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The Influence of Transformational Leadership, Competence, And Work Motivation on Employee Performance at The Office of The Integrated License Service and Investment (DPMPTSP) of The Mataram City

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ABSTRACT: Objective of the study is to examine the influence of transformational leadership, competence, and work motivation on employee performance. This study uses a quantitative method and is causal associative in nature. This research employs a quantitative methodology. To understand events, researchers that use quantitative research collect numerical data and analyze it using statistical methods. The method used in collecting this data is saturated sampling or census. The definition of saturated sampling or census is a sampling technique in which all members of the population are used as samples. This research uses the census method. Multiple linear regression using the SPSS 29.0 tool was used for data analysis in this study. The study indicates that: (1) Transformational leadership has a positive and significant effect on employee performance in employees of the Mataram City Investment and One-Stop Integrated Service Office. (2) The competence is high. Competence does not have a significant effect on employee performance on employees. (3) Work motivation is high. Work motivation has a significant positive effect on employee. (4) Employee performance is high. Respondents who feel very responsible for their work tend to strive to provide the best results. Capacity-building programs such as transformational leadership training and development focus more on empowerment programs, inspirational development, communication skills, and the creation of more innovative work ecosystems that can be implemented. Another thing is always adapting and mitigating changes that occur both in the internal environment such as changes in policies, work systems and mechanisms, and institutions, and in the external environment such as assessing and fulfilling expectations of service satisfaction from the provision of licensing services, as well as the speed of change in information technology.

Keywords -Transformational leadership, competence, work motivation, employee performance

I. INTRODUCTION

The changing organizational environment, which is increasingly complex and competitive, requires organizations to be more responsive to survive. The most important aspect of planned and unplanned organizational change is individual change. This change in individuals is not easy but must go through a process. Leaders as role models in the organization, so change must start from the top level (leaders), for this reason, the organization needs reformist leaders who can become the driving force of organizational change (transformation). Human resources (HR), as it is known, is one of the strategic and key issues as stated by [21], and Human resource is a source of competitive advantage for all organizations, also reinforced by [26]. HR is considered valuable because it has different skills as stated by [27], therefore, as one of the resources in the organization, HR has an important role in achieving organizational goals because humans always play an active and dominant role in every organizational activity both as planners and implementers as stated by [40]. Thus, if HR is good, it is expected that the existence of the organization in the future will be better, so HR can be said to be good if it has high performance at work, and vice versa if HR is bad then the running of the organization has the potential to be bad, because a low level of performance characterizes poor HR, therefore, to provide good performance for the organization, high employee performance is highly expected by the organization. The More employees who have superior performance it is expected to be able to create an efficient and effective organizational ecosystem, which will generally increase in line with the aim that the organization can survive in world competition [17].

Performance is a manifestation of work produced by a person group of people or a team in an institution or organization in the form of work results obtained by their main obligations and responsibilities in the organization or institution to achieve the vision and mission of the organization [39]. Indeed, employee performance has a big role for organizations or institutions because employee performance contributes to the achievement of the performance of organizational functions, which in turn the tasks and functions of the organization will also contribute to the achievement of organizational goals [41]. As also stated by [23], performance can be interpreted as employee work results (work performance), both in terms of quality and quantity that an employee can achieve. the notion of performance in general is an achievement achieved by individuals in completing a job or responsibility by their rights and obligations during work. To be able to achieve a performance a person must be able to develop the abilities possessed in himself to achieve performance [5]. Employee performance can be influenced by several factors, one of which as stated [11] consists of motivation, organizational culture, leadership style, work procedures, communication, education level, competence, work experience, compensation, training, career development, promotion, loyalty, physical environment, organizational climate, conflict, organizational commitment, and organizational effectiveness. Furthermore, [4] explains that the factors that affect performance are work motivation, training, education (competence), compensation, technology, skills, and work discipline. Researchers have re-examined the factors mentioned above: leadership style, competence, and work motivation. Leadership style is one of the determinants of the achievement of an organization. Leaders have an important role in moving and influence employees to improve performance so that the goals of the organization can be achieved [38,35], while work motivation refers to why and how a person behaves in a certain way.

