

## EMPLOYEE PERFORMANCE IN THE GENERAL SECTION OF THE REGIONAL SECRETARIAT OF SUKOHARJO REGENCY

Farouq Syaiful Zaman<sup>1)</sup>, Istiatin<sup>2)</sup> and Sarsono<sup>3)</sup>



**Email :**  
[syaifzaza@gmail.com](mailto:syaifzaza@gmail.com)

**AFFILIATION:**  
Magister Manajemen Islam Batik University

**CORRESPONDENCE:**

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**Abstract:** This study was used to see the influence of motivation, competence, leadership style, and human resource management on Employee Performance in the General Section of the Regional Secretariat of Sukoharjo Regency. This study used a quantitative descriptive approach with data collection using questionnaires, observations, documentation, inter-views and literature studies. The research was conducted at the General Section Office of the Regional Secretariat of Sukoharjo Regency located in the Wijaya Tower Building. This research was conducted for 6 months. The population in this study were 40 employees of the General Section of the Regional Secretariat of Sukoharjo Regency. This study will use a non-probability sampling approach. The sample taken in this study was 40 employees of the General Section of the Regional Secretariat of Sukoharjo Regency. This study uses a linear regression analysis tool with the help of SPSS software. Based on the results of hypothesis testing and the discussion that has been carried out, it can be concluded that Motivation, Competence, Leadership Style, Human Resource Management have a significant effect on employee performance in the General Section of the Regional Secretariat of Sukoharjo Regency.

**Keywords:** motivation, competence, leadership style, employee performance, and human resource management.

### INTRODUCTION

It is increasingly easy for the public to monitor the running of government with the development of technology, especially information technology. The development of information technology makes it easier for the public to access all kinds of information, including information on the

implementation of government and the performance of state apparatus as an institution providing public services. Public expectations of public services are increasing along with the development of an increasingly complex and dynamic era. In order to welcome this era, responsive, adaptive, innovative and contributive human resources are needed for state apparatus.

The government has expectations and aspirations to provide excellent public services to the community. This is in line with the bureaucratic reform initiated by the government, to move towards *good governance and clean government* (good and clean governance). Public service is closely related to the human resources behind the service. Government employees are the leading human resources in providing public services. Excellent public service can only be achieved if the human resources behind it also have excellent performance.

Performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. This is stated by Andriana et al (2020). Meanwhile, the characteristics of people with high performance are expressed by Bintoro (2017:107), namely: having high personal responsibility, daring to take and bear the risks faced, having realistic goals, having a comprehensive work plan and striving to realize its goals, utilizing concrete feedback in all work activities carried out and seeking opportunities to realize the programmed plans. Assessment of the level of ability and professionalism of existing government employees needs to be carried out routinely and repeatedly. Based on this assessment, it is hoped that improvements in the quality of human resources can be made according to job demands and professional responsibilities through various improvements towards better performance.

Motivation greatly influences a person's performance. Someone who has high motivation will also have high performance. Motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to do activities with sincerity, joy and earnestness so that the results of the activities carried out get good and quality results (Afandi: 2018). Farida (2016) states that motivation is something that causes, channels, and supports human behavior. So that you want to work hard and enthusiastically to achieve optimal results. Optimal results can be achieved if a job is done with high motivation.

An employee's performance is also influenced by competency factors. Competence is a characteristic that underlies a person related to the effectiveness of individual performance in their work or the basic characteristics of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference. Competence lies in the inner part of every human being and is always present in a person's personality that can predict behavior and performance broadly in all situations and work tasks (Triastuti, 2019). Meanwhile, according to Wibowo (2017), competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. The higher a person's level of competence, the better the quality and optimal work handled by him.

An organization in carrying out its activities to achieve the vision and mission of the organization, of course, will be guided by someone called a leader. The leader is the one who ensures that an organization runs on the right track to achieve organizational goals. The right leadership style is a guarantee of achieving organizational goals, because leadership style affects the performance of subordinates as the driving resources of the organization. Leadership style is the way a leader influences the behavior of his subordinates, so that they are willing to work together and work productively to achieve organizational goals (Hasibuan: 2017). According to Edi Sutrisno (2016) leadership style is a process of a person's activities to move others by leading, influencing, guiding others to do something in order to achieve the expected performance results.

