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The Influence of Competence, Motivation, Facilities Infrastructure, and Leadership Style on Performance and Its Implications for Work Achievement

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Abstract: *Improving employee performance requires a good strategy; initially, it can be started by improving the elements of competence, motivation, completeness of facilities and infrastructure, and good leadership style; of course, if implemented correctly, it can improve employee performance and ultimately lead to increased employee achievement so that organizational goals will be achieved. Competence, motivation, facilities infrastructure, and leadership style significantly affect the State Civil Apparatus of the Regional Office of the Ministry of Religion of the Bangka Belitung Islands Province. Partially, competence only has a negative and significant effect on employee performance, and facilities and infrastructure have no effect and are not significant on employee performance. The competence element must be improved because increasing competence will improve employee performance. Increasing motivation given by leaders through appreciation in the form of rewards can spur employee motivation to work well. Other things can be done by updating supporting facilities and infrastructure and enforcing the right leadership style by increasing employee discipline in completing the tasks given.*

Keywords: *Competence, Motivation, Facilities and Infrastructure, Leadership Style, Performance, Work Achievement*

JEL : M5, L2, J5

1. INTRODUCTION

1.1. Background of the Problem

The success of an organization, be it a business organization or a government organization, is also primarily determined by competent human resources. According to (Aulia et al., 2019), competence is a collection of abilities, intelligence, and attitudes that can be observed and applied in a corrective manner to achieve an organization's performance and work achievements and is the employee's contribution to realizing the organization's goals. Good motivation and work experience can also support a company's success in achieving its goals. These two factors create a high level of work productivity that supports the company's success. Conversely, if work productivity increases, it will help the company in achieving its goals. Motivation and work experience are essential things in increasing work effectiveness. High work experience and strong motivation to produce reliable and quality human resources will be the cornerstone for running a business and getting the greatest possible profit. Motivation and work experience are essential in increasing work effectiveness (Rosadi & Nasruddin, 2020). Research conducted by (Eva & Lestari, 2018) shows that 77,6% of the influence of Motivation, Competence, and Leadership, as well as Work Area, on the Human Resource Performance of PT. Geotech System Indonesia.

In addition to the function and role of human resources, the smooth operation of work is highly dependent on facilities and effective management systems. Sufficient facilities and good quality infrastructure are essential parts that must be prepared optimally and continuously to ensure the smoothness of work activities. Considering the importance of facilities and infrastructure in facilitating work activities, good management of these facilities and infrastructure is required. The facilities and infrastructure of an organization must be well-managed. Managing facilities and infrastructure is a collaborative process utilizing all available staff, ensuring that the existing facilities and infrastructure are used effectively and efficiently. Research conducted by (Purnama Jaya, 2019) shows a 99% influence of Work Facilities, Job Satisfaction, and Leadership Style on Employee Performance (Study at SMA Hang Tuah 5 Sidoarjo).

Leadership style is an essential factor in improving employee performance. How a leader leads their subordinates can impact the performance achieved by employees. A good leader must motivate their employees, resulting in good performance. An organization's Leadership style is dominant in

determining the achievement of organizational goals. The role of a leader is to encourage his subordinates to achieve organizational goals based on the vision and mission set. Leadership is the expertise of a leader in influencing individuals or groups to achieve the organization's strategic goals. Therefore, the role of a leader in performing their duties dramatically influences the performance of their subordinates (Fahmi, 2016).

Company performance is the achievement of work completion results from the team, or individual collaboration activities carried out between company employees to achieve the goals that the leadership has decided. The level of achievement of work completion results is determined by how effectively the organization can move in achieving the organizational goal targets that have been decided (Juru, 2020). Performance is reflected as the effectiveness and efficiency of work tasks that provide complete assistance and support in achieving the organization's vision, mission, and goals. Based on this, performance is the achievement of an employee's results in carrying out work tasks and obligations that are their responsibility based on the goals and completion time targets that have been decided by implementing the strategies and methods that have been determined. Research conducted (Putra, 2015) shows a 75,5% influence of Performance on Employee Work Performance (Study on Production Employees of CV. Shuttlecock Nasional Kepanjen Malang).

The work achievement employees produce in an organization is influenced by its leadership. A leader can motivate their employees to feel comfortable performing their tasks, whereas if employees feel their leader is inadequate, their performance tends to decline. In addition to leadership, employee performance can also be influenced by teamwork and the existing organizational culture.