Transformational leadership is a leader who inspires followers to go beyond their interests and who can have a deep and extraordinary impact on followers [37]. Transformational leadership is the antithesis of leadership models that want to maintain the status quo, so transformational leadership can be defined as leadership that includes organizational change efforts [33]. [52] describe several indicators covering four dimensions of transformational leadership, namely idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation. This is then reinforced by the results of research by [7] which show that transformational leadership style has a positive and significant effect on employee performance.

Competence is expertise in carrying out or performing a particular job or role based on skills and knowledge and assisted by an action on the activities required by the profession [29]. Competence is also defined as a person's expertise to create a pleasant atmosphere in the workplace, among others, shown by a display of a person's expertise to send and apply the explanations and insights he has in the current atmosphere and increase the benefits he has [49]. Furthermore, the opinion of [19] states that competence is the expertise possessed by employees to carry out a job correctly and has an advantage based on conditions concerning knowledge, expertise, and action. Indicators for measuring competence as stated by [15,48] include technical skills, science, mastery of technology, work skills, and communication. Previous research support related to the effect of competence on employee performance includes research conducted by [47,8] the results of their research stated that there is a significant effect of competence on employee performance. However, it was found different from the results of research conducted by [42] which stated that there was no influence between competence on employee performance. So, there is still a research gap in this study and further research has been carried out. The results stated that competence has a positive and insignificant effect on employee performance. This means that the competence of an employee does not influence employee performance.

Work motivation is the drive or desire that encourages someone to work well and achieve the organization's or company's goals. The results of the research including conducted by [36], states that employee work motivation is an internal process that triggers, directs, and maintains productive and meaningful work behavior. According to [20], it is stated that work motivation is a psychological state that encourages a person to take certain actions directed at specific goals. With this work motivation, employees are expected to contribute their best, work more productively, and increase work effectiveness and efficiency [30]. Indicators used to measure work motivation as explained [12] include the direction of behavior, level of effort, and level of persistence. This is supported by the results of previous studies including by [30] which state that work motivation affects employee performance.

DPMPTSP is one of the work units within the scope of the Mataram City Government. The establishment of this agency is one of the important instruments for the revival of the economy in the City of Mataram so it is expected to leverage and improve the welfare of its people through the ease of doing business it provides through the process of providing investment services, business licensing, and non-business licensing to people who will do business comfortably, safely and easily by applicable laws and regulations. With the existence of this institution, it is expected that the Mataram City Government will have a competitive advantage in providing licensing and non-licensing services to the community. The form of services provided includes business licensing and non-business licensing services in a prime and one-stop manner integrated with other technical DPOs based on the principles of convenience, speed, transparent tariffs/fees, clear requirements, clear and definite systems, mechanisms and procedures, and timeliness in the licensing completion process which is held online, besides that it is also supported by utilizing adequate Information Systems and Information Technology so that data and information stored and presented are always fast, precise and accurate. Seeing the importance of this agency for the community, it is hoped that employees at DPMPTSP Mataram City will be able to provide good service to the community, help facilitate the entire process of organizing business licensing and non-business licensing so that DPMPTSP employees are believed to have good performance as well.

Sulastri (2015), defines that transformational leadership style is a leader who can bring about changes within each individual who is visible and/or for the entire organization to achieve higher performance, while employee performance has a big role for organizations or institutions because the performance of an employee will contribute to the achievement of organizational performance and functions, which in turn these organizational functions will also contribute to the achievement of organizational goals [41]. This leadership style creates an environment where leaders inspire and motivate employees to achieve the best results. By presenting a strong vision, transformational leadership helps direct employees' goals toward something bigger and more meaningful. Through effective communication, these leaders build trust-based relationships, spark creativity, and encourage active participation. Transformational leadership also focuses on the personal development of employees. By providing learning and development opportunities, these leaders increase intrinsic motivation, which is a key resource for high performance. Transformational leadership also creates an environment that supports innovation and shared problem-solving, inspiring employees to contribute creative ideas and solutions. The emotional support provided by transformational leaders helps to reduce stress and create a positive work climate, which results in employee satisfaction with work and the organization, ultimately improving overall performance. By involving employees in the decision-making process and building deep relationships, transformational leaders can create a strong sense of ownership of organizational goals, encouraging greater dedication and commitment. This is supported by previous research by [7] that transformational leadership style has a positive and significant effect on employee performance.