An organization is a combination of many different human resource elements. The differences that exist are not obstacles in achieving organizational goals, but the differences that exist need to be managed optimally and wisely so that the vision and mission of the organization can be achieved. An art or management is needed to manage differences and maximize the potential of existing human resources. According to Afandi (2018) Human Resource Management in terms of science is the science and art of regulating relationships and roles of workers efficiently and effectively so that the goals of the company, employees and society are achieved. Meanwhile, according to Fahmi (2016) Human Resource Management is a series of organizational activities and is directed at attracting, developing and retaining effective workers.

## METHODS

This study uses a quantitative descriptive approach. This study is used to see the influence of motivation, competence, leadership style, and human resource management on Employee Performance in the General Section of the Regional Secretariat of Sukoharjo Regency by collecting data using questionnaires, observations, documentation, interviews and literature studies.

The research was conducted at the General Office of the Regional Secretariat of Sukoharjo Regency located at Menara Wijaya Building, 8th-9th Floor, Jl. Jendral Sudirman No.199, Jombor Village, Bendosari District, Sukoharjo Regency, Central Java, 57121. The reason for choosing the research location was the existence of problems relevant to motivation, competence, leadership style, and human resource management considering that the agency studied was a regional apparatus organization that had been established for a long time so that it needed to be refreshed regarding the variables that affect employee performance.

This research was conducted for 6 months starting from January to June 2024, starting from observation to the preparation of data results and research conclusions.

The population in this study were 40 employees of the General Section of the Regional Secretariat of Sukoharjo Regency.

In this study, a non-probability sampling approach will be used. The sample taken in this study was 40 employees of the General Section of the Regional Secretariat of Sukoharjo Regency.

The sampling technique in this study used saturated sampling (census), namely a sample collection technique when all members of the population are used as samples Sugiyono (2019:122), namely all employees of the General Section of the Sukoharjo Regency Regional Secretariat as many as 40 people. Multiple linear regression is used if the researcher intends to predict the condition (rise and fall) of the dependent variable. If two or more independent variables as predictor factors are manipulated or their values are increased or decreased (Sugiyono, 2019: 277).

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Information :

- Y = Employee performance
- $\alpha$  = constant
- $\beta_1, \beta_2, \beta_3, \beta_4$  = coefficient of magnitude of regression/influence
- $X_1$  = Motivation
- $X_2$  = Competence
- $X_3$  = Leadership Style
- $X_4$  = Human Resource Management
- e = error

## FINDING AND DISCUSSION

**Table 1.** Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	4,153	Positive
2	Motivation	0.254	Positive
3	Competence	0.330	Positive
4	Leadership Style	0.347	Positive
5	Human Resource Management	0.267	Positive

Source: Primary Data processed 2024

Based on the table above, it can be seen that the regression equation formed is:  
 **$Y = 4.153 + 0.254 X_1 + 0.330 X_2 + 0.347 X_3 + 0.267$**

From this equation it can be explained that:

- a. Constant (a)=4,153  
This means that if the constant value (a) =4,153 while the variables motivation, competence, leadership style and human resource management is considered constant or equal to zero, then the employee performance variable is 4,153 and showed positive results.
- b. Coefficient Motivation (b1) =0.254  
This means that if the coefficient value of the variable motivation experienced an increase, while the variable competence, leadership style and human resource management Assuming the value of the regression model is constant, the employee performance value will increase by 0.254 and showed positive results.
- c. Coefficient K competence (b2) =0.330  
This means that if the coefficient value of the variable competence experienced an increase, while the variable motivation, leadership style and human resource management Assuming the value of the regression model is constant, the employee performance value will increase by 0.330 and showed positive results.
- d. Coefficient Leadership Style (b3) =0.347  
This means that if the coefficient value of the variable leadership style experienced an increase, while the variable motivation, competence and human resource management Assuming the value of the regression model is constant, then the employee performance value will increase 0.347 and show positive results
- e. Coefficient Human Resource Management (b4) =0.267  
This means that if the coefficient value of the variable human Resource Management experienced an increase, while the variable motivation, competence and leadership style Assuming the value of the regression model is constant, the employee performance value will increase by 0.267 and showed positive results.

