



## THE INFLUENCE OF LEADERSHIP, COMPETENCY, MOTIVATION AND WORK CULTURE ON PERFORMANCE IN THE REGIONAL OFFICES OF THE MINISTRY OF RELIGION, DKI JAKARTA PROVINCE

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### ABSTRACT

The background of this research is that the performance at the Regional Office of the Ministry of Religion of DKI Jakarta Province has not been optimal due to the lack of leadership roles, low competence, motivation and work culture. This research focuses on the variables of leadership, competence, motivation, work culture and performance. This study aims to analyze the influence of Leadership, Competence, Motivation, Work Culture on Performance either partially or together. The sampling technique in this study was proportionate stratified random sampling with a sample of 100 respondents. This research method is a quantitative approach method with multiple linear and regression analysis. Data collection techniques using documentation techniques, questionnaires, Focus Group Discussion (FGD), observation and literature study. The data collection tool in this study was a questionnaire based on a Likert scale. The data techniques in this research are validity test, reliability test, F test and t test, simple and multiple linear regression. The results of this study can be used as input for improving the performance of the Regional Office of the Ministry of Religion of DKI Jakarta Province through leadership, motivation and work culture efforts.

**Keywords** : Leadership, Competence, Motivation, Work Culture and Performance

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### INTRODUCTION

Effective and efficient governance is a demand in the era of globalization which is full of competition and limitations in all fields (Azmi et al., 2023). This reality demands professionalism of apparatus resources in carrying out government affairs (Mantali & Abdussamad, 2023). This is in accordance with Law Number 43 of 1999 concerning Civil Service Principles which states that as elements of the state apparatus, civil servants must provide services to the public in a professional manner. For this reason, in line with government organizational reform, various changes in the government bureaucracy have been carried out in order to achieve efficiency and effectiveness in government organizations, including prioritizing human resource (apparatus) management.

One of the government organizations or bureaucracies is the Ministry of Religion (LENGARI et al., 2023). Like the bureaucracy in other Indonesian government institutions, efforts have been

made at the Ministry of Religion to improve the performance of its human resources within the framework of implementing good governance, as carried out by the Regional Office of the Ministry of Religion, DKI Jakarta Province. As government implementer in the field of religious affairs in the DKI Jakarta Province region, the Regional Office of the Ministry of Religion of DKI Jakarta Province also has a work program in the field of human resource development for all levels of the organization.

The Regional Office of the Ministry of Religion of DKI Jakarta Province is more efficient and professional in carrying out its main duties and functions (Ustyannie, 2023). In the work program, the Regional Office of the Ministry of Religion of DKI Jakarta Province has set a target for each existing work unit, namely "Realizing Bureaucratic Reform through Effective, Efficient & Integrative Programs and Activities". In accordance with the very broad task of the Ministry of Religion because it must reform the mentality and spiritual restructuring of society so that it has physical and spiritual strength, in the Work Program of the Regional Office of the Ministry of Religion for DKI Jakarta Province for 2014 - 2019, there are four things that must be implemented in the next five years These are religious life services, religious harmony, religious services, and improving the quality of religious education.

**Table.1.1. Performance Achievements of the Regional Office of the Ministry of Religion of DKI Jakarta Province in 2017-2021**

| NO | Description Program                                | Achievement (%) |       |      |      |       |
|----|--|-----------------|-------|------|------|-------|
|    |  | 2017            | 2018  | 2019 | 2020 | 2021  |
| 1  | Management Support and Implementation Other Duties | 90.92           | 97.20 | 96   | -    | 94.70 |
| 2  | Harmony Religious People                           | 70              | 97.20 | 97   | -    | 94.70 |
| 3  | Education Islam                                    | 88.54           | 94.44 | 95   | -    | 98.24 |
| 4  | Maintenance Hajj and Umrah                         | 32.80           | 92.42 | 91   | -    | 82.69 |
| 5  | Guidance Islamic Society                           | 99.50           | 94.37 | 95   | -    | 93.00 |
| 6  | Guidance Christian Society                         | 95.13           | 83.81 | 93   | -    | 96.30 |
| 7  | Guidance Catholic Society                          | 88.84           | 94.35 | 94   | -    | 97.59 |
| 8  | Hindu Community Guidance                           | 98.57           | 92.75 | 88   | -    | 98.01 |
| 9  | Buddhist Community Guidance                        | 89.26           | 86.54 | 100  | -    | 99.88 |

