The Effect of Leadership and Competency on Employee Performance Through Motivation as aMediation Variables : Case Study on Employees In One Door Integrated Service Implementation Unit Cipayung District, East Jakarta

Selviana[1], BomerPasaribu[2], Bongsu Saragih[3]

UniversitasKrisnadwipayana
Campus UnkrisJatiwaringin PO BOX 7774/Jat CM Jakarta 13077, Indonesia

ABSTRACT: This study aims to determine the effect of leadership and competence on employee performance through motivation as a case study mediation variable for employees of the PTSP Implementation Unit, Cipayung District, East Jakarta. This research uses quantitative methods with a descriptive approach—population and sample of 55 employees. The sampling technique used saturated models, and the data analysis method used path analysis. The results showed that leadership, competence, and motivation together had a significant effect on employee performance. Partially leadership and competence have a significant positive impact on employee performance.

KEYWORDS:leadership, competency, motivation, and employee performance

I.   INTRODUCTION

Based on the results of the World Bank survey of Ease of Doing Business (EODB) in 2017, Indonesia was ranked 91st in the world, which in the previous year was ranked 109, and the target in 2018 is to be in the top 40 (www.bkpm.go.id). Therefore, it is necessary to continuously change the quality of public services to create ideal available services. In line with this thought, the Government of Indonesia sees that the investment climate and ease of doing business cannot be separated from easy permit and non-licensing services.

Seeing these conditions, the Government through Presidential Regulation Number 97 of 2014 concerning One-Stop Integrated Service to bring closer and improve services to the community and shorten the service process to realize fast, comfortable, cheap, transparent, confident, and affordable services implemented a One Integrated Service Doors (PTSP). PTSP is an activity of administering a permit and non-licensing that has been delegated or delegated from an institution or agency with licensing and non-licensing authority, whose management process starts from the application stage to the issuance stage of documents carried out in one place.

The creation of quality of public services is one indicator of the successful performance of government organizations. Organizational performance is essential for the organization itself because organizational performance is a description of the results of the organization's work in achieving its goals, which of course, will be influenced by the resources owned by the organization. As for what is meant by organizational performance, according to Sarwono (2005: 175) is a description of the level of achievement of task implementation within an organization in realizing the goals, objectives, vision, and mission of the organization. And every employee must have an excellent performance to create the expected goals. Version is the behavior/attitude shown clearly by each employee as the employee's work performance following their role in the agency. The results of an employee's work in quality and quantity in the organization achieve goals in carrying out the tasks and work assigned to him (Rivai, 2017).

Employee performance appraisal is strategically directed at controlling productive work behavior, which is hinted at achieving agreed work results and not assessing an employee's personality. The elements of work behavior that affect the

performance being evaluated must be relevant and related to the implementation of work tasks within each employee's level of position being assessed. The performance appraisal must be carried out based on objective, measurable, accountable, participatory, and transparent principles so that the purpose of performance appraisal is to ensure objectivity. Employee coaching, which is carried out based on a work performance system and a career system that focuses on a work performance system, can be carried out as expected.

Employee performance appraisal is carried out systematically with emphasis on the level of achievement of the employee's work target or the level of achievement of the work that has been compiled and mutually agreed upon between the employee and the appraiser. The target of work performance appraisal is aimed at job duties and targets that must be achieved within the real and measurable assessment period. Each job assignment activity to be carried out must be based on the duties and functions, authorities, responsibilities, and job descriptions that have generally been stipulated in the Work Administration Structure.

In public sector organizations, several factors' performance is influenced by several factors, including leadership, motivation, competence, organizational culture, commitment, communication, abilities, knowledge, experience, interests, personality attitudes, physical conditions, supporting facilities, and their relationship with the organization. Many factors affect the performance of employees at UP PTSP, Cipayung District, East Jakarta. This study will only examine aspects of leadership, competence, and motivation on employee performance.