Based on the initial survey, there are several weaknesses, namely: [1] low human resources who have the competence to carry out good planning and budgeting functions and can be accounted for; [2] job placement that does not match educational qualifications, resulting in a lack of understanding of job functions and requiring time to adapt quickly; [3] low employee work motivation in carrying out tasks that are their responsibility; [4] motivation given by superiors to subordinates is less effective so that employee performance is very low; [5] provision of office facilities and infrastructure is inadequate; [6] office facilities and infrastructure are poorly maintained; [7] social disparity in providing awards in the form of performance allowances for work achievements; [8] weak leadership in directing, motivating, and encouraging increased performance, resulting in delays in completing tasks and less than optimal public services; [9] leadership style affects employee performance; and [10] lack of assertiveness in returning state-owned inventory used in the office and lack of motivation from leaders.

Research on employees with the competence and motivation to enhance their work achievements is needed to improve employee performance. By improving employee performance, the organization's goals can be achieved.

2. LITERATURE REVIEW

2.1. Competence

Competence relates to the management of work implementation, relationships between workers, building interactions with other workers, and functional or technical expertise of the work (D. Y. A. Wibowo et al., 2021). Competence also means the ability to be inspired by workers. It can enable workers to complete what is desired by working in an organization to achieve the expected results (Marwansyah et al., 2022). The main concepts that build competence are individual knowledge, individual expertise, individual concepts, individual personality, and individual motives. If this concept is integrated, it can carry out the work well (Abdullah, 2014). There are four indicators of competence: pedagogical, personality, social, and professional (Zola & Mudjiran, 2020). Competence is a determining element in creating the best performance and determines the work's success. Competence indicators consist of work professionalism, level of knowledge, expertise, and motivation (Asmin & Supu, 2019).

2.2. Motivation

Motivation is a stimulus that encourages an employee to work better and produce. Motivation can be interpreted as inspiration, energy, and encouragement for employees to complete tasks according to the goals set (Sulaeman et al., 2024). Motivation can also be interpreted as a condition where employees have confidence in what they will do; they must have self-certainty and understanding of what they do. Motivation and encouragement must be given to employees so that employees can gradually grow

commitment within themselves (Lahamid et al., 2024). According to (A. Wibowo, 2020), the dimensions and indicators of motivation are as follows:

1. The need for achievement: work targets, work quality, responsibility, and risk.
2. The need for affiliation: communication and friendship.
3. The need for power: leadership, company representation, and role modelling.

2.3. Facilities and Infrastructure

Maintenance includes adjustments, cleaning, inspections, replacement of spare parts, and other actions carried out in a facility to avoid problems or obstacles when used (Yulianto & Wijayanti, 2020). Another opinion (Hermawan, 2018) explains that maintenance is an activity that maintains and keeps facilities in good condition. The focus of maintenance is to support the smooth running of the work process to create a conducive work environment so that employees can work well, maintain performance continuity, and avoid work fatigue and high employee turnover. According to (Ananda & Banurea, 2017), managing facilities and infrastructure includes planning needs, procurement, retention, distribution, utilization, and elimination.

2.4. Leadership

Leadership is critical in guiding, mentoring, directing, motivating, and improving employee performance because most employees want a leader who can provide a real example in providing action on a job so that awareness arises in a person and is motivated to do a job (Susilo et al., 2021). The essence of leadership is to help others display their best potential for the organization's benefit (Tsauri, 2013).

There are two leadership styles, namely autocratic and democratic leadership styles. The autocratic leadership style is characterized by policymakers and strategic steps taken by leaders, positional power, and leadership authority. Democratic leadership is characterized by policies based on discussion groups, personal power, and group involvement in decision-making (Hasnawati et al., 2021). According to Rivai 2018 (Mulsiansyah et al., 2023), explains that a leader must optimally implement his leadership in an institution or organization, divided into four dimensions and nine indicators:

1. Establish good cooperation and familiarity
   a. Strengthen cooperation and establish familiarity with subordinates when completing tasks that are the employee's obligations.
   b. Leadership skills in motivating subordinates.
2. Effective abilities
   a. Able to complete tasks beyond targets.
   b. Arrive on time and not late.
3. Participatory leadership
   a. Decision-making through deliberation.
   b. Can solve problems with solutions.
   c. Able to analyze problems that occur in the workplace.
4. Able to delegate tasks or time well
   a. Ready to prioritize the organization's interests over broader interests, namely the interests of the organization, by utilizing the remaining time for personal needs.
   b. Able to complete tasks according to the time target.