Based on Table.1. The performance achievements of the Regional Office of the Ministry of Religion (Kemenag) of DKI Jakarta Province in 2017, from the nine highest realization programs, namely: (1) the 5th program guiding the Islamic community 99.5%, (2) the 8th program guiding the Hindu community 98.57% , and (3) the 6th Christian community guidance program 95.13%.

The lowest realization was in the 4th program for organizing the Hajj and Umrah at 32.80%. This is due to self-blocking of domestic Hajj services, so it is not realized. In 2018, the highest performance target for management support and implementation of other tasks was 97.20% and the lowest performance realization for the Christian community guidance program was 83.81%. In 2019, the highest performance target for the Buddhist community guidance program was 100% and the lowest for the Hindu community guidance program was 88%. In 2020 there was no report on performance realization. In the 2020 performance report, actual data is not filled in and is still in the form of a concept. In 2021, the highest realization in the Buddhist Community Guidance program was 99.88%. The lowest realization in the Hajj and Umrah organizing program was 82.69%.

The performance target set by the ministry of religion is on average above 90%, every year (Kumar et al., 2023). From the table above, every year there are always programs whose actual performance is below the set targets (Comings, 2023).

In accordance with Minister of Finance Regulation Number 249/PMK.02/2011 concerning Performance Measurement and Evaluation of the Implementation of Work Plans and Budgets of State Ministries/Institutions. Performance Evaluation consists of 3 (three) aspects, namely implementation aspects, benefits aspects and context aspects (Miran & Sumampouw, 2023). Performance evaluation of implementation aspects is carried out in order to produce performance information regarding the implementation of activities and achievement of outputs (Pozzi et al., 2023). Indicators measured in performance evaluations on implementation aspects include budget absorption, consistency between planning and implementation, output achievement, and efficiency (Sudarminto, 2023). Performance evaluation on the benefits aspect is carried out in order to produce information regarding changes that occur in society and/or Stakeholders as beneficiaries of the output that has been achieved (Hekrle et al., 2023). The indicators measured in the performance evaluation of the benefits aspect are the achievements of the main performance indicators (Abdul Rahman et al., 2023). Performance evaluation on context aspects is carried out in order to produce information regarding the relevance of inputs, activities, outputs and results, to the dynamics of developments in the situation, including government policies.

Government Regulation Number 17 of 2017 concerning Synchronization of National Development Planning and Budgeting Processes, the provisions regarding measurement and evaluation of budget performance for the implementation of work plans and budgets of state ministries/institutions are re-regulated. Regulation of the Minister of Finance concerning Measurement and Evaluation of Budget Performance for the Implementation of Work Plans and Budgets of State Ministries/Institutions (Rakhmanita et al., 2023). Therefore, Minister of Finance Regulation Number 214/PMK.02/2017 concerning Measurement and Evaluation of Budget Performance on the Implementation of Plans and Budgets of State Ministries/Institutions was issued. In this regulation, the Minister of Finance carries out Budget Performance Evaluation as a performance-based budgeting instrument for implementing accountability functions and quality improvement functions (Situmorang, 2023). The accountability function aims to prove and be responsible professionally to Stakeholders for the use of budgets managed by the Ministry/Institution, echelon I unit/program, and/or work unit/activity concerned. The quality

improvement function aims to measure effectiveness and efficiency, as well as identify supporting factors and obstacles to the implementation of RKA-K/L in order to improve budget performance and input materials for policy preparation. To evaluate the performance of the budget, the Ministry of Finance launched an application called the SMART Application which refers to the PMK.

## **METHOD**

The research design that will be used in this research is an explanatory quantitative research approach, namely describing the actual situation in the field based on existing facts and data that have been verified and tested for truth through a series of statistical tests. To find out how the variables studied will explain The object studied through collected data, the author uses associative research, namely research that looks for the relationship of one variable with other variables.