Based on the results of preliminary research conducted by researchers in the last three years (2016-2018), it shows that the performance target of 11.33% was not achieved in 2016, the realization of the Performance Standards for Civil Servants / SKP was 88.77% while the expectation of SKP results was 100% in 2016 While in 2017 the completion of SKP in 2017 was 89.74%, while the expected impact of SKP was 100%, this shows that the performance target was not achieved by 10.26% in 2017, while the realization of SKP in 2018 was 87.07%, while SKP's expected results in 2018 amounted to 100%, this shows that the performance target of 12.93% was not achieved in 2018.

Based on the initial research data obtained, there is still a lack of realization of employee performance expectations. This shows that employee performance is still not well implemented according to the organization's expectations and goals at the UP PTSP, Cipayung District, East

Jakarta. Based on the description above, at least we can see a comparison between the realization or achievement of performance in the UP PTSP, Cipayung District, East Jakarta, from year to year, never achieving the agreed targets or those that have become the goals of the organization.

One of the factors that affect employees' performance at UP PTSP, Cipayung District, East Jakarta, is leadership. According to Hanafi (2002), leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals and a willingness to be the main person in charge of the group activities they lead. Leadership broadly includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, controlling the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, gaining support and cooperation from people outside the group or organization.

In terms of leadership, apart from being the Sub-district Head Unit leader, function as managerial is also very much needed. Following the authority, the Sub-district Kanit has the power to prepare work plans and budgets and budget implementation documents to evaluate employee performance. Based on preliminary observations, the research is still felt to be very minimal in providing direction and guidance for the annual work plan process or work plan every day and month; even if there is guidance, it does not seem to provide quality performance achievement results in conforming with the expected goals but is more subjective and straightforward. This is very understandable because the District Heads' function is drained more of its energy in meeting activities and coordination with other agencies.

The District Heads' supervision and guidance to their subordinates should be delegated back to the respective officials under him. The delegation is given through the delegation of authority to the Head of Unit of each Kelurahan in full administratively, but operationally is still the District Head's responsibility. The board of management should be given following the provision of clear instructions and information through a letter of assignment or the like so that it does not appear subjective, is more focused, and can become an organizational pattern in carrying out its supervision, but this is still minimal by the leadership.

In terms of evaluation, all officials under the control of the District Heads must provide a report verbally or in writing to the District Head; it remains only to determine and regulate how many

times the information must be carried out and evaluated, as a consideration for the performance that has been done. Still, this is very rare in reality because, in addition to the busyness of the Sub-district Headquarters and the officials under him, it also occurs. After all, there is no commitment to improve himself if there is a lack of work implementation.

Other factors that influence employee performance are competence. Previous research regarding competence on employee performance was conducted by Novitasari (2014); Hanafi (2018) states that the quality of human resources affects work performance or employee performance. Employees must have useful competence so that they can have high performance. This competence relates to the ability of employees to complete their work. According to Wibowo (2014: 271), competence is the ability to carry out or perform a job or task based on skills and knowledge. It is supported by the work attitude demanded by the job.

Currently, employees at UP PTSP, Cipayung District, East Jakarta, have various educational backgrounds ranging from high school graduates to master's degrees, from those without experience to employees who have worked for more than 15 years. In terms of competence, daily work is more focused and assigned to one of the staff or general functional positions that have high enough competence. The workload given from the leadership to their subordinates is not evenly distributed, which results in a very subjective impression. On the other hand, there are still employees at the UP PTSP, Cipayung District, East Jakarta, who are not placed on their expertise, knowledge, or skills, so that the implementation of specific tasks is hampered. In terms of skills, employee skills should be created according to the organization's needs to feel more concerned about their organization because the organization needs them. These skills should be carried out or fostered by the leadership by providing provision or training to employees to have more knowledge and skills in carrying out their duties.