II. LITERATURE REVIEW

Employee Performance

Employee performance results from a planned specific work process at the time and place of the employee and the organization concerned, according to [26]. Performance, according to Simamora (2015) stated that for the organization to function effectively and by organizational goals, the organization must have good employee performance, namely by carrying out its tasks in a reliable manner. Meanwhile, according to [23], performance (work performance) is the quality and quantity of work an employee achieves in carrying out his duties by the responsibilities given to him. Furthermore, performance according to [28] is what is done or not done by employees. From several expert opinions, it can be concluded that employee performance is the result of work carried out by someone in an organization to achieve the desired goals of an organization and minimize the losses it causes.

The Influence of Transformational Leadership on Employee Performance

Denny Setiawan in [47], transformational leadership style is a leader who is able to bring about changes within each individual who is visible and/or for the entire organization to achieve higher performance, while employee performance has a big role for an organization or institution because the performance of an employee will contribute to the achievement of organizational performance and functions, which in turn these organizational functions will also contribute to the achievement of organizational goals [41]. This leadership

style creates an environment where leaders inspire and motivate employees to achieve the best results. By presenting a strong vision, transformational leadership helps direct employees' goals towards something bigger and more meaningful. Through effective communication, these leaders build trust-based relationships, spark creativity and encourage active participation. Transformational leadership also focuses on the personal development of employees.

By providing learning and development opportunities, these leaders increase intrinsic motivation, which is a key resource for high performance. Transformational leadership also creates an environment that supports innovation and shared problem-solving, inspiring employees to contribute creative ideas and solutions. The emotional support provided by transformational leaders helps to reduce stress and create a positive work climate, which results in employee satisfaction with work and the organization, ultimately improving overall performance. By involving employees in the decision-making process and building deep relationships, transformational leaders can create a strong sense of ownership of organizational goals, encouraging greater dedication and commitment. This is supported by previous research by [7] that transformational leadership style has a positive and significant effect on employee performance.

The Influence of Competence on Employee Performance

According to [51] it is explained that competence is a person's skill to carry out his duties or work assigned and based on reliability, intelligence and employee behaviour required by the job. Competence can indicate the skills or knowledge characterised by professionalism in a particular field that is considered the most important, as the flagship of that field. Employee performance has a big role for organizations or institutions because the performance of an employee will contribute to the achievement of the performance of organizational functions, which in turn these organizational functions will also contribute to the achievement of organizational goals [41].

The importance of competence in improving employee performance cannot be ignored. Competence, which includes job-relevant knowledge, skills and attitudes, has a positive and significant impact on employee work outcomes [14]. Employees who have good competence tend to be more effective in completing the tasks assigned to them. With strong knowledge in their field, employees can better understand the challenges faced and find efficient solutions [8]. In performance appraisal, competence is often one of the main criteria. The ability to fulfil job demands well often reflects an employee's level of competence [8]. Investment in employee competency development is an important step for the long-term success and growth of the organization. Previous research support related to the influence of competence on employee performance, such as research conducted by [47,8,6] in the results of their research stated, there is a significant effect of competence on employee performance.

The Influence of Work Motivation on Employee Performance

The study [42] wrote in the results of his research that intrinsic motivation has a positive and important impact on employee performance capabilities. To get good performance results, there needs to be good performance from employees. A person's attitude arises more from causes from within the individual's heart, employees are enthusiastic in completing their performance. In a study conducted by [32] according to the results of his research, it was explained that intrinsic motivation has a positive and important impact on employee performance capabilities. The greater the intrinsic motivation, the higher the employee performance, because it will result in an increase in employee performance capabilities, which in turn increases the ability of the institution.