The research approach used in this research is a survey method, where researchers directly observe the objects being studied in large and small populations, with data originating from samples taken from that population. This data is quantitative data which is cumulative using statistical methods.

### **Research Model**

This research uses a regression analysis research model, namely to analyze the magnitude of the influence, both partially and multiple, of the independent variable on the dependent variable

### **Research variable**

In accordance with the study objectives to be achieved in accordance with the research framework, this study uses variables that cannot be measured directly but indirectly. Variables like this are called constructs (latent variables). In this research there are two types of constructs, namely exogenous constructs and endogenous constructs. The exogenous construct consists of leadership, competence, motivation and work culture, while the endogenous construct consists of performance.

## **RESULTS AND DISCUSSION**

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Testing of this research analysis was carried out by referring to simple and multiple linear regression analysis techniques (Norvadewi et al., 2023). This analysis technique requires several requirements, or stages that must be met, including reliability and validity tests, as well as classical assumption tests (Sun et al., 2023). For each test, it is described as follows:

### **1. Reliability and Validity Test**

Reliability and validity tests on raw data were carried out to check the consistency of the measuring instruments and the validity of each questionnaire. To obtain accurate calculation results, the calculation process uses the SPSS computer program:

#### **a. Reliability Test**

Through computer-assisted calculations, the Cronbach Alpha Reliability Coefficient value is obtained, as shown in Table 1.2.

**Table 1.2 Coefficient Reliability**

| No. | Variable               | Coefficient Reliability (Cronbach's Alpha) |
|-----|------------------------|--|
| 1.  | Leadership ( $X_1$ )   | 0.716                                      |
| 2.  | Competence ( $X_2$ )   | 0.730                                      |
| 3.  | Motivation ( $X_3$ )   | 0.702                                      |
| 4.  | Culture Work ( $X_4$ ) | 0.719                                      |
| 5.  | Performance (Y)        | 0.730                                      |

Source : SPSS 25.0 for windows

With see results Coefficient Reliability (*Alpha Cronbach*) Which shown in Table 4.33, it can be said that the instrument used is reliable, meaning that an instrument can be trusted enough to be used as a tool collector data when mark coefficient reliability calculated  $> 0.6$ .

| No. | Variable               | Coefficient Reliability (Cronbach's Alpha) |
|-----|------------------------|--|
| 1.  | Leadership ( $X_1$ )   | 0.716                                      |
| 2.  | Competence ( $X_2$ )   | 0.730                                      |
| 3.  | Motivation ( $X_3$ )   | 0.702                                      |
| 4.  | Culture Work ( $X_4$ ) | 0.719                                      |
| 5.  | Performance (Y)        | 0.730                                      |

In accordance with the results of descriptive statistical analysis, the characteristics of this research variable can be described as follows:

**Table 1.3. Descriptive Statistics**  
**Descriptive Statistics**

| N                  | Range | Minimum | Maximum | Sum  | Mean   | Std. Deviation |
|--------------------|-------|---------|---------|------|--------|----------------|
| Mean Y             | 100   | 1.60    | 3.20    | 4.80 | 414.50 | 4.1450 ,32887  |
| Mean X4            | 100   | 1.40    | 3.60    | 5.00 | 418.10 | 4.1810 ,31000  |
| Mean X3            | 100   | 1.40    | 3.60    | 5.00 | 422.00 | 4.2200 ,29094  |
| Mean X2            | 100   | 1.60    | 3.20    | 4.80 | 414.40 | 4.1440 ,32762  |
| Mean X1            | 100   | 1.60    | 3.30    | 4.90 | 415.80 | 4.1580 ,31275  |
| Valid N (listwise) | 100   |         |         |      |        |                |

Source : SPSS 25.0 for windows

By looking at the results of the Reliability Coefficient (Cronbach's Alpha) listed in Table 4.33, it can be said that the instrument used is reliable, meaning that an instrument is trustworthy enough to be used as a data collection tool if the reliability coefficient value is calculated  $> 0.6$ .