Referring to the results of the above preliminary observations, the researcher is interested in conducting further research on how competence affects employees' performance at UP PTSP, Cipayung District, East Jakarta, by looking at the current conditions of workers. It needs to be informed that from the community satisfaction survey results, PTSP DKI Jakarta received a satisfactory rating of 98.47%. And if you look at the results of the Ombudsman report on compliance with predetermined SOPs, PTSP DKI Jakarta also gets the High Compliance Predicate (green zone),

with this achievement and the existing conditions of competence that exist in PTSP, making researchers interested in examining the extent to which competence affects motivation and employee performance.

Motivation is also a factor determining the performance of an employee. This research has been conducted by Rahardian and Kencana (2016), which states that there is a significant influence between discipline and employee motivation on work effectiveness. Based on the regulations regarding the occupation of the State Civil Apparatus (ASN), it is also regulated in Government Regulation (PP) Number 53 of 2010 concerning Civil Servant Discipline in Article 3 paragraph 11. It is stated that every civil servant is obliged to come to work and comply with working hours. Article 7 regarding the levels and types of disciplinary punishment, there are 3 (three) levels of corrective punishment: mild, moderate, and severe disciplinary punishment. One indicator of employee motivation at work can be assessed from work discipline through employee absentee levels. Based on preliminary research observations, there are still employees who arrive late, employees who have not completed their work according to the target, and leave during working hours who are not clear where their goals are.

II. LITERATURE REVIEW
2.1 Leadership
Leadership plays a dominant, crucial, and critical role in the overall effort to improve organizational performance. Leadership is needed at individual performance levels, group performance levels, and organizational performance levels. The achievement of organizational goals is only possible because of the individuals' efforts in the organization; in other words, individual performance is related to organizational performance. It can be understood that version is seen from the results of the work implementation process (output), and that understanding is seen as a managerial relationship with organizational management.

According to Zaleznik in Siagian (2009), the role of leadership is the role that a leader plays in the context of organizational life in carrying out his function as a corporate manager. Of the various things that stand out the most from a manager, a leader is his motivation, history, way of thinking, and how to act.

Leadership towards the achievement of individual, group, or organizational performance is essential. Based on the experts' theories above, several things can be underlined from leadership's influence on performance in the organization. These

necessary things are the leader's role in an interpersonal manner (the leader's personal with the environment), the role of the informational leader (the part of the leader as a liaison in all interests), and the role of the leader in policy or decision making. Furthermore, from these roles, the core role of a leader in organizational management can be taken, which is very important in achieving goals, namely: the leader's function, the duties of the leader, and the responsibility of the leader.

According to Suradinata (2009), three dimensions of leadership have the main task, both in companies and government agencies, while these dimensions are divided into indicators as follows:

• Dimensions of Leadership Function with indicators: Responsible person, planner, policymaking, mentor, representative of the group.
• Dimensions of the duties of leaders with indicators: Providing instructions, supervising, meeting organizational needs, making rules, moving subordinates.
• Dimensions of Leadership Responsibilities with indicators: the obligation to complete tasks, be accountable to superiors or people who delegate authority regarding the results achieved.

2.2 Competence

According to Djamin (2019: 344), increasing the workforce's competence is the estuary of increasing competitiveness. Both must be done continuously. Increasing the competence of both hard kill and soft skills can be done through education, training, and apprenticeship. Meanwhile, increasing the workforce's competitiveness, apart from being dependent on competence, is also determined by professional certification, which is an acknowledgment of one's competence. With the certificate's existence, it will be known the level of technical competence of the workforce concerned.Some of the competency theories proposed by each expert agree regarding the competency elements of knowledge, skills, and attitudes. In general, competence is the knowledge, skills, and attitudes possessed by individuals in carrying out the tasks assigned to them in the organization.

