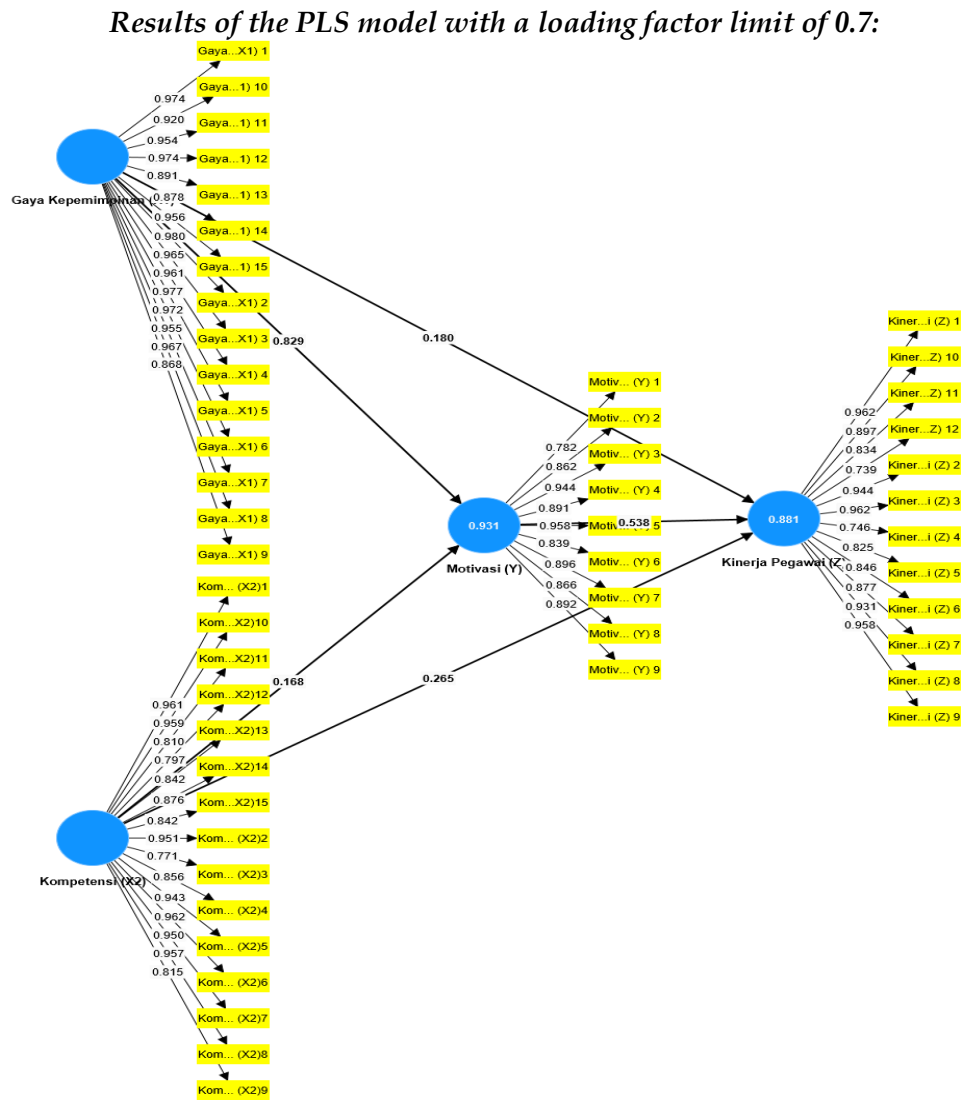

Figure 1.2 Loading Factor

The view on the table is:

Table 1.1 Results of Loading Factor Values

Variable	Item/Statement indicator	Value *Loading Factors*	Information
Leadership Style (X1)	XI.1	0,974	Valid
	X1.2	0,980	Valid

