THE INFLUENCE OF LEADERSHIP STYLE, INCENTIVES, AND COMPETENCE ON EMPLOYEE PERFORMANCE AT THE TRADE OFFICE OF THE CITY OF PADANG

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ABSTRACT

Employee performance is the result of the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. This research aims to determine the influence of leadership style on the performance of employees of the Padang City Trade Service, West Sumatra Province, to determine the influence of incentives on the performance of Padang City Trade Service employees, West Sumatra Province and to determine the influence of work competency on the performance of employees of the Padang City Trade Service, West Sumatra Province. The method used in this research is a quantitative method with a descriptive approach. The sample in this study was 87 respondents with data collection techniques using questionnaires which had been tested for validity and reliability. The data analysis techniques used were multiple linear regression analysis and statistical t-test. The results of this research show that leadership style has a positive and significant effect on employee performance in the Trade Department of Padang City, West Sumatra Province, incentives have a positive and significant effect on employee performance in the Department Padang City Trade, West Sumatra Province, and competency has a positive and significant effect on employee performance at the Padang City Trade Service, West Sumatra Province,

INTRODUCTION

In today's times, various companies face many demands to make improvements in all aspects in order to maintain the continuity of the company. The success or failure of a company in achieving its goals is largely determined by the human resources owned by the company. Human Resources (HR) are people who have sacrificed their energy, talent and creativity in an organization.

Human Resource Management (HRM) is also defined as the utilization of human resources, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations, therefore every organization is encouraged to be more proactive in improving the quality of employees and stimulating them to do the job correctly according to the expertise of the members.

Performance is the result or level of achievement of a person as a whole for a

certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon with Rivai and Basri, (2005). Performance appraisal is believed to be able to be an assessment for employees who have good work performance and employees who do not perform their duties optimally within the company. Many companies are trying to achieve the goal of the best and most trusted position in their field. Therefore, it depends on the implementer, namely the employees of the company itself.

According to Haibuan (2007) in conducting research, the factor that drives employee performance is leadership, leadership is the way a person leads to influence the behavior of subordinates so that they want to work productively to achieve organizational goals.

Good performance is as an employee is able to show work behavior that leads to the achievement of the company's goals and objectives. Therefore, companies do various ways to improve employee performance including leadership style, incentives, and competence. Performance is the result or level of achievement of a person as a whole for a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon with Rivai and Basri, (2005). Performance appraisal is believed to be able to be an assessment for employees who have good work performance and employees who do not perform their duties optimally within the company. Many companies are trying to achieve the goal of the best and most trusted position in their field. Therefore, it depends on the implementer, namely the employees of the company itself.

According to Haibuan (2007) in conducting research, the factor that drives employee performance is leadership, leadership is the way a person leads to influence the behavior of subordinates so that they want to work productively to achieve organizational goals. A good leader must be able to motivate his employees to work in addition to leadership, motivational factors can also affect employee performance. The motivation that a person has is potential, where a person is not necessarily willing to mobilize all his potential to achieve optimal results, so it is still necessary to encourage an employee to work in accordance with the wishes of the organization.

Employee performance is something that is very necessary and this is an obstacle for agencies in processing human resources, because the success of a company or agency depends on quality human resources. Mangkunegara's opinion (2000:45) is that performance comes from the words job performance or actual performance or actual performance (work achievement or actual achievement achieved by a person), namely the results of work (output) according to his duties in accordance with the responsibilities given to him. Poor company performance can be caused by a decrease in employee performance, which can be seen if employees are unable to complete work according to the targets set by the company.

Efforts to improve employee performance are by providing incentives. Incentives are a type of reward that is linked to how employees perform. The higher the employee's performance, the greater the incentives provided by the agency. Providing incentives can improve employee performance regarding the output produced. Human resources have a very determining role in developing the quality of work in every organization. Considering that performance contains components of competence and productivity

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results, performance is very dependent on the level of individual ability. As a large agency, the Padang City Works Department also wants to be supported by competent human resources so that it can provide maximum service to the community. Employee competency, which consists of knowledge, skills and attitudes, must be adapted to the required field of work so that it can produce high-achieving employee performance. Competency is the ability to carry out or carry out a job that is based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2007: 28).