This is in line with Prayito and Ahmad's thoughts in Rahardian and Gofur (2016), defining competence as an employee's aspect that enables him to achieve superior performance. These individual aspects include traits, motives, value systems, attitudes, knowledge, and skills. Competence is one of the factors that affect organizational goals. According to Hasibuan (2009), although organizational goals are clear, if employees

do not have sufficient competence at work, these goals will be hampered.

According to Spencer and Spencer (2014), many organizations are becoming interested in management to assess competencies based on 'how' employees carry out the performance. Competencies can be linked to performance and include intentions, actions, and outcomes.According to Bass (1990), competence associated with an account is a description of the primary skills, knowledge, and attitudes needed to achieve reasonable work performance. Performance as a result of these capabilities elements can be measured and standardized. The application of competence in improving performance can be carried out in various workplace activities, including performance management.

The definition of employee competence based on the experts' information above can be concluded that each employee's competence significantly affects organizational performance. The critical influence that should be had by each employee is to refer to the characteristics of competencies, namely: motives, traits, self-concept, knowledge, and skills, which in the end are characteristics. These employees must be implemented in positive work actions so that the organization's goals can be achieved.

According to McClelland (1987), competence is a fundamental trait that employees have to produce a good performance. In line with the above thought, McClelland (1987) details each competency as follows: (1). Skills: the skill or ability to do something good. (2). Knowledge: information that is owned or controlled by someone in a particular field. (3). Attitudes include the view of social roles: the image that a person projects onto others, self-image: the individual's perception of himself. Trait: a characteristic that is relatively constant in a person's behavior.

2.3 Motivation

One of the critical factors that play a role in human behavior and one's performance is motivation. Motivation is a process that describes a person's strength, direction, and persistence to achieve goals. Meanwhile, according to Adair (2007), motivation is what makes people do something. Still, the more important meaning of this word is that reason makes people expend energy for what they do. Abraham Maslow put forward a motivation theory called Maslow's Needs Hierarchy Theory / A Theory of Human Motivation or Maslow's Hierarchy of Needs Theory. In Hasibuan (2009: 153), Maslow says that: "The hierarchy of needs follows the plural theory, that is someone

behaves and works because there is an urge to fulfill various kinds of needs." Based on the sources and opinions of several experts, it can be concluded that the factors of work motivation are: need, salary, the resulting work performance, desire, job satisfaction, supervision, interpersonal relationships.

2.4 Employee Performance

According to Mangkunegara (2000), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities assigned to him. Hasibuan (2009) argues that performance is a result of work performed by a person in carrying out tasks assigned to him based on sincerity, experience, skills, and time, while Robbins (2008) argues that performance is an outcome achieved by employees in their work according to specific criteria, that applies to a job.

According to Siswanto (2002), performance results from work in quality and quantity achieved by a person in doing his job. Rivai (2005) argues that understanding is the real behavior shown by a person as a work performance produced by employees following their company's role. The results of an employee's work or activities in quality and quantity in the organization to achieve goals in carrying out tasks and jobs assigned to him. Bernadin and Russel (2002: 70) are related to the criteria for measuring employee performance, namely: a). Quality of work, b). Quantity of work, c) Time required, d). Effectiveness of resources, e). The need for supervision, f). Personality impact.

III. RESEARCH METHODS

This research will be conducted at UP PTSP Cipayung District, which is located at Jl. BinaMargaCipayungDistrict, East Jakarta. The research period is from January 2020 to March 2020.

3.1 Research Design

This research uses descriptive quantitative methods, and quantitative methods can be interpreted as a research method based on the philosophy of positivism, used to research on specific populations or samples, data collection using research instruments, data analysis is quantitative or statistical, it is hoped that this analysis can test the hypothesis, which has been determined (Sugiyono, 2013: 8). According to Sugiyono (2013), descriptive understanding is a method that serves to define the object under study with data or samples that have been collected without analyzing and making generally accepted conclusions.