	X1.3	0,965	Valid
	X1.4	0,961	Valid
	X1.5	0,977	Valid
	X1.6	0,972	Valid
	X1.7	0,955	Valid
	X1.8	0,967	Valid
	X1.9	0,868	Valid
	X1.10	0,920	Valid
	X1.11	0,954	Valid
	X1.12	0,974	Valid
	X1.13	0,891	Valid
	X1.14	0,878	Valid
	X1.15	0,956	Valid
Competence (X2)	X2.1	0,961	Valid
	X2.2	0,951	Valid
	X2.3	0,771	Valid
	X2.4	0,856	Valid
	X2.5	0,943	Valid
	X2.6	0,962	Valid
	X2.7	0,950	Valid
	X2.8	0,957	Valid
	X2.9	0,815	Valid
	X2.10	0,959	Valid
	X2.11	0,810	Valid
	X2.12	0,797	Valid
	X2.13	0,842	Valid
	X2.14	0,876	Valid
	X2.15	0,842	Valid
Motivation (Y)	Y1	0,782	Valid
	Y2	0,862	Valid
	Y3	0,944	Valid
	Y4	0,891	Valid
	Y5	0,958	Valid
	Y6	0,839	Valid
	Y7	0,896	Valid
	Y8	0,866	Valid
	Y9	0,892	Valid
Employee Performance (Z)	Z1	0,962	Valid
	Z2	0,944	Valid
	Z3	0,962	Valid

Z4	0,746	Valid
Z5	0,825	Valid
Z6	0,846	Valid
Z7	0,877	Valid
Z8	0,931	Valid
Z9	0,958	Valid
Z10	0,897	Valid
Z11	0,834	Valid
Z12	0,739	Valid

Source: Data processed 2024

According to the table above, so there is an outer loading factory value by the result from the questionnaire data concluding the items in all variables already have a loading factor or outer loading value above 0.7 and have been valid. The examination and assessment are carried out again on convergent validity, aimed at being declared acceptable in accordance with the specified value criteria, namely if the value of an indicator (loading factors) ≥ 0.7 and the AVE value> 0.5.

There is a table of validity check results, including:

Table 1.2 Validity Check Results

Variable	**AVE**	**Critical Value**	**Keterangan**
Leadership Style	0,897	0,5	Valid
Competence	0,790	0,5	Valid
Motivation	0,779	0,5	Valid
Employee Performance	0,775	0,5	Valid

Source: data processed 2024

The table of processing data results above proves that the results on the convergent validity at 17 indicators implemented on 4 variables prove an AVE value that is ≥ 0.5 with the lowest value of 0.775 on the Employee Performance and the highest value of 0.89 in the Leadership Style variable. From the above data, it concluded which the 17 factors applicated to gauge the 4 variables valid, it makes the variables declared to be feasible to included in next step.

Discriminant Validity
"All the discriminant test of validity could be specified from the cross loading from factors variables, and also the AVE value on every factor by the creation of > value of 0.5 can be declared valid" (Matthews et al., 2018). Here's the result:

Tabel 1.3 Discriminant Validity

Variable	Leadership Style (X1)	Employee Performance (Z)	Competence (X2)	Motivation (Y)
Leadership Style (X1)				
Employee Performance (Z)	0,912			
Competence (X2)	0,778	0,853		
Motivation (Y)	0,980	0,951	0,828	

Tabel 1.4 Discriminant Validity Pada Cross Loading

	Leadership Style (X1)	Competence (X2)	Motivation (Y)	Employee Performance (Z)
(X1) 1	0.974	0.763	0.935	0.886
(X1) 2	0.980	0.754	0.941	0.885
(X1) 3	0.965	0.753	0.937	0.882
(X1) 4	0.961	0.717	0.918	0.842
(X1) 5	0.977	0.754	0.930	0.883
(X1) 6	0.972	0.765	0.942	0.878
(X1) 7	0.955	0.764	0.927	0.885
(X1) 8	0.967	0.733	0.917	0.873
(X1) 9	0.868	0.667	0.808	0.761
(X1) 10	0.920	0.708	0.886	0.832
(X1) 11	0.954	0.752	0.922	0.866
(X1) 12	0.974	0.741	0.931	0.869
(X1) 13	0.891	0.640	0.848	0.765
(X1) 14	0.878	0.656	0.842	0.781
(X1) 15	0.956	0.750	0.923	0.870
(X2)1	0.761	0.961	0.771	0.826
(X2)2	0.743	0.951	0.763	0.822
(X2)3	0.559	0.771	0.583	0.646
(X2)4	0.642	0.856	0.679	0.705
(X2)5	0.743	0.943	0.763	0.798
(X2)6	0.764	0.962	0.796	0.812
(X2)7	0.755	0.950	0.795	0.813
(X2)8	0.761	0.957	0.784	0.801
(X2)9	0.611	0.815	0.679	0.671
(X2)10	0.747	0.959	0.767	0.830
(X2)11	0.624	0.810	0.670	0.678
(X2)12	0.663	0.797	0.699	0.663
(X2)13	0.587	0.842	0.632	0.669
(X2)14	0.632	0.876	0.690	0.694