2.5. Performance

Performance results from cooperation between members in the component environment in realizing organizational goals. In a simple context, performance results from administrative activities, namely cooperation activities in the organizational or group environment, to achieve goals (Tsauri, 2014). Performance is work achievement, which results from implementing a work plan made by the organization and implemented by leaders and employees who work in institutional organizations, both government and companies, to achieve common goals (Abdullah, 2014). Mangkunegara 2014 in (Safitri, 2022), performance dimensions include:

1. Work results, including indicators of quality, volume, and obligations.
2. Behaviour, including indicators of expertise, professionalism, and seriousness.

3. Appropriate, including indicators of material, equipment, methods, and tempo.

2.6. Work Achievement

Work achievement results from employee achievement in completing tasks based on expertise, professionalism, seriousness, and tempo. Work achievement assessment is a process of evaluating how well employees carry out their work according to standards. Then, the results are communicated as the actual condition of employee performance (Lutfhiani et al., 2019). According to (Afrizal et al., 2021), indicators in assessing bureaucratic work achievement are as follows:

1. Productivity not only assesses effectiveness but also efficiency in providing services.
2. Service quality is increasingly prioritized to improve the performance of public service bureaucracy.
3. Responsiveness in recognizing public needs, setting specific service agendas and priorities, and innovating service programs according to public needs and desires.
4. Responsibility to explain whether suitable governance methods carry out public bureaucratic activities according to organizational policies.
5. Accountability assesses the extent to which public bureaucratic policies and activities comply with and follow the rules made by the leadership.

3. METHOD

3.1. Research Design

It uses applied research methods to implement, test, and evaluate theories implemented in solving technical problems. This type of descriptive research aims to obtain a scientific description according to the facts related to the research object being discussed. Related to data collection using survey techniques that take several samples from a large population and choose questionnaire media as the primary data collection instrument. (Abubakar, 2021).

3.2. Population, Sample, and Sampling Techniques

The population is known to be 118 employees of the State Civil Apparatus, which is spread across eight Work Units. Determining the sample size uses the Slovin sample size method with a tolerance threshold of five percent.

$$n = \frac{N}{1+ N e^2}$$

Description :

n = sample size

N = population size

e = percentage of acceptable sampling error rate; in this study, it was determined as 5%

With the known number of population (respondents), then:

$$n = \frac{118}{1 + 118 (5\%)^2}$$

$$n = \frac{118}{1 + 118 (0{,}05\%)^2}$$

n = 91,12 rounded up to 91

From the calculation of Slovin's sample acquisition, it can be seen that there are 91 respondents, and the sample size is spread across eight work units, which can be used as primary data collection instruments. Based on population data using proportions, the sampling here uses Proportional Random Sampling (Abdullah, 2015) using the formula:

$$n_i = \frac{N_i}{N} \quad n$$

Description :

n_i = sample size per unit

n = total sample size
Ni = population size per unit
N = population size

Table 1. Population and Sample Distribution

Work Unit	Population (Ni)	Sample (ni)
Secretary General (N_1)	36	28
Islamic Community Guidance (N_2)	14	11
Christian Community Guidance (N_3)	6	4
Catholic Community Guidance (N_4)	5	4
Hindu Community Guidance (N_5)	5	4
Buddhist Community Guidance (N_6)	5	4
Field of PHU (N_7)	18	13
Field of PEND-Islam (N_8)	30	23
Total (N/n)	118	91

Source: Processed by researchers (2022)

Based on the Proportional Random Sampling formula, the size of the proportion distribution is known to be 91 samples. The questionnaire was distributed using the accidental sample technique to collect the amount of data.

3.3. Operational Limits and Variable Measurement

According to (Sugiyono, 2013), operational variables are instructions for implementing how to explain and measure a research variable.