The phenomenon that influences employee performance factors is organizational progress, where the higher and better the employee's performance, the easier it will be to achieve organizational goals and vice versa, if the employee's performance is not good, they will not get maximum results. Initially the Padang city trade department was the mining and energy trade industry department (Perindag Tamben). The formation of this service is based on regional regulation no. 21 of 2004. The Padang city government and trade and mining service is a supporting element of the Padang city government in the industrial, trade, mining and energy sectors which is led by a head who is under and responsible to the mayor of Padang through the regional secretariat.

With the stipulation of Government Regulation No. 18 of 2016 concerning Regional Apparatus. Padang City carried out an overhaul of the Regional Apparatus Organization (OPD) which was completed and approved by the DPRD. This change was made to respond to these Government Regulations and changes to regional apparatus organizations were adapted to regional conditions and needs. In line with this, the Industry and Trade Department was merged with the Padang City Market Service and changed its name to the Padang City Trade Service, which began implementation at the beginning of 2017.

Table 1
Recapitulation Data on Employee Performance Results at the Trade Service Padang City 2022

No	Employee	Job Employee	Target	Target	Achievement	Note
1	87	service orientation	100%	73%	Fair
2	87	Commitment	100%	80%	Good
3	87	Discipline	100%	70%	Fair
4	87	Cooperation	100%	74%	Good
5	87	Average value	100%	75%	Fair

Leadership style is a norm of behavior that a person uses when that person tries to influence the behavior of other people as they see it. In this case, efforts to align perceptions between people who will influence behavior and people whose behavior will be influenced are very important for the population (Thoha, 2009)

Research from Putri Budi Utami (2016) states that leadership style is an ultimate power that influences the cells of a person who has followers or subordinates, so that person is called a leader. The leader's subordinates can be ordered to fail or not achieve the same goals that have been set. A leader always serves his subordinates better than his subordinates always serve him.

Meanwhile, according to research studies by Ajeng Reltno Kusumawati (2015), leadership style is a cell and a process that helps a group of people influence the way they want to do it individually to ultimately achieve their goals. This process sets the

wheels in motion for an organization or business entity. Through leadership style processes, leaders can influence employees to improve performance to achieve business goals.

According to Hartanto (2009) leadership style is a way to influence other people so that they are willing and willing to bring out their best policies and capacities in the value creation process.

H$_1$: leadership style has a positive and significant effect on employee performance

An organization or company needs employees who are able to provide work results or output so that the company's goals can be achieved. The work results or performance of each employee is different and this is influenced by several factors. One of these factors is that incentives are able to encourage or motivate employees to work better. The better the employee's performance, the higher the incentives given. Because of this, employees will try to improve their performance so that the incentives they receive increase. Research conducted by (Yusuf and Asyhari 2017) and (Mulstofa, 2017) shows that incentives have a significant effect on employee performance.

In research by Yudiastra and Darma (2015), incentives are rewards given directly to employees because the work carried out by the employee has exceeded the standard limits of the company and is not permanent.

H$_2$: incentives have a positive and significant effect on employee performance

Research from Prayogi, et al (2019) entitled the influence of competence and organizational communication on employee performance. The research results show that the competency variable has a positive and significant influence on the performance of Tirta Taming Kabulpateln Acelh Taming PDAM employees.
Sudarwati, (2014) revealed the results of her research that competence has a positive and significant influence on employee performance.
Winanti (2011) stated that from the results of her research, competence has a positive and significant influence on employee performance, where with the competence possessed by each employee, each employee is able to provide stimulation or stimulation for performance, so that performance will automatically increase.

H$_3$: competence has a positive and significant effect on employee performance

RESEARCH METHODS

The type of research in this research is quantitative. The object of this research focuses on the performance of employees in the Padang City Trade Department. The population in this study were all employees of the Padang City Trade Department, totaling 87 employees.