(X2)15	0.613	0.842	0.641	0.683
(Y) 1	0.742	0.659	0.782	0.789
(Y) 2	0.845	0.642	0.862	0.736
(Y) 3	0.910	0.802	0.944	0.913
(Y) 4	0.852	0.720	0.891	0.815
(Y) 5	0.960	0.750	0.958	0.870
(Y) 6	0.778	0.740	0.839	0.839
(Y) 7	0.853	0.682	0.896	0.788
(Y) 8	0.815	0.732	0.866	0.826
(Y) 9	0.843	0.665	0.892	0.747
(Z) 1	0.878	0.807	0.894	0.962
(Z) 2	0.874	0.808	0.887	0.944
(Z) 3	0.902	0.825	0.912	0.962
(Z) 4	0.625	0.539	0.648	0.746
(Z) 5	0.754	0.693	0.784	0.825
(Z) 6	0.768	0.714	0.801	0.846
(Z) 7	0.765	0.735	0.803	0.877
(Z) 8	0.832	0.806	0.875	0.931
(Z) 9	0.875	0.818	0.899	0.958
(Z) 10	0.769	0.733	0.777	0.897
(Z) 11	0.787	0.677	0.780	0.834
(Z) 12	0.605	0.628	0.636	0.739

Source: Data processed in 2024

The result here, correlation from the construct of the indicator value is better than the correlation value by the other variable indicator. It is also can be stated that all of the construct or variables connected to the discriminant requirement validity and made valid by the value of the relationship also better than the other latent variable, it described in the table above about every factor has the ability to check its own latent variable.

Reliability
"Reliability checks are taken to see and show the accuracy level, consistent, and also thoroughness from the instruments. The reliability test was carried out using Cronbach's Alpha and Reliability approaches. A construct cam be declared reliable when that test values are > 0,7 and the AVE of every variables better than 0.50". We can see this specifically here:

Table 1.5 Cronbach's Alpha Test Results, Composite Reliability and AVE

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Gaya Kepemimpinan	0.992	0.992	0.992	0.897

Kompetensi	0.981	0.983	0.982	0.790
Motivasi	0.964	0.966	0.969	0.779
Kinerja Pegawai	0.973	0.977	0.976	0.775

Source: Data processed 2024

In the table above, it is explained that the Composite Reliability and Cronbach's Alpha values on each variable are > 0.7 and the AVE values on each variable are > 0.5, so the instruments used for data collection have a good level of accuracy, consistency, and precision.

Path Coefficient Test

The analysis here may be inferential with conducting this kind of coefficient test, the R² test and the Q2 test. The inner model here is checked as below:

Path Coefficient Test

The path coefficient test in the study is useful to see how much influence the independent variable is dependent on. In the path coefficient, it has a vulnerable value from -1 to 1 with the provision that the value if the range 0 to 1 is declared positive and the range -1 to 0 is declared negative (Matthews et al., 2018). The following are the results of the coefficient path test below, namely:

Tabel 1.6 Path Coefficient Test Results

	Leadership Style (X1)	Employee Performance (Z)	Competence (X2)	Motivation (Y)
Leadership Style		0.180		0.829
Competence		0.265		0.168
Motivation		0.538		
Employee Performance				

Source: Data processed 2024

Based on the results of the path coefficient test, it can be concluded that the path coefficient value in all of these variables has a path coefficient value with a positive number, so the greater the path coefficient value on an independent variable to the dependent variable, the stronger the influence produced between the independent variable and the independent variable. In the results of the path coefficientient test, the largest coeffiecient was leadership style that affected motivation with a value of 0.829.

Test Coefficient Determination (R Square)

"The R square test here applicated to gauge how many variables of dependent type that may be impacted from other vaduables. If it gives an R

square value or higher, ITS is inserted on the good type for the latent variables are categorized as having a good effect, while the R square value that acquired at the medium type, and if the result is 0.19 to the 0.33 it's on the weak type" (Matthews et al., 2018). Here's the engagement.