Table 2. Operational Limits of Variables

No	Variable	Dimension	Indicator	Measurement Scale
1	Competence (X_1) (Asmin & Supu, 2019)	- Knowledge - Attitude	- Work experience - Education level - Skills - Motivation	Ordinal
2	Motivation (X_2) (A. Wibowo, 2020)	- Need to achieve	- Work target - Work Quality - Responsibility - Risk	Ordinal
		- The need to expand social circles	- Communication - Friendship	
		- The need to master a job	- Leader - Company ambassador - Role model	
3	Facilities and Infrastructure (X_3) (Ananda & Banurea, 2017)	- Requirements planning	- Work needs	Ordinal
		- Procurement	- Purchase of work equipment	
		- Storage	- Responsibility for each room	
		- Distribution	- Placement in the room according to needs	
		- Use	- Ease of work	
		- Disposal	- Service life of the equipment	
4	Leadership Style (X_4) (Mulsiansyah et al., 2023)	- Establish good cooperation and familiarity	- Strengthen cooperation and establish familiarity with subordinates in completing tasks that are the employee's obligations - Leadership skills in motivating subordinates	Ordinal
		- Effective abilities	- Able to complete tasks beyond targets - Arrive on time and not late	
		- Participatory leadership	- Decision-making through deliberation - Can solve problems with solutions - Able to analyze problems that occur in the workplace	

		- Able to delegate tasks or time well.	- Ready to prioritize the interests of the organization over broader interests, namely the interests of the organization, by utilizing the remaining time for personal needs - Able to complete tasks according to the time target	
5	Performance (Y) (Safitri, 2022)	- Work results	- Can complete all tasks well without many errors	Ordinal
		- Behavior	- In neatness, accuracy, and compliance with all regulations when carrying out tasks according to their work	
		- Appropriate	- including indicators of material, equipment, methods, and tempo	
6	Work Achievement (Z) (Afrizal et al., 2021)	- Productivity	- Efficiency and effectiveness of services - Input to output ratio	Ordinal
		- Service Quality	- Public satisfaction with the services provided	
		- Responsiveness	- Organizational sensitivity in recognizing public needs, setting specific service agendas and priorities, and innovating service programs according to public needs and desires	
		- Responsibility	- Obligation to explain whether suitable governance methods carry out public bureaucratic activities according to organizational policies	
		- Accountability	- Accountability that assesses the extent to which public bureaucratic policies and activities comply with and follow the rules made by the leadership	

Source: Processed by researchers (2022)

3.4. Data Analysis

Data analysis techniques use descriptive analysis techniques and path analysis techniques. Statistical tools use multiple correlation coefficients which are used to measure the relationship or to determine the level of association between independent variables (X_1, X_2,.., X_n) with dependent variables (Y) simultaneously and between independent variables (X_1, X_2,.., X_n, Y) with dependent variables (Z) simultaneously. Based on the framework of thought, the multiple regression model can be explained in Figure 1.1 below :

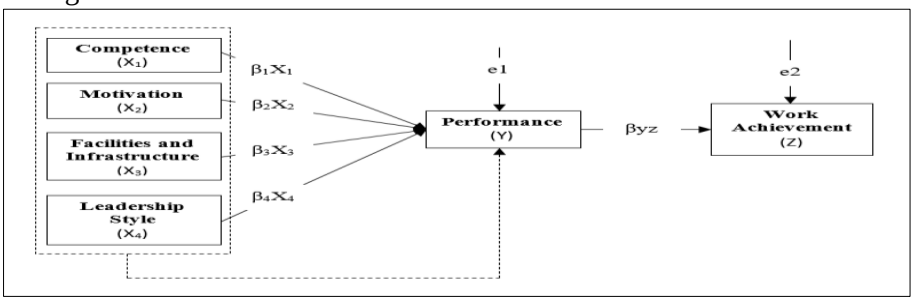

Figure 1.1 Combined Regression Diagram Model
Source: Processed by researchers (2022)

Based on the multiple regression diagram model, the diagram model of variables X_1, X_2, X_3, X_4 to variable Y and the first sub-structure equation are presented in Figure 1.2 below:

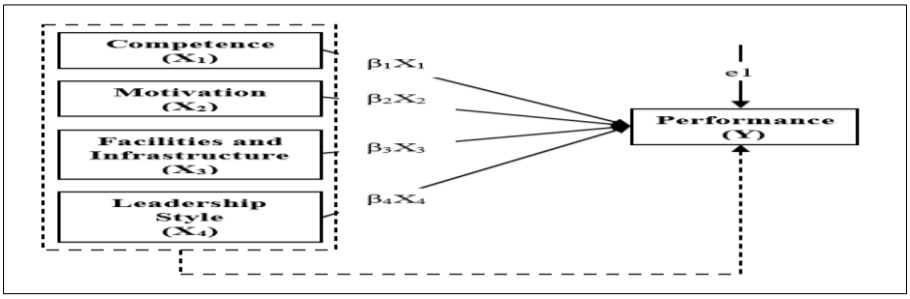

Figure 1.2. Sub Structure 1: $Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e_1$
Source: Processed by researchers (2022)