**b. Validity test**

After carrying out calculations using the "product moment" correlation technique, the item correlation coefficient (r-count) was obtained for 10 instrument items (questionnaires) with a sample of 100 people (n = 100 people), at  $\alpha = 0.05$ , the rtable was 0.1654, meaning if  $r_{count} < r_{table}$ , then the instrument item is invalid and if  $r_{count} > r_{table}$ , then the instrument item can be said to be valid. From the statistical calculations for each variable, it turns out that the rcount obtained is greater than the rtable, so it can be said that all questionnaire items are predicted to be valid. The correlation coefficient values for testing the validity of the instrument for each variable are presented in the following table:

**1) Leadership Variable (X1)**

The correlation coefficient values from the validity test results for the Leadership variable (X1) can be seen in Table 1.4.

**Table 1.4**

**Test Validity Instrument Variable Leadership (X1)**

| No. Questionnaire | r-grain | r- table | Information |
|-------------------|---------|----------|-------------|
| 1                 | 0.512   | 0.1654   | Valid       |
| 2                 | 0.473   |          | Valid       |
| 3                 | 0.539   |          | Valid       |
| 4                 | 0.554   |          | Valid       |
| 5                 | 0.356   |          | Valid       |
| 6                 | 0.454   |          | Valid       |
| 7                 | 0.371   |          | Valid       |
| 8                 | 0.207   |          | Valid       |
| 9                 | 0.541   |          | Valid       |
| 10                | 0.525   |          | Valid       |

Source : SPSS 25.0 for windows

Based on the table above, the entire instrument with 10 items is valid. This is based on the rcount values of the Leadership variable (X1) obtained on average being the largest of rtable or  $r_{count} > r_{table}$ . Apart from that, the highest r calculated value was obtained in statement no. 4 with r item 0.554, namely the Motivator indicator. While the lowest is in statement no. 8 is 0.207, namely the career development indicator.

**2) Competency Variable (X2)**

The correlation coefficient values from the validity test results for the Competency variable (X2) can be seen in Table 1.5.

**Table 1 .5 Test Validity Instrument Variable Competence (X2)**

| No. Questionnaire | r- item | r- table | Information |
|-------------------|---------|----------|-------------|
|-------------------|---------|----------|-------------|

|    |       |        |       |
|----|-------|--------|-------|
| 1  | 0.580 | 0.1654 | Valid |
| 2  | 0.498 |        | Valid |
| 3  | 0.428 |        | Valid |
| 4  | 0.562 |        | Valid |
| 5  | 0.399 |        | Valid |
| 6  | 0.464 |        | Valid |
| 7  | 0.421 |        | Valid |
| 8  | 0.262 |        | Valid |
| 9  | 0.595 |        | Valid |
| 10 | 0.593 |        | Valid |

Source : SPSS 25.0 for windows

Based on the table above, the entire instrument with 10 items is valid. This is based on the rcount values of the Competency variable (X2) obtained on average being the largest of rtable or rcount > rtable. Apart from that, the highest r value was obtained in statement no. of 0.595, namely the Specific indicator. While the lowest is in statement no. 8 is 0.262, which is a measurable indicator.

### 3) Motivation Variable (X3)

The correlation coefficient values from the validity test results for the Motivation variable (X3) can be seen in Table 1.6.

**Table 1 .6 Test Validity Instrument Variable Motivation (X3)**

| No. Questionnaire | r- item | r- table | Information |
|-------------------|---------|----------|-------------|
| 1                 | 0.395   | 0.1654   | Valid       |
| 2                 | 0.341   |          | Valid       |
| 3                 | 0.287   |          | Valid       |
| 4                 | 0.618   |          | Valid       |
| 5                 | 0.574   |          | Valid       |
| 6                 | 0.261   |          | Valid       |
| 7                 | 0.402   |          | Valid       |
| 8                 | 0.473   |          | Valid       |
| 9                 | 0.424   |          | Valid       |
| 10                | 0.470   |          | Valid       |

Source : SPSS 25.0 for windows

Based on table 4.36 above, the entire instrument with 10 items is valid. This is based on the fact that the r-calculated values of the Motivation variable (X3) obtained are the largest average from the r-table or r-calculated > r-table. Apart from that, the highest calculated r-value was obtained in statement no. 4 with an r-table of 0.618, namely the Achievement indicator. While the lowest is in statement no. 6 is 0.197, namely Looking for opportunities.