The design of this research is to describe a particular variable, condition, symptom so that the research design is to analyze the data obtained thoroughly to know the relationship between the independent variables of leadership, competence, the dependent variable of employee performance, and the mediating variable of work motivation that affects the relationship between variables. Independent variable with the dependent variable. The relationship between variables can be described in the form of a path analysis diagram as follows:
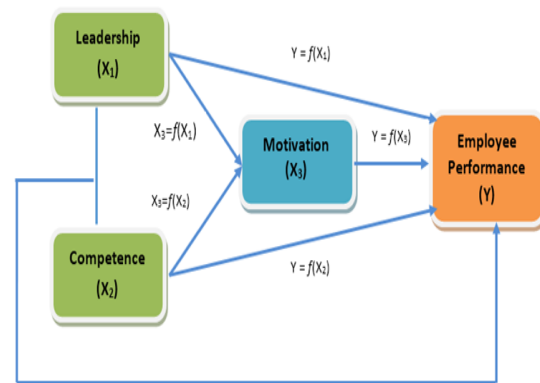

Figure 1. Overall Path Analysis

3.2 Population and Sample

According to Mulyadi (2016: 105), the population is a generalization area consisting of objects/subjects with specific quantities and characteristics determined by researchers to be studied and then conclusions are drawn. The population is not only people, but also other natural objects. The population is also not just the number in the object/subject being studied but includes all the object or subject's characteristics/properties. Based on the population explanation above, the population at UP PTSP Cipayung District was 55 respondents. The sample is part of the number and characteristics of the people, given the number of UP employees. PTSP Cipayung District is small, so the total sample size is 55 people or the population. The total number of samples was inputted in the data analysis. This sampling takes samples in a unit of study by looking at the same characteristics in each model. All samples taken at this organization use saturated sampling.

3.3 Data Sources and Data Scale

Sources of data used in this study are primary data and secondary data. Preliminary data can be obtained directly from the start and collected by the researchers themselves (Wahyuni, 2011: 4). Meanwhile, secondary data is data that has been collected by other parties, not researchers (Wahyuni, 2011: 4). This data is in books, reports issued by

both government and non-government institutions, especially data on leadership, competence, motivation, and employee performance. In this study, one of the secondary data was obtained from the staffing database, annual performance reports, and annual reports at UP PTSP, Cipayung District, East Jakarta.

IV. RESEARCH RESULTS AND DISCUSSION

4.1 Path Analysis

4.11 Analysis of the Influence of Leadership and Competence on Motivation

The regression analysis results of the influence of leadership and competence on motivation show the R Square value of 0.661. Score R^2 is used in calculating the coefficient value e_1. The coefficient $e1$ is a variant of motivation that is not explained by leadership and competence. The amount of the coefficient

$$e_1 = \sqrt{(1-R^2)} = \sqrt{(1-0,499)} = \sqrt{0,501} = 0,708$$

The regression equation is as follows:
$Y_1 = b_1X_1 + b_2X_2 + e_1$
$Y_1 = 0,267X_1 + 0,530X_2 + 0,708\ e_1$

The equation shows that:

a. Every time there is an increase in 1 leadership unit, there will be an increase in motivation of 0.267.

b. Every increase of 1 competency unit will be followed by an increase in motivation of 0.530.

So from equation (1), it can be seen that if leadership increases, motivation will increase. Likewise, with competence, if competence increases, motivation will also increase.
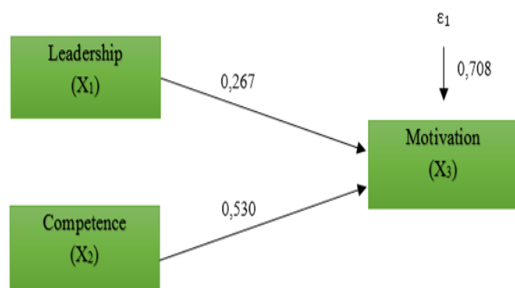