**F Test**

**Table 2. F Test Results**

Model	Fcount	Ftable	Sig.	Standard	Information
Regression	8,631	2.64	0,000	0.05	Eligible Model

Source: Primary Data processed 2024

The results of the data analysis that have been obtained show that the F count value is 8,631, because  $F_{count} > F_{table}$   $8,631 > 2.64$  and significance  $0.000 < 0.05$  then  $H_0$  is rejected. It can be concluded that  $H_a$  is accepted, meaning that there is an influence between motivation, competence, leadership style and human resource management simultaneously and significantly to employee performance in the General Section of the Regional Secretariat of Sukoharjo Regency.

**t-test**

**Table 3. t-Test Results**

Hypothesis	count	table	Sig.	Standard	Information
H1	2,079	2,030	0.045	0.05	Accepted
H2	3,394	2,030	0.002	0.05	Accepted
H3	2,350	2,030	0.025	0.05	Accepted
H4	2,612	2,030	0.013	0.05	Accepted

Source: Primary Data processed 2024

- a) Test the influence of motivation on employee performance  
 $t_{value_{count}} > t_{table}$  ( $2,079 > 2.030$ ) and a significance value of  $0.045 < 0.05$  then  $H_0$  is rejected and  $H_a$  accepted. It can be concluded that there is a positive and significant influence motivation on the performance of employees in the General Section of the Regional Secretariat of Sukoharjo Regency.
- b) Test the influence of competence on employee performance  
 $t_{value_{count}} > t_{table}$  ( $3,394 > 2.030$ ) and a significance value of  $0.002 < 0.05$  then  $H_0$  is rejected and  $H_a$  accepted. It can be concluded that there is a positive and significant influence competence on

the performance of employees in the General Section of the Regional Secretariat of Sukoharjo Regency.

c) Test the influence of leadership style on employee performance

$t_{\text{value}_{\text{count}}} > t_{\text{table}} (2,350 > 2.030)$  and a significance value of  $0.025 < 0.05$  then  $H_0$  is rejected and  $H_a$  accepted. It can be concluded that there is a positive and significant influence leadership style on the performance of employees in the General Section of the Regional Secretariat of Sukoharjo Regency.

d) Test the influence of human resource management on employee performance

$t_{\text{value}_{\text{count}}} > t_{\text{table}} (2,612 > 2.030)$  and a significance value of  $0.013 < 0.05$  then  $H_0$  is rejected and  $H_a$  accepted. It can be concluded that there is a positive and significant influence human Resource Management on the performance of employees in the General Section of the Regional Secretariat of Sukoharjo Regency.

### Coefficient of Determination Test (R<sup>2</sup>)

**Table 4.** Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.705	0.497	0.439	1.92037

Source: Primary Data processed 2024

Based on the calculation results, the adjusted R square value is 0.439. This means that the variables of motivation, competence, leadership style and human resource management contribute to employee performance by 43.9% while the remaining 56.1% is explained by other variables not proposed in this study such as: work ethic, work environment, education and others.

### Discussion

#### The partial influence of motivation on employee performance in the General Section of the Regional Secretariat of Sukoharjo Regency.

Based on the results of the SPSS calculations,  $t_{\text{count}} > t_{\text{table}} (2.079 > 2,030)$  and significance  $0.045 < 0.05$ . This means that motivation has a positive and significant effect on employee performance. These results prove that the higher the motivation, the employee performance will experience a real increase.

This study is in line with previous studies conducted by (Putri & Antoni, 2021); (Hamid & Kurniawaty, 2020); (Sunarto, 2020); (Kirana & Pradipta, 2021); (Nugroho & Paradifa, 2020); (Arianto & Kurniawan, 2020); (Pratama, 2020); (Rozi & Sunarsi, 2019); (Abidin & Kusuma, 2022) where in these studies, it was shown that motivation has a positive and significant effect on employee performance.