Tabel 2
Defenisi operasional variabel penelitian

Variable	Definition	Indicator	Source
Employee performance (Y)	Employee performance is the employee's actual performance compared to the	Several employee performance indicators according to Guritno and Waridin 1. Able to increase work targets 2. Able to complete work on	(Desseler, 2009)

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Variable	Definition	Indicator	Source
	employee's expected performance. The expected work performance is the standard performance which is summarized as a reference so that you can see the employee's performance according to his position compared to the rounded standard. In addition, you can also see the performance of that employee relative to other employees.	time 3. Able to create innovation in completing work 4. Able to create creativity in completing work. 5. Able to minimize work errors	
Leadership style (X1)	Leadership style is a way to influence other people so that they are willing and willing to bring out their best policies and capacities in the value creation process.	According to Thoha (2007) are as follows: 1. The number of instructions and directions given by the leadership 2. The amount of emotional support provided by the leadership 3. The level of readiness or maturity of followers in carrying out specific tasks, functions or certain goals.	Hartanto (2009:512)
incentives (X2)	Incentives are additional remuneration given to certain employees whose performance is above standard performance. These incentives are a tool used by supporters of fair principles in providing compensation.	Incentive indicators according to (Sujat Moko 2007) 1. Performance This incentive system directly links the amount of the incentive to the performance demonstrated by the employee in question. So the amount of the incentive depends on the results achieved during the employee's working time. 2. Length of work The amount of the incentive is determined based on the length of time the employee carries out a job.	Hasibuan (2013:117)

Variable	Definition	Indicator	Source
		3. Seniority This incentive system is based on the length of service or seniority of employees involved in an organization. The basic premise is that senior employees show high loyalty to the organization where they work. 4. Need This method shows that incentives for employees are based on the level of urgency of the employee's proper living needs. This means that the incentives given are reasonable if they can be used to fulfill basic needs. 5. Job evaluation An attempt to determine and compare the value of a particular position with the value of other positions in an organization, this also means determining the relative value or price of the position in order to produce a ranking. in determining incentives.	
Competen ce (x3	Competence is the basic basis of a person's characteristics and indicates a way of behaving or thinking, adapting a situation, and supporting it over a long period of time. Furthermore, Spencer stated that there are several factors that can influence a person's	Competency indicators according to Hutapela and Nuraina, (2008) 1. Knowledge Awareness in the cognitive field, for example, an employee knows how to identify learning and how to carry out good learning in accordance with existing needs in the company. 2. Skills The ability to perform certain physical and mental tasks. Mental competence or cognitive skills include analytical and conceptual thinking. 3. Work attitude A person's positive or negative evaluation of aspects of the work	Spencer, wibowo (2007:28)

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Variable	Definition	Indicator	Source
	competency skills, including beliefs and values, skills, experience, personal characteristics, motivation, issues, emotional, intellectual abilities, and organizational culture.	environment.	

This research contains 4 variables, namely the dependent variable and the independent variable, where the dependent variable in this research is employee performance (Y) and the independent variables are Leadership Style (X1), incentives (X2), and competence (X3). Data analysis techniques use instrument tests (validity tests and reliability tests), classical assumption tests (normality tests, multicollinearity and heteroscedasticity tests), multiple linear regression calculations and hypothesis tests (t tests)

RESULTS AND DISCUSSION

Results of research instrument tests for the influence of leadership style, incentives and competence on employee performance in the Padang City Trade Department

1. Validity Test

This test aims to determine whether a research is valid or not. This test is declared valid if the r-calculated value is greater than the r-table value.

Table 3
Employee Performance Validity Test

Item-Total Statistics			
Intem question	Correlated Item-Total Correlation	Standard Regional	Regulation
1	0.497	0,300	Valid
2	0.477	0,300	Valid
3	0.467	0,300	Valid
4	0.477	0,300	Valid
5	0.443	0,300	Valid
6	0.529	0,300	Valid
7	0.489	0,300	Valid
8	0.540	0,300	Valid

Item-Total Statistics

Intem question	Correlated Item-Total Correlation	Standard Regional	Regulation
9	0.475	0,300	Valid
10	0.505	0,300	Valid
11	0.457	0,300	Valid
12	0.520	0,300	Valid
13	0.487	0,300	Valid
14	0.395	0,300	Valid
15	0.503	0,300	Valid
16	0.496	0,300	Valid

From the table it can be concluded that the initial research item can be said to be valid because the item Correlation - Total Correlation exceeds 0.300 cells so that the research can be continued further.