Tabel 1.7 Path Coefficient Test Results

	R-square	**R-square adjusted**
Motivation (Y)	0,931	0,930
Employee Performance (Z)	0,881	0,877

Source: Data processed in 2024

Based on the R-square data that has been processed, it shows that the magnitude of the Employee Performance variable is 0.881 which means that the influence of the Leadership Style and Competency variables on Motivation is 93% while the remaining 7% is only influenced by other variables outside the research model. Then the determination coefficient is included in the strong and good category because it is above 0.67. Meanwhile, for the Employee Performance variable, it shows an R-square result of 0.881 which means the influence of Leadership Style, Competence and Motivation on Employee Performance is 88%, while the remaining 12% is influenced by other variables outside the study. Then the coefficient of determination is included in the strong or good category because it is above 0.67.

Test Q-*Square*

Seeing predictive *relevance* by testing *the Q-Square value*. A Q-Square value of > 0 indicates that the model has *predictive relevance* and vice versa, if Q-Square < 0, there is no predictive *relevance.* Based on the data above, the dependent variable and *intervening* variable here have Q square value > 0 so the research is respected well by the predictive relevance.

The calculation results from Q-Square are as follows:

$Q^2 = 1 - (1-R_1^2)(1-R_2^2)$
$Q^2 = 1 - (1-0,931)(1-0,881)$
$Q^2 = 1 - (0,069)(0,119)$
$Q^2 = 1 - (0,008)$
$Q^2 = 0,992$

Table 1.8 Path Coefficient Test Results

	R-square	**R-square adjusted**
Employee Performance (Z)	0,881	0,877
Motivation (Y)	0,931	0,930
Predictive Relevance	0,992	

Source: Data processed 2024

Predictive relevance based on the calculation results of 0.992 or 99.2%, then the model has a predictive value that is already relevant. The predictive relevance value is 99.2%, which explains that the diversity of data that can be explained by the model is 99.2%, or in other words, the information contained in the data is 99.2% can be explained in the model. The remaining 0.8% was explained by other variables (not included in the model) and was categorized as invalid. This result states that the PLS model formed is valid because it explains 99% of the overall information.

Test F-*Square*

The F-Square test shows whether the endogenous latent variable has a large influence on the exogenous latent variable, F-Square itself has an indicator of the strength of the influence. The effect is said to be weak if the result is >0.02 as small, > 0.15 as moderate, and > 0.35 as large.

Table 1.9 F-Square Test Results

	Leadership Style	Employee Performance	Competence	Motivasi
Leadership Style		0,022		4,064
Competence		0,205		0,168
Motivation		0,167		
Employee Performance				

Source: Data processed 2024

Based on the table data, the *F-Square* value of leadership style on employee performance with a value of 0.022 can be declared to be fairly weak or small because the resulting value is> 0.02 but still < 0.15. Then on the variable leadership style on motivation has a strong or large influence because it is 4.064 > 0.35. The competency variable had a *moderate* or moderate influence because it was 0.205 > 0.15 but <0.35. The competency variable on motivation has *a moderate* or moderate influence because it is 0.168>0.15 but <0.35. In addition, the motivation variable on the employee performance variable includes *moderate* or moderate influence because it has a value of 0.167 > 0.15 but <0.35.