Intrinsic motivation is a drive that starts from within the employee, which means that an employee carries out an action that does not come from encouragement or other factors that come from outside the individual. [33] described in the results of his research that the higher the employee who has intrinsic motivation, the higher the employee's performance. Supported by previous research by [30,34] which states that work motivation has a significant effect on employee performance.

III. METHOD

This study employs quantitative research with associative causalas defined by [46], looks at the causal association between one or more other variables. The method used in collecting this data is saturated sampling

or census. The definition of saturated sampling or census is a sampling technique in which all members of the population are used as samples [46]. This research uses the census method. If the number of subject members in the population only includes less than or between 100 to 150 people, then in terms of data collection the researcher uses a questionnaire/questionnaire, then the number of subjects should be taken as a whole. Multiple linear regression was used for data analysis in this study.

IV. RESULTS

One of the requirements that must be met in regression analysis is that the data and regression model are normally distributed. The Normality Test aims to test whether, in the regression model, the dependent variable and the independent variable both have a normal distribution or not. Data normality can be seen from the normality test. Kolmogorov-Smirnov of each variable. Data analysis was done with the help of a computer program, SPSS version 29. The basis for decision-making is based on probability. Normality testing was carried out on all variables studied, which included transformational leadership variables (X1), competence (X2), work motivation (X3), and employee performance (Y). The test results on the research sample are used to conclude whether the observed population is normally distributed or not, with the test criteria being H_0 rejected if $Asymp. Sig > 0.05$ and accept H_1 for others.

Table 1. Normality Test Result

One-Sample Kolmogorov-Smirnov Test			
	Transformational Leadership	Competence	Work Motivation
Test Statistic	.182	.244	.210
Asymp. Sig. (2-tailed)	<.001	<.001	<.001

Based on the normality test results in the Table above, the normality of each will be explained as follows: Transformational Leadership; at $Asymp. Sig$ for two sides, the significance value of the transformational leadership variable for DPMPSTSP employees of Mataram City is smaller than 0.001, and the significance value of the transformational leadership variable is smaller than 0.05 ($0.001 < 0.05$) which means that H_0 is accepted or the data from transformational leadership is not normally distributed. Competence; On $Asymp. Sig$ for two sides, the significance value of the competency variable of DPMPSTSP employees of Mataram City is smaller than 0.001. The significance value of the competency variable is smaller than 0.05 ($0.001 < 0.05$) which means that H_0 is accepted or the data from competence is not normally distributed. Work Motivation; On $Asymp. Sig$ for two sides, the significance value of the work motivation variable of DPMPSTSP employees in Mataram City is smaller than 0.001, the significance value of the work motivation variable is smaller than 0.05 ($0.001 < 0.05$) which means that H_0 is accepted or the data from work motivation is not normally distributed.

Table 2. Homogeneity Test Result

Tests of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
Result	Based on Mean	9.565	3	356	<.001
	Based on Median	7.957	3	356	<.001
	Based on Median and with adjusted df	7.957	3	280.690	<.001
	Based on trimmed mean	10.240	3	356	<.001

Based on Table 4.2 above, it shows that the value of $Sig. (<.001)$ is smaller than 0.05 so that H_0 is accepted, meaning that the three independent variables are not homogeneous.

Table 3. Autocorrelation Test Result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.566 ^a	.320	.296	6.448	1.923

Based on the Table above, the Durbin-Watson value is 1,923 so there is no autocorrelation. This means that the independent variables in this study are not disturbed or affected by confounding variables. Meanwhile, it is known that the coefficient of determination or R Square is 0.320. This R Square value of 0.320 comes from multiplying the value of the correlation coefficient or "R", which is $0.566 \times 0.566 = 0.320$. The coefficient of determination (R Square) is 0.320 or equal to 32%. This figure means that the transformational leadership variable (X1), competence (X2), and work motivation (X3) simultaneously (together) affect the employee performance variable (Y) by 32%. While the rest ($100\% - 32\% = 68\%$) is influenced by other variables outside this regression equation or variables not examined.