### 4) Work Culture Variable (X4)

The correlation coefficient values from the validity test results for the Work Culture variable (X4) can be seen in Table 1.7.

**Table 1.7 Test Validity Instrument Variable Culture Work (X4)**

| No.<br>Questionnaire | r- item | r- table | Information |
|----------------------|---------|----------|-------------|
| 1                    | 0.461   | 0.1654   | Valid       |
| 2                    | 0.401   |          | Valid       |
| 3                    | 0.262   |          | Valid       |
| 4                    | 0.614   |          | Valid       |
| 5                    | 0.598   |          | Valid       |
| 6                    | 0.370   |          | Valid       |
| 7                    | 0.438   |          | Valid       |
| 8                    | 0.525   |          | Valid       |
| 9                    | 0.438   |          | Valid       |
| 10                   | 0.449   |          | Valid       |

Source : SPSS 25.0 for windows

Based on table 4.37 above, the entire instrument with 10 items is valid. This is based on the r-calculated values of the Work Culture variable (X4) obtained by the largest average from the r-table or r-calculated > r-table. Apart from that, the highest calculated r-value was obtained in statement no. 4 with an r-table of 0.614, namely the indicator of implementation in the organization. While the lowest is in statement no. 3 is 0.262, namely the organization's expectations for employees.

### 5) Performance Variable (Y)

The correlation coefficient values from the validity test results for health service performance variables can be seen in Table 1.8.

**Table 1.8 Test Validity Instrument Variable Performance (Y)**

| No.<br>Questionnaire | r- item | r- table | Information |
|----------------------|---------|----------|-------------|
| 1                    | 0.583   | 0.1654   | Valid       |
| 2                    | 0.501   |          | Valid       |
| 3                    | 0.431   |          | Valid       |
| 4                    | 0.577   |          | Valid       |
| 5                    | 0.396   |          | Valid       |
| 6                    | 0.460   |          | Valid       |
| 7                    | 0.416   |          | Valid       |
| 8                    | 0.264   |          | Valid       |
| 9                    | 0.596   |          | Valid       |
| 10                   | 0.595   |          | Valid       |

Source : SPSS 25.0 for window

### The Influence of Competency on Performance

There is a real influence of the Competency variable on performance. Based on the results of the analysis above, it is proven that Competency partially has a large positive and significant influence on Performance. This influence can be seen from the Coefficient of Determination ( $R^2$ ) value of 0.999. This shows that 99.9%. Respondents agreed that Competence plays an important role in improving the Performance of the Regional Office of the Ministry of Religion of DKI Jakarta

Province in accordance with the Criterion referenced dimensions through standardized and specific indicators, while the remaining 50.01% is caused by other variables or factors.

This influence can be seen from the statement with the highest validity value is the ninth statement of 0.595, namely the Specific indicator. Meanwhile, the lowest is in the eighth statement at 0.262, which is a measurable indicator.

The above is in accordance with the limitations stated by Finch & Crunkilton quoted by Mulyasa (2002:38), that competence is mastery of a task, skills, attitudes and appreciation needed to support success. This shows that competence includes the tasks, skills, attitudes and appreciation that local governments must have to be able to carry out tasks according to certain types of work.

For this reason, government policies that are government priorities must also be implemented by organizations (Mahardhani, 2023). In regional government competence, organizations are required to independently explore, allocate, determine priorities, control and be accountable for the empowerment of resources, both to the regional government and the organization itself.

In the case above, it can be said that the influence of competence is very necessary in improving performance, intended to have the ability to carry out a position or task competently and also on how people should behave to carry out their roles competently. In competency to improve performance based on research findings, what is good is that you must have capability. Capabilities are usually a combination of dimensions of personal traits, skills and knowledge. According to (Thoha & Mubah, 2023) there are five types of basic characteristics of competence, namely:

Motive is something that someone continuously thinks about or desires which causes an action. This motive moves, mobilizes and has behavior towards certain actions or goals and differences of other people.