Hypothesis Testing

Based on the results of data processing carried out to answer. Hypothesis tests can be derived from t-statistical values and probabilities. To test the hypothesis using statistical values as a basis, a t-statistic of 1.96 was used for alpha 5%. Therefore, the criteria for accepting or rejecting the hypothesis are accepting Ha and rejecting H0 if t statistically >1.96. Reject or accept a hypothesis using probability. Ha is accepted if P *value* < 0.05 The following are the results of the hypothesis test obtained by the researcher using *the inner model*.
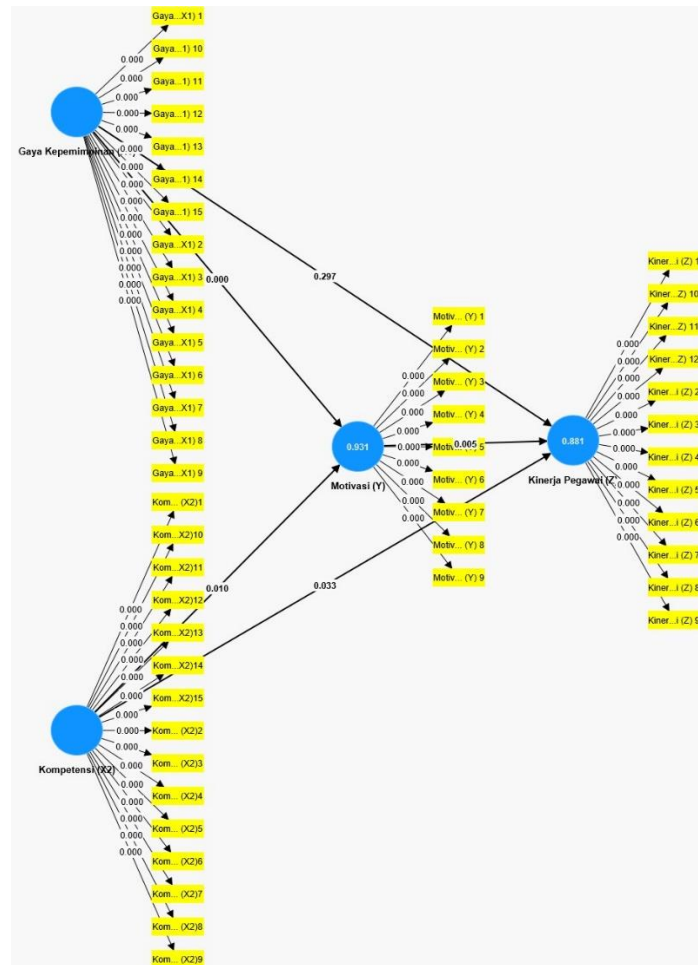
Figure 1.3 Results of Boosting Schematic Hypothesis Testing

Based on the calculation results, using the bootstrap method with the SmartPLS4 program. The score value of each indicator has been above 1.96, this states that all its dimensions have a significant influence. The following is the result of the hypothesis test:

Direct Effects of Exogenous Variables on Endogenous Variables

Based on the structural model analysis of the relationship between the research variables with Smart PLS, the recursive analysis model that is hypothesized between one construct and another has one causality direction or exogenous variables affect endogenous variables but not the other way around, then the output results of bootstrapping can be seen in the table below.

Table 1.10 Coefficient of Direct Influence of Exogenous Variables on Endogenous

	Original sample (O)	T statistics (|O/STDEV|)	P values
Leadership Style (X1) - Employee Performance (Z)	0,180	1,042	0,297
Leadership Style (X1) - Motivation (Y)	0,829	13,843	0
Competency (X2) - Employee Performance (Z)	0,265	2,134	0,033

Competence (X2) -Motivation (Y)	0,168	2,594	0,01
Motivation (Y) - Employee Performance (Z)	0,538	2,839	0,005

Source: Data processed 2024

We can conclude that there's some impact of each exogenous variable on endogenous variables as follows:

1. The coefficient of influence of Leadership Style on Employee Performance is 0.180 with the results of the T Statistics test of 1.042 < 1.96 and p-values of 0.297 < 0.05, so Leadership Style does not have a positive and significant influence directly on Employee Performance. This study shows that Leadership Style whoever the leader is will not affect Employee Performance.

2. The coefficient of influence of Leadership Style on Motivation is 0.829 with the results of the T Statistics test of 13.843 > 1.96 and p-values of 0.000 < 0.05, so Leadership Style has a positive and significant influence directly on Motivation. This means that the Leadership Style affects the motivation of its employees in performing performance. A good leadership style can motivate employees to be passionate about performance

3. The coefficient of influence of Competency on Employee Performance is 0.265 with the results of the T Statistics test of 2.134 > 1.96 and p-values of 0.033 < 0.05, so Competency has a positive and significant influence directly on Employee Performance. This means that the competencies possessed by the employees affect the performance of the employees. The competencies possessed by employees greatly determine the performance results of employees, meaning that the development or increased level of competence can affect employee performance to be better and improved.

4. The coefficient of influence of Competence on Motivation is 0.168 with the results of the T Statistics test of 2.594 > 1.96 and p-values of 0.01< 0.05, so Competence has a positive and significant influence directly on Motivation. This means that the competence possessed by the employees affects the motivation of employees. The competence possessed by employees determines the motivation of employees at work, meaning that the development or level of competence possessed by employees affects the motivation of employees to perform well and in accordance with agency regulations.