Figure 2.Substructure Equations 1

4.1.2 Analysis of the Influence of Leadership and Competence on Employee Performance through Motivation

The regression analysis results of the influence of leadership, competence, and motivation on employee performance show valueR^2 amounting to 0.534. The value of R^2 is used in calculating the

value of the e2 coefficient. The e2 coefficient is a variant of employee performance that is not explained by leadership, competence, and motivation. The amount of the coefficient:

$$e_2 = \sqrt{(1-R^2)} = \sqrt{(1-0,766)} = \sqrt{0,234} = 0,484$$

The regression equation is as follows:
$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$
$Y = 0,248\ X_1 + 0,477X_2 + 0,296X_3 + 0,484\ e_2$

The equation shows that:

a. Every time there is an increase in one leadership unit, an increase in employee performance will be followed by 0.248.

b. An increase will follow every rise of 1 competency unit in employee performance of 0.477.

c. Every time there is an increase in 1 motivation unit, an increase in employee performance will be followed by 0.296.

So from equation (2), it can be seen that if leadership increases, employee performance will increase. If competency increases, employee performance will also increase. Likewise, with motivation, if motivation increases, employee performance will also increase.
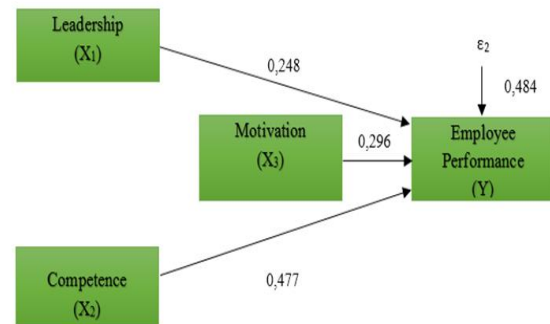

Figure 3.Substructure Equation 2

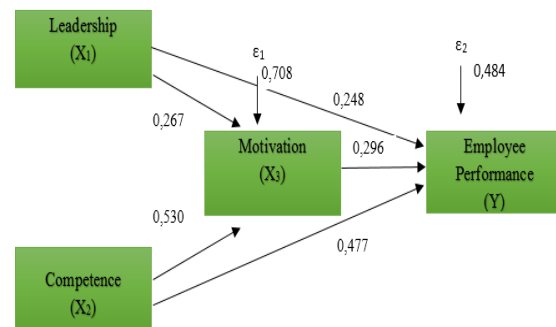Based on equations (1) and (2), a path analysis model is obtained.

Figure 4. Path Analysis Model

Hypothesis Test
1.   TheEffect of Leadership and CompetenceonMotivation
        Theanalysis of theinfluence of leadership and competenceonmotivation can be seen in the F / Anova test table. Theresults of the F test foundthatthevalue of the F-countis 25.846. Usingthewholelevel α = 5% (0.05), withthenumeratordegrees of freedom = 2 and thedenominatordegrees of freedom = 52, thevalue of F-count and F-tablewill be compared. Thisinformationobtainedthevalue of F5, namely F5% (2_52) = 3.18. Thus F-count> -Ftable(25.846> 3.18), H0 isrejected, and H1 isaccepted at thatwholelevel. Thissuggeststhatleadership and competenceinfluencemotivation in UP PTSP, CipayungDistrict, East Jakarta.
        Testingtheinfluence of leadershiponmotivationis done throughthe t-test. The t-test resultsfortheleadership variable obtained t -value = 2.329 with a significancelevel of 0.024, using a significancelimit of 0.05 received t table of 2,000. Thismeans t count> t -table (2.329> 2,000), whichmeansthat H0 isrejected and H1 isaccepted. Thus, it can be concludedthatleadershipinfluencesemployeemotivation at UP PTSP, CipayungDistrict, East Jakarta, wheretheinfluenceis positive, meaningthatincreasedleadership can increasemotivation.
        Testingtheinfluence of competenceonmotivationis done throughthe t-test. The t-test resultsforthecompetency variable obtained t value = 4.621 with a significancelevel of 0.000, using a significancelimit of 0.05 received t-table of 2,000. Thismeansthat t-count> t- table (4,621> 2,000), whichmeansthat H0 isrejected and H1 isaccepted. Thus, it can be concludedthatthereisaninfluence of competenceonemployeemotivation at UP PTSP, CipayungDistrict, East Jakarta, wheretheimpactis positive, meaningthatincreasedcompetency can increasemotivation.
Thusthefirsthypothesisisstatisticallytested.