Based on this, real efforts are needed to increase employee work motivation so that employee performance also increases. These efforts include programs to provide compensation, incentives, or bonuses to employees who achieve their performance targets. Another effort to increase employee work motivation is to provide a job promotion program to employees who can meet their performance targets consistently, or to employees who have extraordinary achievements for the benefit of the organization.

#### The partial influence of competence on employee performance in the General Section of the Regional Secretariat of Sukoharjo Regency.

Based on the results of the SPSS calculations,  $t_{\text{count}} > t_{\text{table}} (3.394 > 2,030)$  and significance  $0.002 < 0.05$ . This means that competence has a positive and significant effect on employee performance. These results prove that the higher the competence, the employee performance will experience a real increase.

This study is in line with previous studies conducted by (Hermawan, 2019); (Nurjaya et al., 2021); (Nugroho & Paradifa, 2020); (Sugiono, Efendi, Susilo, 2021), where in these studies, it was shown that competence has a significant effect on employee performance.

Based on this, real efforts are needed to improve employee competency, with the aim of improving employee performance which will have an impact on improving the overall performance of the organization. Efforts that can be taken include: by providing opportunities for employees to take part in training, or to pursue higher education so that employees can deepen their knowledge and insight. Another effort is to give greater tasks and responsibilities to employees with the aim of employees improving their abilities. The job rotation program is also an effort to improve employee competency which aims for employees to have broader insight and work experience.

### **The partial influence of leadership style on employee performance in the General Section of the Regional Secretariat of Sukoharjo Regency.**

Based on the results of the SPSS calculations,  $t_{count} > t_{table}$  ( $2.350 > 2,030$ ) and significance  $0.025 < 0.05$ . This means that leadership style has a positive and significant effect on employee performance. These results prove that the better or more appropriate the leadership style applied, the employee performance will experience a real increase.

This study is in line with previous studies conducted by (Hamid & Kurniawaty, 2020); (Sunarto, 2020); (Kirana & Pradipta, 2021); (Sugiono, Efendi, Susilo, 2021) where in these studies, it was shown that leadership style has a positive and significant effect on employee performance.

Based on this, in order to improve employee performance, it is necessary to improve the quality of leadership style. The better and quality of the leadership style, the more employee performance will increase. Efforts that can be made to improve the quality of leadership style include: analyzing the quality of one's own leadership, improving communication skills, leading subordinates by providing examples or examples and facilitating teamwork or subordinates.

### **The partial influence of human resource management on employee performance in the General Section of the Sukoharjo Regency Regional Secretariat.**

Based on the results of the SPSS calculations,  $t_{count} > t_{table}$  ( $2.612 > 2,030$ ) and significance  $0.013 < 0.05$ . This means that human resource management has a positive and significant effect on employee performance. These results prove that by increasing support for human resource management, employee performance will experience a real increase.

This study is in line with previous studies conducted by (Maharani, 2019); (Lufitasari, Mochklas, Soelistya, 2020); (Saputra, Ratnasari, Tanjung, 2020) where in these studies, it was shown that human resource management has a positive and significant effect on employee performance.

Based on this, real efforts are needed to improve good human resource management practices, with the aim that employee performance will also improve. Efforts that can be taken include: implementing a more selective employee recruitment process, providing relevant training programs for employees, and implementing fair and transparent performance assessments, so that each employee has the opportunity to develop and contribute optimally.

## **CONCLUSION**

Based on the results of hypothesis testing and the discussion that has been carried out, it can be concluded that Motivation, Competence, Leadership Style, Human Resource Management have a significant influence on employee performance in the General Section of the Sukoharjo Regency Regional Secretariat.

It is expected that further research will develop this research by using other independent variables besides motivation, competence, leadership style and human resource management that can affect employee performance, considering that there is still an influence of 56.1% outside the variables of this study such as work ethic, work environment, education and others. It is expected that the General Section of the Regional Secretariat of Sukoharjo Regency in the future will continue to maintain and improve the existing motivation, competence, leadership style and human resource management. The high motivation, competence, leadership style and human resource management in the General Section of the Regional Secretariat of Sukoharjo Regency will also make employee performance increase and become better than before.

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