5. The coefficient of influence of Motivation on Employee Performance is 0.538 with the results of the T Statistics test of 2.839 > 1.96 and p-values of 0.005 ≤ 0.05, so Competence has a positive and significant direct influence on Employee Performance. This means that the motivation possessed by employees affects employee performance. The motivation that employees have determines the Employee Performance of employees at work, meaning that the increase in work motivation owned by employees affects the performance results in doing good performance and with integrity.

Indirect Effects of Exogenous Variables on Endogenous Variables

Based on the analysis of the structural model of the relationship between the research variables with Smart PLS with the intervening effect, the output results of bootstrapping can be seen in the table below.

Table 1.11 Coefficient of Indirect Influence of Exogenous Variables on Endogenous

	Original sample (O)	T statistics (|O/STDEV|)	P values
Leadership Style (X1) - Motivation (Y) -Employee Performance (Z)	0,446	2.794	0,005
Competency (X2) - Motivation (Y) ->Employee Performance (Z)	0,091	1.997	0,046

Source: Data processed in 2024

The table explains, the indirect influence of each exogenous variable on endogenous variables can be explained as follows:

1. The coefficient of influence of Leadership Style on Employee Performance through Motivation as an intervening is 0.446 with the results of the T Statistics test of 2.794 < 1.96 and p-values of 0.005 > 0.05, so Leadership Style through Motivation intervening has an influence on Employee Performance. This means that Motivation is an intervening variable in the performance of employees in doing work between Leadership Style and Employee Performance.
2. The coefficient of influence of Competence on Employee Performance through Motivation as an intervening is 0.091 with the results of the T Statistics test of 1.997 < 1.96 and p-values of 0.046 > 0.05, so Competence through Motivation intervening has an influence on Employee Performance. This means that Motivation also influences in doing work between Competence and Employee Performance.

The Results of Hypothesis Testing are the Influence of Exogenous Variables on Endogenous Variables

The analysis result, shows that the hypothesis and result of the impact from any endogenous variable may be presented as shown below:

Table 1.12 Results of Hypothesis Test on the Influence of Exogenous Variables on Endogenous

Variable	Original sample (O)	T statistics (|O/STDEV|)	P values	Information
Leadership Style - Employee Performance	0,180	1,042 < 1,96	0,297	Hypothesis Rejected
Leadership Style - Motivation	0,829	13,843 > 1,96	0	Hypothesis Accepted

Competency - Employee Performance	0,265	2,134 >1,96	0,033	Hypothesis Accepted
Competence - Motivation	0,168	2,594 >1,96	0,01	Hypothesis Accepted
Motivation - Employee Performance	0,538	2,839 >1,96	0,005	Hypothesis Accepted
Leadership Style - Motivation -Employee Performance	0,446	2,794 >1,96	0,005	Hypothesis Accepted
Kompetensi - Motivasi - Kinerja Pegawai	0,091	1,997 >1,96	0,046	Hypothesis Accepted

Source: Data processed in 2024

It can be elaborated that:

1) Leadership Style doesn't have a significant and positive impact on employee performance m The first hypothesis is rejected which cannot be proved.

2) Competence has a significant and positive influence on Employee Performance. This proves that H2 has accepted, namely "Competence Style has significant and also positive influence to the Employee Performance" able to be proven.

3) Leadership Style has a significant and positive influence on Motivation. This proves that H3 has accepted, namely "Leadership Style has significant and also positive influence to the Motivation" able to be proven.

4) Competence has a significant and positive influence on Motivation. This proves that H4 has accepted, namely "Competence has significant and also positive influence to the Motivation" able to be proven.

5) Motivation has a significant and positive influence on Employee Performance. This proves that H5 has accepted, namely "Motivation has significant and also positive influence to the Employee Performance" able to be proven.

6) Leadership Style has a significant and positive influence on Motivation. This proves that H6 has accepted, namely "Leadership Style has significant and also positive influence to the Motivation" able to be proven.

7) Competence gives a positive and significant influence on employee performance through motivation. Meanwhile, H7 provides a statement that competence in employee performance by motivation has an impact that can be validated.

DISCUSSION

The Influence of Leadership Style on Employee Performance in Suku Dinas Pendidikan Jakarta Utara II.

Based on the results of data analysis, the influence of leadership style on employee performance was 0.180 with the results of the T statistical test of 1.042 < 1.96 and p-values of 0.297 > 0.05, so leadership style did not have a positive and significant influence directly on employee performance. The leadership style caused by the change of leadership did not affect the performance of employees in the North Jakarta Education Office II Department.

