**THE EFFECT OF LEADERSHIP AND WORK MOTIVATION ON THE PERFORMANCE OF THE STATE CIVIL SERVICES ON THE REGIONAL EDUCATION AND TRAINING PERSONNEL AGENCY OF BONE BOLANGO REGENCY**

Kasmawati1), Irawaty Igirisa2), and Yosef P Koton3)

1) Bina Taruna University Gorontalo, Indonesia

2) Gorontalo State University, Indonesia

3) Local Government of Gorontalo Province, Indonesia

E-mail: kasmawatidjumarding@gmail.com

**ABSTRACT**

The purpose of this study is 1) to find out and analyze the influence of leadership on the performance of the civil servants at the Regional Education and Training Office of Bone Bolango; 2) to find out and analyze the influence of work motivation on the performance of the Civil Servants at the Regional Education and Training Office of Bone Bolango; 3) to know and analyze the influence of leadership and work motivation on the performance of the civil servants at the Regional Education and Training Office of Bone Bolango.

The research method used in the current study is a descriptive method applying a quantitative approach, moreover, the data collection techniques have been conducted through doing observations, distributing questionnaires, and taking documentation. Furthermore, the data analysis methods used were multiple linear regression analysis, multiple correlation analysis, hypothesis test, and determination co-efficiency analysis involving a sample number of 61 civil servants.

The results show that 1) the leadership has a positive and a significant effect on the performance of thssse apparatus at the Regional Education and Training Office of Bone Bolango by 25.01%; 2) motivation has a positive and significant effect on the performance of the apparatus at the Regional Education and Training Office of Bone Bolango which is amounting to 16.22%; 3) leadership and motivation work together have a positive and significant effect on the performance of the apparatus by 41.2%.

**Keywords**:leadership, motivation, performance

**INTRODUCTION**

The performance of the government apparatus is very crucial in the smooth implementation of activities and programs of government organizations, both at the central and regional levels. The good and bad performance of this apparatus also has an impact on the performance of government organizations. Therefore, expectation

The performance of the government apparatus from time to time is getting higher in line with the increasing public desire and demand for improving the performance of government organizations. For this reason, government officials inevitably have to improve their performance in order to meet the needs and expectations of the community in public services by government organizations.

Given the importance of the performance of government organizations in quality public services and carried out professionally so that every government organization needs to continuously improve the performance of its apparatus in providing services according to community expectations. The performance of government organizations in providing the best service to meet public expectations shows the quality and performance of the apparatus of the organization, thus the public's assessment of the services that have been received will provide an overview of the performance of government organizations and the performance of their apparatus. The government is aware of the magnitude of the demands on the performance of the apparatus, where the demands for the implementation of good governance in the administration of government in the era of regional autonomy, are not just formal juridical demands, but more than that indicate the demands for improving the performance of the apparatus. This also has an impact on the paradigm shift in public sector management, especially in local government which leads to a shift in democratic, responsive, accountable governance, as well as improving organizational performance.

Until now, the government bureaucratic apparatus has not fully carried out its duties in accordance with the functions assigned to it based on the norms set and expected by the community. This condition can be seen through various deviations that occur so that the longer it gets worse and results in the level of public confidence in the community.

Government decreased. In order to improve the service and performance of local government organizations, improving the performance of the apparatus has a very important meaning, especially in efforts to make improvements in the future. Analysis of the performance of the public bureaucracy becomes very important or in other words has a very strategic value. Information about the performance of the apparatus and the factors that influence the performance of the apparatus is very important to know, so that the measurement of the performance of the apparatus should be translated as an evaluation activity to assess or see the success and failure of the implementation of the tasks and functions assigned to him.

Organizational performance studies that focus on the performance aspects of the apparatus seem to have begun to develop and become in demand in the last few years, resulting in the emergence of concepts of thinking about organizations that are driven by various organizational successes in developing the human element in organizational design and arrangement.

This is also a symptom of a shift in views or concepts of thought in the field of organization which is built based on the basics of functionalist thinking to the concepts of interpretive paradigm thinking. One symptom that appears in the process of this shift is the increasing attention to cultural aspects in organizational studies. Not only as an important part in organizational studies, but the concept of culture is used as a metaphor to explain the embodiment and

organizational nature. Its use in organizational analysis, culture is not only seen as something that exists and lives in an organization, but also something that is used as a basis for thinking in understanding the organization.

As a variable in performance, leadership is studied as a phenomenon that exists in every community, because where humans interact, there arises a leadership phenomenon, ranging from interactions in the most primitive groups to the most advanced, from the smallest groups to the most advanced organizations. the biggest.