2.   The   Influence   of   Leadership   and Competence on Employee Performance
        The analysis of the influence of leadership and competence simultaneously on employee performance can be seen in the F test table. The results of the F test found that the F-count value was 55.795. Using the whole level α = 5% (0.05), with the numerator degrees of freedom = 3 and the denominator degrees of freedom = 51, the value of F-count and F-table will be compared. This information obtained the value of F5, namely F5%

(3_51) = 2.79. Thus F-count> F-table (55.795> 2.79), H0 is rejected, and H1 is accepted at this whole level. This concludes that leadership, competence, and motivation simultaneously influence motivation in UP PTSP, Cipayung District, East Jakarta.
        Testing the influence of leadership on employee performance is done through the t-test. The t-test results for the leadership variable obtained t value = 2.986 with a significance level of 0.004, using a significance limit of 0.05 received t table of 2,000. This means t-count> t table (2.986> 2,000), which means that H0 is rejected and H1 is accepted. Thus, it can be concluded that there is an influence of leadership on UP PTSP, Cipayung District, East Jakarta, where the impact is positive, meaning that increased leadership can improve employee performance.
        Testing the influence of competence on employee performance is carried out through the t-test. The results of the t-test for the competency variable obtained t value = 5.080 with a significance level of 0.000, using a significance limit of 0.05 received t -table of 2,000. This means that t> t- table (5.080> 2,000), which means that H0 is rejected and H1 is accepted. Thus, it can be concluded that there is an influence of competence on employee performance in UP PTSP, Cipayung District, East Jakarta, where the impact is positive, meaning that increased competency can improve employee performance. Thus the second hypothesis is statistically tested.

3.   The Influence of Motivation on Employee Performance
        Testing the influence of motivation on employee performance is done through the t-test. The results of the t-test for the motivation variable obtained t value = 3.097 with a significance level of 0.003, using a significance limit of 0.05 received t -table of 2,000. This means that t> t- table (3.097> 2,000), which means that H0 is rejected and H1 is accepted. Thus, it can be concluded that there is an influence of motivation on employees' performance in UP PTSP, Cipayung District, East Jakarta, where the impact is positive, meaning that increased motivation can improve employee performance. Thus the third hypothesis is statistically tested.

4.   The Influence of Leadership on Employee Performance through Motivation
        The results of the analysis of the influence of leadership on employee performance through motivation based on calculations with path analysis are: X1 → X3 → Y = (ρX1X3) x (ρX3Y)

The indirect effect's value is obtained from the path coefficient value ρX1X3 multiplied by the path coefficient value ρX3Y to (0.267 x 0.296) = 0.079. The multiplication result shows that the coefficient value of the indirect effect is 0.079. Meanwhile, the value of the direct influence between ρX1Y is 0.248. This indicates that the indirect effect's amount is smaller than the immediate impact coefficient, namely (0.079 <0.248), and the total result is 0.248 + 0.079 = 0.327.

The path analysis results show that the variable of leadership can go through the mediating variable, namely motivation in influencing employee performance because the total effect value is greater than the direct effect. Thus the fourth hypothesis is statistically tested.