The Influence of Competence on Employee Performance in Suku Dinas Pendidikan Jakarta Utara II.

The impact of competence on employee performance was 0.265 with the results of the T statistical test of 2.134 >1.96 and p-values of 0.033<0.05, so competence had a positive and significant influence directly on employee performance.

The Influence of Leadership Style on Motivation in Suku Dinas Pendidikan Jakarta Utara II.

The impact of leadership style on motivation was 0.829 with the results of the statistical T-test of 13.843 >1.96 and p-values of 0 < 0.05, so leadership style has a positive and significant influence directly on motivation.

The Effect of Competence on Motivation in Suku Dinas Pendidikan Jakarta Utara II

The impact from competence on motivation was 0.168 with the results of *the T statistical* test of 2.594 >1.96 and *p-values* of 0.01 < 0.05, so competence had a positive and significant influence directly on motivation. The higher the competence of the employees, the higher the motivation for employee performance.

The Effect of Motivation on Employee Performance in Suku Dinas Pendidikan Jakarta Utara II

The impact of motivation on employee performance was 0.538. With the results of the T statistical test of 2.839 > 1.96 and the p value of 0.005 < 0.05, this shows that motivation has a positive and significant direct influence on employee performance. This indicates that motivation is a factor for employees in producing employee performance.

The Indirect Influence of Leadership Style on Employee Performance Through Motivation

The indirect impact of leadership style on employee performance through motivation was 0.446. The statistical test of T with a value of 2.794 > 1.96 and a p-value of 0.005 < 0.05 shows that this indirect influence has a positive and significant influence on the performance of employees directly.

The Indirect Influence of Competence on Employee Performance Through Motivation

The indirect impact of competence on employee performance through motivation was 0.091. With a statistical test value of 1.997 (> 1.96) and a p-value of 0.046 (< 0.05), it can be concluded that the indirect influence of competence on employee performance through motivation has a positive and significant direct influence on employee performance.

CONCLUSIONS
Based on the discussion in the research, it can be concluded that:

It can be elaborated that:

1) Leadership Style doesn't have a significant and positive impact on employee performance m The first hypothesis is rejected which cannot be proved.

2) Competence has a significant and positive influence on Employee Performance. This proves that H2 has accepted, namely "Competence Style has significant and also positive influence to the Employee Performance" able to be proven.

3) Leadership Style has a significant and positive influence on Motivation. This proves that H3 has accepted, namely "Leadership Style has significant and also positive influence to the Motivation" able to be proven.

4) Competence has a significant and positive influence on Motivation. This proves that H4 has accepted, namely "Competence has significant and also positive influence to the Motivation" able to be proven.

5) Motivation has a significant and positive influence on Employee Performance. This proves that H5 has accepted, namely "Motivation has significant and also positive influence to the Employee Performance" able to be proven.

6) Leadership Style has a significant and positive influence on Motivation. This proves that H6 has accepted, namely "Leadership Style has significant and also positive influence to the Motivation" able to be proven.

7) Competence gives a positive and significant influence on employee performance through motivation. Meanwhile, H7 provides a statement that competence in employee performance by motivation has an impact that can be validated

RECOMMENDATIONS
1. The author hopes that this research can be used in reviewing policies related to human resource management, namely personnel, especially in leadership styles, competencies, and employee motivation in the work area which have an effect to employee performance.
2. The author hopes that there will be openness between leadership styles and employees for the sake of communication and relationships between

leaders, employees and friends in order to create a comfortable and competent working atmosphere.
3. Providing appreciation for employees who have worked well as motivation, improving employee competence and openness between employee leaders in order to create healthy employee performance.
4. The author hopes that the division of duties and responsibilities will be carried out by employees in consent by the experience and capabilities of employees, so that performance can be completed appropriately and efficiently
5. The author hopes that there will be an annual evaluation and work meeting of employees every year so that there is work knowledge between employees and motivates employees to work on performance according to the planned targets.

FURTHER STUDY

For this essay, the researcher acknowledges the existing shortcomings in language and writing. In striving for the work to be current and impactful, the researcher seeks constructive criticism and insightful suggestions from a diverse range of sources. This collaborative approach aims to enhance the essay's clarity, depth, and relevance.

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