Traits are physical characteristics and consistent responses to situations and information. Personal concept (Self Concept) is a person's personal actions, values and impressions.

Knowledge is information about someone who has a certain substantive area.

Skills are the ability to perform certain physical and mental tasks.

Another finding is that competency to improve good performance depends on individual competency including: intellectual, interpersonal, adaptability, and results-oriented.

### **The Effect of Motivation on Performance**

There is a real influence of motivation variables on performance, based on the results of the analysis above, it is proven that the quality of human resources partially has a large positive and significant influence on performance, namely (62.4%), while the remaining 37.6% is caused by factors. other. The statement with the highest validity value is the statement in statement no. fourth is 0.618, namely the Achievement indicator. Meanwhile, the lowest was in the sixth statement at 0.197, namely Looking for opportunities.

According to (Hasibuan, 2023) motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Based on the things stated above, a leader must always try so that the activities carried out to achieve organizational or predetermined goals

can be carried out in an effective, systematic and efficient manner. For this reason, good planning, organization, work coordination and supervision are needed (Yani et al., 2023).

In other words, the things mentioned above are carried out so that the desired personal and organizational goals can be achieved as fully as possible, effectively, efficiently, which has an impact on positive performance. Meanwhile, how to motivate employees can be expected to increase work morale and enthusiasm for work even more during times of boredom and fatigue (Langkamane & Marsono, 2023). The absence of promotions or low wages/salaries received means that motivation is a positive effort or activity from the leadership/superior of the organization to create, increase the enthusiasm and work enthusiasm of the staff/employees so that the organizational targets or expected performance can be achieved.

### **The Influence of Work Culture on Performance**

There is a real influence of the Work Culture variable on performance, based on the results of the analysis above, it is proven that Work Culture partially has a large positive and significant influence on the Performance of the Regional Office of the Ministry of Religion of DKI Jakarta Province. This influence can be seen from the Determination coefficient ( $R^2$ ) value of 0.727 or 72.7% and the remaining 27.3% is influenced by other variables not examined in this research. The statement with the highest validity value is the fourth statement with 0.614, namely the implementation indicator in the organization (Wiratama & Egeten, n.d.). Meanwhile, the lowest is in the third statement at 0.262, namely the organization's expectations for employees (Mochklas et al., 2023).

Work success is rooted in the values one has and the behavior that becomes a habit. These values originate from customs, religion, norms and rules whose beliefs become habits in work or organizational behavior. The values that have become habits are called culture. Because culture is related to the quality or quality of work, it is called work culture.

According to (Supriyadi, 2023) work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization and then reflected in attitudes into behavior, beliefs, ideals. ideals, opinions and actions that are realized as work or work.

From the description above, it can be said that work culture has an important role in determining performance (Afif et al., 2023). The behavior patterns of employees, then the values or norms that apply at work, which actually function to direct or guide employees in completing their work and more strategically serve as guidelines for answering how work will achieve success in its business. This is contained in work culture is a pattern of communication that is carried out openly, both from leaders and employees (Fisher & Costa, 2023). Communication that is carried out openly will facilitate the smooth flow of information at work.

### **Influence of Leadership (X1), Competency (X2), Motivation (X3) and Work Culture (X4) together on Performance (Y)**

The research results show that there is an influence of Leadership (X1), Competence (X2), Motivation (X3) and Work Culture (X4) together on performance. The statement with the highest validity value is the ninth statement 9 with an r-table of 0.596, namely the indicator of implementing organizational culture. Meanwhile, the lowest is in the eighth statement at 0.264, namely the work activity indicator.

Employees are in a much better position to determine individual progress towards higher levels of performance if employees are involved in writing performance standards for future performance and use measures that have been agreed with company management. By improving a person's condition, employee performance can be improved.

According to John Soeprihanto (2001: 7), employee performance in an organization is the main responsibility of a manager, where managers help their employees to perform better. Performance appraisals are carried out to tell employees what management expects to build a better understanding of each other, by assigning tasks to employees according to these abilities.