Table 4. Simultaneous Correlation Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 ^a	.320	.296	6.448

From the SPSS output column above, information can be obtained that the simultaneous correlation coefficient is 0.566. This value indicates that the relationship between all independent variables and the dependent variable is quite strong. In addition, it can also be obtained information on how much the coefficient of determination is $(0.320) \times 100\% = 32.0\%$. This value indicates that the contribution of all independent variables to the dependent variable simultaneously is 32.0%. Meanwhile, the rest is the contribution of other factors besides the factors represented by the independent variables in this example.

Table 5. Multiple Linear Regression Results

Coefficients ^a					
Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
	B	Std Error	Beta		
(Constant)	6.504	9.460		.688	.494
Transformational Leadership	.567	.107	.481	5.315	<.001
Competence	.265	.169	.153	1.570	.120
Work Motivation	.473	.164	.276	2.886	.005

Based on the data in the table above, the results of the multiple linear regression equation can be obtained as follows:

$$Y = 6.504 + 0.567X_1 + 0.265X_2 + 0.473X_3$$

- The constant of 6.504 states that if there is no influence of the independent variable (equal to zero) or constant, employee performance will increase by 6.504.
- The regression coefficient of the transformational leadership variable is obtained at 0.567, which means that if the transformational leadership variable increases by 1 unit, it will increase the value of employee performance by 0.567.
- The regression coefficient of the competency variable is obtained at 0.265, which means that if the competency variable increases by 1 unit, it will increase the value of employee performance by 0.265.
- The regression coefficient of the work motivation variable is equal to 0.567, which means that if the work motivation variable increases by 1 unit, it will increase the value of employee performance by 0.473.

V. DISCUSSION

1. The Influence of Transformational Leadership on Employee Performance

The results showed that transformational leadership has a significant positive effect on employee performance with a coefficient value of 0.567 and a P value of $0.000 < 0.05$. So, the first hypothesis (H1) is accepted. This means the higher application of transformational leadership will significantly improve employee

performance at DPMPTSP Mataram City. This refers to a leadership style where the leader focuses on inspiring, motivating, and developing subordinates in a way that stimulates their personal and professional development. Transformational leaders tend to encourage associates to actively participate, innovate, and contribute to the vision and goals of the organization. This indicates that transformational leadership can contribute to improving employee performance. Thus, leaders who apply this approach positively impact how their subordinates perform. As such, it suggests that the impact produced by transformational leadership on employee performance is not just chance or the result of random variation.

Instead, this impact has a statistically sound basis and can be considered a reliable relationship. In line with the Self-Determination Theory by Deci and Ryan in 1985, transformational leaders always encourage subordinates to take initiative and actively participate in decision-making. This is useful for providing a sense of control and autonomy in their work. Transformational leaders offer support for personal capacity building and training needed to develop subordinates' skills and competencies. So that it can help them be competent in carrying out tasks. Transformational leaders always create deep relationships and empathy with their subordinates. Furthermore, this can fulfill the need for social connectedness and recognition among them. The results of this study support research conducted by [7] which state that transformational leadership has a positive and significant effect on employee performance.

2. The Influence of Competence on Employee Performance

The results showed that competence has a positive and insignificant effect on employee performance with a coefficient value of 0.256 and a P value of $0.120 > 0.05$. So the second hypothesis (H2) is rejected. This means that an employee's competence does not directly influence employee performance at DPMPTSP Mataram City. Even though someone has strong competencies, if there are no opportunities or situations in the work environment that allow them to apply these competencies, then the impact on performance can be limited. Employee performance is strongly influenced by the work environment that allows them to use and develop competencies. There are external factors that can affect employees' performance beyond their competencies. For example, organizational issues, changes in the work environment, or personal factors such as health conditions or personal life can affect focus and dedication to work. In some cases, employee performance is also affected by the ability to collaborate in a team and fit into the organization's culture. A person may have good competencies, but their performance could be affected if they don't fit in with the team dynamics or organizational culture. While competence is important, intrinsic motivational factors, such as passion and work ethic, also play a big role in determining performance levels. People who have competence but lack motivation are less likely to achieve optimal results.