Tabel 4
Leadership Style Validity Test (X_1)

Item-Total Statistics

Intem question	Corrected Item-Total Correlation	Standard Regional	Regulation
1	0.579	0,300	Valid
2	0.641	0,300	Valid
3	0.748	0,300	Valid
4	0.697	0,300	Valid
5	0.559	0,300	Valid
6	0.667	0,300	Valid
7	0.720	0,300	Valid
8	0.681	0,300	Valid
9	0.674	0,300	Valid
10	0.700	0,300	Valid
11	0.604	0,300	Valid
12	0.588	0,300	Valid

From the table it can be concluded that the original question item can be said to be valid because the item Correlation-Total Correlation exceeds 0.300 so it can be continued for further research.

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Table 5
Incentive Validity Test (X₂)

Intem question	Corrected Item-Total Correlation	Standard Regional	Regulation
1	0.658	0,300	Valid
2	0.440	0,300	Valid
3	0.545	0,300	Valid
4	0.579	0,300	Valid
5	0.435	0,300	Valid
6	0.638	0,300	Valid
7	0.645	0,300	Valid
8	0.654	0,300	Valid
9	0.602	0,300	Valid
10	0.708	0,300	Valid
11	0.639	0,300	Valid
12	0.360	0,300	Valid
13	0.582	0,300	Valid
14	0.618	0,300	Valid
15	0.702	0,300	Valid
16	0.661	0,300	Valid
17	0.703	0,300	Valid
18	0.697	0,300	Valid

(Item-Total Statistics)

From the table it can be concluded that the original question item can be said to be valid because the item Correcteld-Total Correlation exceeds 0.300 so that it can be continued for further research.

Table 6
Competency Validity Test (X3)

Item Question	Corrected Item-Total Correlation	Standard Regional	Regulation
1	0.560	0,300	Valid
2	0.668	0,300	Valid
3	0.573	0,300	Valid

(Item-Total Statistics)

Item-Total Statistics			
Item Question	Corrected Item-Total Correlation	Standard Regional	Regulation
4	0.623	0,300	Valid
5	0.583	0,300	Valid
6	0.612	0,300	Valid
7	0.693	0,300	Valid
8	0.356	0,300	Valid
9	0.535	0,300	Valid
10	0.561	0,300	Valid
11	0.408	0,300	Valid
12	0.511	0,300	Valid

From the table it can be concluded that the initial research item can be said to be valid because the item Correlation-Total Correlation exceeds 0.300 cells so that the research can be continued further.

2. Reliability test

Reliability testing is used to be able to find out whether the processing of several items is in a consistent state or remains if the processing is carried out twice or even more (Sulgiyono, 2017). The indicator contained in the reliability test is Cronbach's Alpha, with a standard of 0.7

Table 7
Reliability Testing Results

Item-Total Statistics			
Variable	Cronbach's alpha	Critical Value	Conclusion
Leadership Style(X_1)	0.910	0.7	Relliabell
Incentive (X_2)	0.921	0.7	Relliabell
Compeltelnsi (X_3)	0.861	0,7	Relliabell
Employee Performance (Y)	0.857	0,7	Relliabell

Based on the results of data processing, it turns out that the cronbac'h alpha value for leadership style, incentives, competence and employee performance is > 0.60. So it can be concluded that the valid question items are reliable, so that the next stage of data processing can be carried out.

3. Normality test

The normality test is carried out in the form of the Kolmogorov-Smirnov test which aims to determine normal distribution. Data is said to be normally distributed if

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the results are > 0.05 and if it is not normal if the results show < 0.05.

Table 8
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		87
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.39802819
Most Extreme Differences	Absolute	.083
	Positive	.072
	Negative	-.083
Test Statistic		.083
Asymp. Sig. (2-tailed)		.196
a. Test distribution is Normal.		