Based on the multiple regression diagram model, the diagram model section of variable Y to variable Z and its sub-structure equations can be seen in Figure 1.3 below:

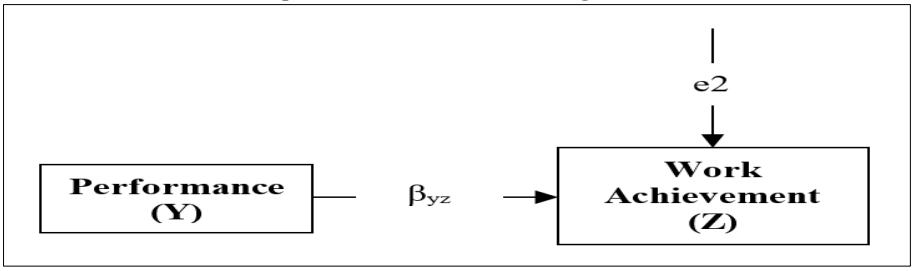

Figure 1.3. Sub Structure 2: $Z = a + \beta yz + e_2$
Source: Data processed by researchers (2022)

4. RESULT AND DISCUSSION

4.1. Research Result

4.1.1. Multiple Linear Regression Analysis

The multiple linear regression analysis method is used to statistically test how much influence the independent variables, namely competence, motivation, facilities and infrastructure and leadership style have on performance. Based on the results of data processing tests carried out using SPSS software, the complete results can be seen in the following table 3:

Table 3. Multiple Linear Regression Analysis Output

Coefficients[a]

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	14.208	7.047
	Competence	-.409	.173
	Motivation	1.007	.166
	Facilities and Infrastructure	.213	.212
	Leadership Style	.400	.110

a. Dependent Variable: Performance

Source: SPSS output results (2022)

Based on the analysis calculations presented in Table 3 above, the constant value is 14,208 and the coefficient β_1 is -0,409; β_2 is 1,007; β_3 is 0,213 and β_4 is 0,400. The multiple regression equation can be displayed in the following equation:

$$Y = 14{,}208 - 0{,}409X_1 + 1{,}007\ X_2 + 0{,}213\ X_3 + 0{,}400\ X_4 + e \ldots. (1)$$

Description:

Y = Performance
a = Constanta
X_1 = Competence
X_2 = Motivation
X_3 = Facilities and Infrastructure
X_4 = Leadership Style
e = Error

4.1.2. Simple Regression Analysis

Based on the results of data processing using SPSS software, the results of the multiple linear regression analysis can be seen, which are displayed in the following table:

Table 3. Output of Simple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	-.802	1.981
	Performance	.678	.030

a. Dependent Variable: Work Achievement

Source: SPSS output results (2022)

Based on the data processing presented in Table 3, the constant value is -0,802, and the coefficient βy is 0,678. So, the form of the multiple regression equation is as follows:

$$Z = -0{,}802 + 0{,}678\ Y + e \quad \ldots. (2)$$

Description:

Z = Work Achievement
a = Constanta
Y = Performance
e = Error

4.1.3. Correlation Coefficient Analysis

Based on the results of data processing that has been done using SPSS, the complete multiple correlation values are presented in the following table:

Table 4. Correlation Coefficient of Variable X to Variable Y

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.787[a]	.620	.602	4.7975	1.617

a. Predictors: (Constant), Leadership Style, Infrastructure, Competence, Motivation
b. Dependent Variable: Performance

Source: SPSS output results (2022)

Table 4 shows the results of multiple correlations between variable X and variable Y simultaneously with a value (R) of 0,787, where the level of relationship between variables is extreme.

Table 5. Correlation Coefficient of Variable Y to Variable Z

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.923[a]	.852	.850	2.1648	1.715

a. Predictors: (Constant), Performance
b. Dependent Variable: Work Achievement

Source: SPSS output results (2022)

Table 5 shows the results of multiple correlations between variable Y and variable Z simultaneously, with a value (R) of 0,923, indicating a very strong relationship between variables.