McClelland's competence theory suggests that individuals have three basic types of needs: achievement, power, and affiliation. If individuals have a highly dominant need in one of these areas, their focus is on something other than developing competencies appropriate to the job tasks. For example, individuals who have a strong need for personal achievement may focus too much on individual achievement rather than developing the team skills required for team performance. If the competencies possessed by employees are not relevant to the job tasks and responsibilities, then their performance will not improve despite having good competencies. For example, if someone has skills in a field unrelated to their current job, the competence does not have a significant impact on performance. This is in line with the results of research conducted by [42] which states that there is no influence between competence on employee performance.

3. The Influence of Work Motivation on Employee Performance

The results showed that work motivation has a significant positive effect on employee performance with a coefficient value of 0.473 and a P value of $0.005 < 0.05$. So that the third hypothesis (H3) is accepted. This means that the higher the work motivation felt by employees will significantly improve employee performance at DPMPTSP Mataram City. This shows that high work motivation provides additional energy to employees to face tasks and challenges with high enthusiasm. They tend to be more motivated to overcome obstacles and strive to achieve optimal results. Motivated employees tend to put more effort into their work. They feel more committed to the tasks they perform, which has the potential to improve the quality of work and the results they produce. High work motivation encourages employees to take initiative and generate creative ideas in the work environment. They feel eager to contribute more and look for new ways to solve problems or improve quality in their work processes. Motivated employees tend to have a higher commitment

to the organization they work for. Strong motivation can result in greater loyalty, which positively impacts their long-term performance and contribution to the organization. High motivation can lead to the completion of tasks quickly and efficiently. Motivated employees tend to focus on their tasks without too many distractions or procrastination. Personal satisfaction and sense of achievement are the results of high work motivation. Employees who feel successful in their tasks tend to be more satisfied with their jobs, which in turn can improve their overall performance. High work motivation contributes to an increase in overall work productivity. Highly motivated employees will do more work in less time, as they feel energized to deliver maximum results. Long work experience has trained respondents to remain resolute in the face of challenges and trained in the face of change. This perseverance and consistency, supported by strong motivation, can contribute to stable and superior performance.

This is supported by intrinsic motivation, which is the initial impetus from within the employee, which means that for an employee in carrying out an action does not come from encouragement or other factors that come from outside the individual. This is in line with the results of research as stated by [32] which is described in the results of his research that the higher the intrinsic motivation that employees have, the higher the employee's performance. Employees who feel satisfied with their duties and get recognition for their efforts tend to provide better performance. This motivation can encourage them to do their work with greater enthusiasm and dedication. The motivational factors in this theory create intrinsic satisfaction, which is a strong incentive for employees to do a better job. When employees feel that their work has meaning and gives them a sense of achievement, they tend to be highly motivated to achieve better results. Motivational factors in this theory focus on personal achievement and growth. Employees who are motivated by challenges, responsibilities, and opportunities for personal growth may be more engaged in tasks that allow them to develop. This can drive higher performance as they strive for achievement and progress on the job. The results of this study are in line with the results of research conducted by [30] that work motivation affects employee performance.

VI. CONCLUSION

The following are the research's conclusions, which are as follow: (1) Transformational leadership has positive significant effect on employee performance. (2) The competence employees are high. Competence does not have a significant effect on employee performance. (3) Work motivation of employees is high. Work motivation has positive significant effect on employee performance. (4) Employee performance is high. Respondents who feel very responsible for their work tend to strive to provide the best results.

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