Assessing performance means comparing the actual work of the apparatus with established standards. Assessment can function as a standard of comparison for evaluating employee performance. The factors assessed can differ from one type of work to another. This depends on what aspects are considered critical in measuring someone's success and fulfilling their obligations, such as loyalty, initiative, diligence, perseverance, cooperative attitude, leadership, honesty, thoroughness, accuracy and neatness.

### **Implications and Research Findings**

The research results have proven that the influence of leadership (X1), competency (X2), and motivation (X3) together have an influence on performance at the Regional Office of the Ministry of Religion of DKI Jakarta Province.

The implication of this research is that there is a positive attitude of respondents or the public who provide an attitude statement that the three variables have an important role in realizing performance, taking into account the Leadership (X1), Competency (X2), Motivation (X3) and Work Culture (X4) variables which have a role important or quite valid in realizing better performance at the Regional Office of the Ministry of Religion of DKI Jakarta Province.

Government in each Leadership (X1) must refer to the 1945 Constitution and other related regulations.

In accordance with the findings above and efforts to improve performance at the Regional Office of the Ministry of Religion of DKI Jakarta Province, it is necessary to encourage:

Improving Leadership (X1) in encouraging equitable, affordable, quality and fair services.

Increasing Competency (X2) through provision to increase the knowledge, skills and abilities of human resources for both employees and the community.

Increasing Motivation (X3) by developing and utilizing natural resources in an even and high quality manner.

Improving Work Culture (X4) through agency Values which are applied to employees' daily activities.

Improving employee performance which will have an impact on improving the performance of organizations/agencies, in this case the Regional Office of the Ministry of Religion of DKI Jakarta Province.

From this, a model for improving performance at the Regional Office of the Ministry of Religion of DKI Jakarta Province can be created, as in Figure 4.3.

## **CONCLUSION**

There is an influence of leadership on the performance of the Regional Office of the Ministry of Religion of DKI Jakarta Province by 82%. This is supported by the statement that a leader must be willing to accept and use the power inherent in the role of a leader. In order for the desired goals to be successful, a leader must demonstrate his expertise to his employees on how to achieve a desired goal. There is an influence of competency on the performance of the Regional Office of the Ministry of Religion of DKI Jakarta Province of 99.9%. This is because competency includes tasks, skills, attitudes and appreciation that local governments must have to be able to carry out tasks according to certain types of work. For this reason, government policies that are the government's priority must be implemented by organizations as an effort to improve the performance of both employees and the organization. There is an influence of motivation on the performance of the Regional Office of the Ministry of Religion of DKI Jakarta Province of 62.4%. This is an effort to increase motivation through work enthusiasm and greater enthusiasm for work during times of boredom and fatigue. The absence of promotions or low wages/salaries received means that motivation is a positive effort or activity from the leadership/superior of the organization to create, increase the enthusiasm and work enthusiasm of the staff/employees so that the organizational targets or expected performance can be achieved. There is an influence of work culture on the performance of the Regional Office of the Ministry of Religion, DKI Jakarta Province, amounting to 72.7%. This is because work culture is a pattern of communication that is carried out openly, both from leaders and employees. Communication that is carried out openly will facilitate the smooth flow of information at work. Supported by the opinion of Kontjoroningrat (2001: 15), work culture is the entire system of ideas, actions and results of human work in the context of social life which is made human property by learning. There is a simultaneous influence of Leadership, Competency, Motivation and Work Culture on the Performance of the Regional Office of the Ministry of Religion of DKI Jakarta Province, 99.9%. This can be seen from the performance assessment which is carried out as an effort to improve or improve management to build a better understanding of each other, by giving tasks to employees according to their abilities. John Soeprihanto (2001: 7), employee performance in an organization is the main responsibility of a manager, where managers help their employees to perform better. Based on what was stated by John Soeprihanto, efforts to improve performance can be done through leadership (attitude/style of managers or superiors), competence (skills possessed by superiors and staff), staff motivation at work) and the work culture implemented by the agency.

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