4.1.4. Analysis of Determination Coefficient

Through simultaneous testing, the magnitude of the R Square determination coefficient is known to determine the strength of the model in predicting the influence of independent variables on dependent variables.

Table 6. Coefficient of Determination of Variable X to Variable Y

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.787[a]	.620	.602	4.7975	1.617

a. Predictors: (Constant), Leadership Style, Infrastructure, Competence, Motivation
b. Dependent Variable: Performance

Table 6 shows that the variables of competence, motivation, facilities and infrastructure, and leadership style explain the relationship with the performance variable shown by R Square 0,620 or 62%, while the remaining 0,380 or 38% is explained by variables outside the model that are not studied.

Table 7. Determination Coefficient of Variable Y to Variable Z

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.923[a]	.852	.850	2.1648	1.715

a. Predictors: (Constant), Performance
b. Dependent Variable: Work Achievement
Source: SPSS output results (2022)

Table 7 shows that the performance variables simultaneously explain the relationship with the work achievement variables, as shown by an R Square of 0.852 or 85,2%. In comparison, the remaining 0,148 or 14,8% is explained by variables outside the model that were not studied.

4.2. Hypothesis Testing

4.2.1. Anova Test or F Test

The F test is used to assess competence, motivation, infrastructure, and leadership style, which simultaneously affect performance variables.

Table 8. F Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3226.740	4	806.685	35.049	.000[b]
	Residual	1979.392	86	23.016		
	Total	5206.132	90			

a. Dependent Variable: Performance
b. Predictors: (Constant), Leadership Style, Facilities and Infrastructure, Competence, Motivation
Source: SPSS output results (2022)

From Table 8, it can be seen that $\mathbf{F_{value}}$ 35,049 with a probability level (significant) = 0,000, then $\mathbf{F_{table}}$ with df (4; 86) is 2,477 because $\mathbf{F_{value}} > \mathbf{F_{table}}$ (35,049> 2,477) or the significant value (probability) of 0,000 is much smaller than 0,05 (α) then H_0 is rejected and H_a is accepted. It can be concluded that the variables of competence, motivation, facilities infrastructure, and leadership style simultaneously influence performance.

4.2.2. Partial Test or Sub Structure 1 t-Test

Structure 1 t-test to determine the effect of variables X_1, X_2, X_3, and X_4 on variable Y partially.

Table 9. Sub Structure 1 t-Test

Coefficients[a]

Model		t	Sig.
1	(Constant)	2.016	.047
	Competence	-2.370	.020
	Motivation	6.053	.000
	Facilities and Infrastructure	1.002	.319
	Leadership Style	3.644	.000

a. Dependent Variable: Performance
Source: SPSS output results (2022)

4.2.3. Partial Test or Sub Structure 2 t-Test

Structure t-test two is used to determine how the performance variables partially influence work performance on the State Civil Apparatus being studied.

Table 10. Sub Structure 2 t-Test

Coefficients[a]

Model		t	Sig.
1	(Constant)	-.405	.686
	Performance	22.591	.000

a. Dependent Variable: Work Achievement

Source: SPSS output results (2022)

4.3. DISCUSSION

4.3.1. The Influence of Competence, Motivation, Facilities Infrastructure and Leadership Style on Performance Simultaneously

The results of the regression analysis calculation where the magnitude of the influence of the competency variables (X_1), motivation (X_2), facilities and infrastructure (X_3) and leadership style (X_4) on the performance variable (Y) can be seen shows:

- The influence of competence, the higher/lower it will affect performance. This is supported by the competence regression coefficient of -0,409.
- The influence of motivation, the higher/lower it will affect high performance. This is supported by the motivation regression coefficient of 1,007.
- The influence of facilities and infrastructure, the higher/lower it will affect performance. This is supported by the facility and infrastructure regression coefficient of 0,213.
- The influence of leadership style, the higher/lower it will affect performance. This is supported by the leadership style regression coefficient of 0,400.
- The result of F_{value} is 35,049 with a significance of 0,000 and F_{table} e with df (4; 86) of 2,477 because $F_{value} > F_{table}$ (35,049> 2,477) or the significance value (probability) of 0,000 is much smaller than 0,05 (α) then H_0 is rejected and H_a is accepted. It can be concluded that there is a significant influence between variables X_1, X_2, X_3, and X_4 simultaneously on performance.