Based on the test results which show that the data is normally distributed, because Asimp Sig is 0.196, which is greater than Alpha (0.05). This shows that the data is distributed normally, thus the next stage of data processing can be carried out

4. Multicollinearity Test

This test is used to see whether or not there is a relationship (correlation) between the independent variables. This test is carried out using the test criteria if the VIF value is < 10, then it can be said that there is no multicollinearity problem and the tolerance value is > 0.1. Conversely, if the VIF is > 10, then it can be said that multicollinearity has occurred and the tolerance value is < 0.1.

Table 9
Multicollinearity Test Results

Variable	Collinearity statistics		Conclution
	Tolerance	VIF	
Leadership Style (X_1)	0.350	2.854	There is no indication of Multicollinearity
Incentive (X_2)	0.544	1.840	There is no indication of Multicollinearity
Competence (X_3)	0.361	2.768	There is no indication of Multicollinearity

In the multicollinearity test above, it can be seen that the variable tolerance value, Leadership Style, incentives and competence is greater than the tolerance value > 10% and from the VIF value it can be seen that the VIF value is greater than the VIF

value < 10, so it can be concluded that both variables are not present. indication of Multicollinearity

5. Heteroscedasticity Test

Heteroscedasticity test to see whether there is a heteroscedasticity problem or not, with certainty that the probability of significance is > 0.05

Table 10
Heteroscedasticity Test Results

Variable	Sig	Alpha	Conclution
Leadership Style (X_1)	0.276	0,05	Does not occur Heltelroskeldasticity
Incentive (X_2)	0.168	0,05	Does not occur Heltelroskeldasticity
Competence (X_3)	0.305	0,05	Does not occur Heltelroskeldasticity

Heteroscedasticity test via SPSS can be seen that the significant value of each independent variable is above 0.05, so it can be concluded that there are no symptoms of heteroscedasticity.

6. Multiple Linear Regression Analysis

calculating multiple regression between leadership style (X1), incentives (X2), competence (X3) and Employee Performance (Y) with the help of the SPSS program in the calculations, the results can be obtained as follows in the table below.

Table 11
Multiple Linear Regression Test Results

Dependent variable	Constants and Independent Variables	Regression Coefficients
Employee Performance (Y)	constants (a)	17.673
	Leadership Style (X_1)	0.224
	incetive(X_2)	0.230
	competence (X_3)	0.419

Based on table 10, the following regression equation model can be obtained:

$$Y = \alpha + \beta1\ X1 + \beta2\ X2 + \beta3\ X3 + e$$

$$Y = 17.673 + 0{,}224\ X1 + 0{,}230\ X2 + 0{,}419\ X3$$

Which means that the regression equation above shows the relationship between the independent variable and the dependent variable partially, from this equation it can be concluded that:

1. The constanta value is 17,673, meaning that if the variables of leadership style, incentives and competence increase by one unit, employee performance

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increases by 17,673 units.
2. Leadership Style Coefficient 0.224 means that the leadership style regression coefficient is in a positive direction. This means that if leadership style increases by one unit, employee performance increases by 0.224 units, assuming constant incentive and competency variables.
3. The incentive coefficient is 0.230, meaning the incentive regression coefficient shows a positive direction. This means that if incentives increase by one unit, employee performance will increase by 0.230 units, assuming the leadership style and competency variables are constant.
4. Competency coefficient 0.419, meaning the competency regression coefficient shows a positive direction. This means that if competency increases, employee performance will increase by 0.419 units, assuming the leadership style and incentive variables are constant.

7. Hypothesis Test T

This test is used to determine whether the independent variable has a significant influence or not on the dependent variable partially or individually. In this study the independent variables consist of Leadership Style, Incentives and Competence, which are said to have a significant influence on the dependent variable or not.