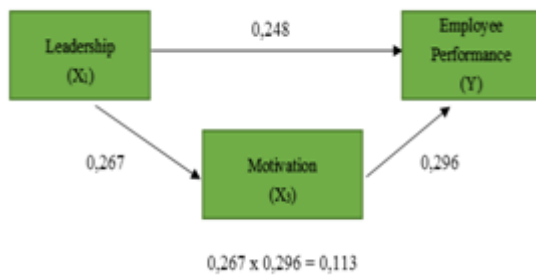Analysis of the path of leadership on employee performance throughmotivation can be described as follows.

0,267 x 0,296 = 0,113

Figure 5. Path analysis of the effect of X1 on Y through X3

5. The Effect of Competence on Employee Performance through Motivation

The results of the analysis of the influence of competence on employee performance through motivation based on calculations with path analysis in Figure 4.4 (Path Analysis Model) are:$X_2 \rightarrow X_3 \rightarrow Y = (\rho X_2 X_3) \times (\rho X_3 Y)$

The indirect effect's value is obtained from the path coefficient value ρX2X3 multiplied by the path coefficient value ρX3Y to (0.530 x 0.296) = 0.157. The multiplication result shows that the coefficient value of the indirect effect is 0.157. Meanwhile, the amount of the direct influence between ρX2Y is 0.477. This indicates that the indirect effect's value is smaller than the direct impact coefficient, namely (0.157 <0.477), and the total result is 0.477 + 0.157 = 0.634.

The path analysis results show that the competency variable can go through the mediating variable, namely motivation in influencing employee performance because the total effect value

is greater than the direct effect. Thus the fifth hypothesis is statistically tested.Analysis of the competency pathway on employee performance through motivation can be described as follows.
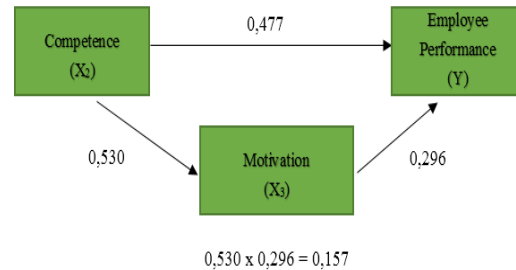

0,530 x 0,296 = 0,157

Figure 6. Path analysis of the influence of X2 on Y through X3

V. CONCLUSIONS AND SUGGESTIONS
Conclusion
Based on the results of the research that has been done, the following conclusions can be drawn:

1. Leadership and competence have a positive and significant effect on the motivation of employees of UP PTSP, Cipayung District, East Jakarta. This shows that good leadership and supported by high levels of employee competence can increase motivation.

2. Leadership and competence have a positive and significant effect on the performance of UP PTSP, Cipayung District, East Jakarta. This shows that the direction that is well implemented and supported by highly competent employees can improve employee performance.

3. Work motivation affects employee performance, which means that the higher the work motivation level can improve employee performance.

4. Leadership affects employee performance through motivation at the UP PTSP, Cipayung District, East Jakarta. This shows that well-implemented administration can improve employee performance if employees have a high reason to work.

5. Competence affects employee performance through motivation at the UP PTSP Cipayung District, East Jakarta. This shows that employees who have high competence can improve employee performance if they have an increased reason to work.

Suggestions
Based on the results of the research, suggestions that can be followed up are as follows:
1. For UP PTSP, Cipayung District, East Jakarta

a. Increasing the leadership role through the leader's duties by providing guidance and direction to employees regarding their responsibilities and functions and conducting regular supervision of subordinates.

b. For the competence of all employees to increase the need for awareness of leaders and employees to continuous learning (Life, Long Learning / L3) as a necessity and need of every employee in encouraging the improvement of their competencies, one of which is by having an employee professional certification.

c. For employee competence to be better, employees should further improve their communication skills by providing feedback to leaders and always exchanging information or knowledge sharing to achieve agency goals.

d. The leadership always motivates employees so that their work can meet the targets set by the agency.

2. For the next researcher, it is suggested that adding other variables outside the variables that have not been studied in this study are expected to affect employee motivation and performance.

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