4.3.2. The Influence of Competence on Performance

The results of the regression analysis calculation show that the magnitude of the influence of the infrastructure variable (X_1) on the performance variable (Y) shows that the higher/lower the influence of competence, the more it will affect performance. This is supported by the competence regression coefficient of -0,409 and the partial significance test (t-test), which produces a calculated t_{value} of -2,370, which is smaller than the t_{table} of 1,986, the significance value (prob) of 0,020 is much smaller than 0,05 (α) so H_0 is rejected, and H_a is accepted. It is concluded that a significant negative influence exists between the competence variable and performance.

4.3.3. The Influence of Motivation on Performance

The results of the regression analysis calculation show that the magnitude of the influence of the infrastructure variable (X_2) on the performance variable (Y) shows that the higher/lower the influence of motivation will affect performance. This is supported by the motivation regression coefficient of 1,007 and the partial significance test (t-test), which produces a calculated t_{value} of 6,053 which is greater than the t_{tabel} of 1,986; the significance value (prob) of 0,000 is much smaller than 0,05 (α) so H_0 is rejected, and H_a is accepted. It can be concluded that there is a significant influence between the motivation variable and performance.

4.3.4. The Influence of Facilities and Infrastructure on Performance

The results of the regression analysis calculation show that the magnitude of the influence of facilities and infrastructure (X_3) on the performance variable (Y) shows that the influence of facilities and infrastructure is higher/lower, which will affect performance. This is supported by the regression coefficient of facilities and infrastructure of 0,213 and the partial significance test (t-test), which produces a calculated t_{value} of 1,002, which is smaller than the t_{table} of 1,986, the significance value (probability) of 0,319 is much greater than 0,05 (α) so H_0 is accepted, and H_a is rejected. It can be concluded that there is no significant influence between the variables of facilities and infrastructure on performance.

4.3.5. The Influence of Leadership Style on Performance

The results of the regression analysis calculation show the magnitude of the influence of the leadership style variable (X_4) on the performance variable (Y), which shows the influence of motivation; the higher/lower it will affect performance. This is supported by the motivation regression coefficient of 0,400 and the partial significance test (t-test), which produces a calculated t_{value} of 3,644 which is greater than the t_{table} of 1,986, the significance value (prob) of 0,000 is much smaller than 0,05 (α) so H_0 is rejected, and H_a is accepted. It can be concluded that there is a significant influence between the leadership style variable and performance.

4.3.6. The Influence of Performance on Work Achievement

The results of the regression analysis calculation show that the magnitude of the influence of the performance variable (Y) on the work achievement variable (Z) shows that the higher/lower the motivation effect will affect work achievement. This is supported by the performance regression coefficient of 0,678 and the partial significance test (t-test), which produces a t_{value} of 22,591 which is greater than the t_{table} of 1,986, the significance value (probability) of 0,000 is much smaller than 0,05 (α) so H_0 is rejected, and H_a is accepted. It can be concluded that performance variables significantly influence work achievement.

5. CONCLUSION AND SUGGESTION

5.1. CONCLUSION

The conclusions that can be given are as follows:

1. The results of the Simultaneous test calculation state that competence, motivation, facilities infrastructure and leadership style significantly affect performance.
2. The results of the partial test calculation state that competence has a negative and significant effect on performance.
3. The results of the partial test calculation state that motivation and leadership style have a positive and significant effect on performance.
4. The results of the partial test calculation state that facilities and infrastructure have no effect and are not significant on performance.
5. The results of the partial test calculation state that performance has a positive and significant effect on work performance.

5.2. SUGGESTION

The suggestions that can be given are as follows:

1. Competence must be improved again because continuing studies to a higher level and continuing basic and specialist training at the Education and Training Center will improve performance.
2. Leaders' motivation needs to increase through leadership appreciation and rewards to spur motivation from the State Civil Apparatus itself.
3. It is necessary to improve supporting infrastructure for work and to repair and renew damaged or out-of-date infrastructure.
4. Leaders must enforce a leadership style by increasing discipline towards the State Civil Apparatus in completing the tasks.
5. For future research development, further research needs to be conducted by adding other variables or updating indicators or dimensions so that new formulations for organizational policies can be found.

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