Table 12
Hypothesis Testing Results

Independent Variable	t table	t count	Sig.	A	Conclusion
Leadership style (X_1)	1.988	3.938	0.000	0,05	H_1 diterima
Incetive (X_2)	1.988	2.030	0.046	0,05	H_2 diterima
Competence (X_3)	1.988	3.868	0.000	0,05	H_3 diterima

Based on the table above the t test results can be explained as follows:

1. Influence of Leadership Style variables on Employee Performance (H1)
The Leadership Style variable (X1) has a positive effect on the Performance of Padang City Trade Service Employees. With the calculated t value greater than t table (3.938 > 1.988), with a significance value smaller than the alpha value (0.000 < 0.05), it can be concluded that Ho is rejected and H1 is accepted, meaning that Leadership Style (X1) has a positive and significant effect on Employee Performance (Y).

2. Influence of Incentive Variables on Employee Performance (H2)
The Incentive Variable (X2) has a positive influence on the Performance of Padang City Trade Service Employees. With a calculated t value greater than t table (2.030 > 1.988), with a significance value smaller than the alpha value (0.046 < 0.05), it can be concluded that Ho is rejected and H2 is accepted, meaning that incentives have a positive and significant influence on employee performance (Y).

3. The Influence of Competency Variables on Employee Performance (H3)

The Competence Variable (X3) has a positive influence on the Performance of Padang City Trade Service Employees. With the t calculated value being greater than the t table (3.868 > 1.988), with the significance value being smaller than the alpha value (0.000 < 0.05) it can thus be concluded that Ho is rejected and H2 is accepted, meaning that the Completion has had a positive and signi DISCUSSION

The Influence of Leadership Style on Employee Performance

Based on the tests that have been carried out, it can be concluded that the first hypothesis which states that the Leadership Style variable has a positive and significant influence on Employee Performance, this appears to be greater with the t-table value and the significance value is smaller than the alpha value, so the first hypothesis is accepted.

A study by Putri Budi Utami (2016) stated that leadership style is a power to influence someone who has followers or subordinates, so that person is called a leader. The leader's subordinates can be ordered to act together or not to achieve a predetermined common goal. A leader always serves his subordinates better than his subordinates serve him.

Meanwhile, according to research leader Ajelng Reltno Kulsulmawati (2015), leadership style is a cell and process that influences a group of people in the way they want to act seriously to achieve their goals. This process determines the running of the wheels for an organization or business entity. Through the leadership style process, leaders can influence employees to improve performance in order to achieve company goals.

Based on the description above, we can conclude that a good leadership style will have an impact on high employee performance.ficant impact on Employee Performance (Y).

The Effect of Incentives on Employee Performance

Based on the tests that have been carried out, it can be concluded that the second hypothesis states that the Incentive variable has a positive and significant influence on Employee Performance. This can be seen in the tests that have been carried out with the t-count value being greater than the t-table value and the significance value being smaller than the value alpha then the second hypothesis is acceptable.

An organization or company needs employees who are able to provide work results or output so that the objectives of the overall business can be achieved. The work results or performance of each employee varies and this is influenced by several factors. One of the obvious factors is that incentives are able to encourage or motivate employees to work better, the better the employee's performance, the higher the incentive incentives provided. Because it is obvious that employees will make ultimate efforts to improve their performance so that the incentives they receive increase, research carried out by (Yulsulf and Asyhari 2017) and (Mulstofa, 2017) shows that incentives have a significant impact on employee performance. gadget.

In Yuldiastra and Darma's research (2015), incentives are rewards that are given directly to employees because the work carried out by personal employees has not exceeded the standard limits of personal work and is not permanent.

The Influence of Competency on Employee Performance

Based on the tests that have been carried out, it can be concluded that the third hypothesis which states that the competency variable has a positive and significant

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impact on employee performance,

Research from Prayogi, et al (2019) with the title development of organizational competence and communication on employee performance. The results of the research show that the competency variable has a positive and significant impact on the performance of Tirta Taming Kabulpateln Acelh Taming PDAM employees.

Suldarwati, (2014) stated the results of her research that competency has a positive and significant influence on employee performance.

Winanti (2011) stated that from the results of her research, competency has a positive and significant influence on employee performance, where with the competency each employee has is able to provide stimulation or stimulation of performance, so that performance will experience an increase on its own.

CONCLUTION

Based on the results of the research that has been carried out, the conclusions in this research are made, namely that leadership style, incentives and competencies are significant in the performance of employees in the Padang City Trade Department.

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