The leadership factor in the performance of both apparatus performance and organizational performance becomes very important when individuals/organizational members have high dynamics in their activities in addition to continuous change driven by technological advances, the key word of this phenomenon is the ability to influence organizational members so that they perform high in their performance. achieve predetermined organizational goals. An organization will succeed or even fail largely determined by leadership factors.

In addition to leadership the importance of motivation in improving the performance of the apparatus, that motivation is basically a process that determines how much effort will be devoted to carrying out the work. Motivation which is the impetus to work is very decisive for the achievement of a goal, then employee performance is very dependent on every organization / company in growing the highest work motivation for its employees [4].

Improving the performance of the apparatus through the development of organizational culture, and increasing leadership competence as well as increasing employee motivation to work are issues that attract attention not only by experts in public administration, but also by the government in Indonesia as seen from the government's efforts to continuously improve its performance. Furthermore, performance is the work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals in accordance with applicable laws and regulations [2].

Based on the observations of researchers in the field, especially in the Regional Education and Training Personnel Agency, Bone Bolango Regency, it shows that the performance level indicators as stated above have not been fully achieved as expected. In terms of quality and quantity of work, employees are still not on time in completing work, for example, making correspondence which should be completed within 30 minutes, but the letter is completed longer even up to one to two days. Likewise, making a report on an activity should be completed within one day but can be completed in up to one week.

In terms of compliance of the apparatus in complying with the applicable rules, it seems neglected. This can be seen in the working hours of employees who arrive late on average. Likewise with neatness in dressing, setting work priorities, time efficiency

and keeping the workplace organized is not yet so visible.

In terms of initiative, it can be seen that employees are still limited in their ability to take the initiative to solve problems at work, besides the ability to generate ideas and innovative solutions is still lacking in overcoming the problems that occur. In terms of communication, there are still deficiencies in the ability to communicate both individually and in groups. In terms of responsibility, there is still a negative attitude from employees if they make mistakes that tend to blame other employees and are less willing to admit their own mistakes. Besides, the lack of ability of the apparatus in following and carrying out the instructions given to him often causes the completion of tasks not on time.

The above conditions serve as a reference for the importance of improving the performance of the State Civil Apparatus, especially because the functions of the government apparatus are increasingly complex in line with the demands and expectations of today's society. Moreover, based on the performance achievement report, it can be seen that the performance of the apparatus in the Regional Education and Training Personnel Agency of Bone Bolango Regency is still not optimal.

The things that are the cause of the low performance of the apparatus in the Regional Education and Training Personnel Agency Kab. Bone Bolango in general, among others, is caused by several factors as described previously, namely leadership factors and work motivation. Managing human resources to create the ability (competence) of human resources, managing workforce diversity to achieve excellence, competitive, managing human resources to face globalization [1]. Meanwhile, Human Resources management is a field of management that specifically studies human relationships and roles in corporate organizations. Human Resource Management is humans who are workers in the company, thus the focus of studying HRM is only problems related to human labor [7].

The performance of the apparatus is defined as the ability of the apparatus to perform certain skills. The performance of the apparatus is very necessary, because with this performance it will be known how far the ability of the apparatus in carrying out the tasks assigned to it is. For this reason, it is necessary to determine clear and measurable criteria and set them together as a reference [11].

There are several qualities possessed by leaders, among others: 1) Intelligence includes policies and creative thinking in overcoming problems in a faster and more effective time; 2) The ability to supervise includes the implementation of basic management functions, especially during teaching and learning activities; 3) Initiative is the ability to act or not depend on subordinates; 4) Self-Tranquility includes stabilizing emotions that support the achievement of a harmonious, peaceful and harmonious Institutional environment; 5) Personality includes a friendly, open attitude, willing to respect the opinions of others so that they can foster good cooperation within the agency; 6) Fairness includes the absence of siding with a group of employees or students within the agency; 7) Having understanding includes desire and willingness or sincerity in providing services and dedication to the public interest; 8) Have general knowledge including knowledge about making decisions quickly, firmly and precisely; 9) A lot of knowledge of special jobs including traits that are able to guide, educate, direct, encourage and move their subordinates to do better; 10) Having high honesty includes being honest with yourself and with your subordinates [5].

In work goals are not expectations. In reality, expectations are subjective and vary between individuals, even though they work in the same work unit or organization. Goals are sourced from the organization's strategic and operational plans, which are not influenced by individuals and are not subject to change. Therefore goals are objective. The implementation of this theory in an organization's environment can be realized as follows:

1. The purpose of the work unit or organizational goals is the main focus in work. Therefore, managers need to have the ability to formulate it clearly and in detail, so that it is easily understood by workers. For this reason, managers need to help workers if they have difficulty understanding and adjusting to the goals to be achieved.
2. Organizational goals determine the level of intensity of work implementation, according to the level of difficulty in achieving it. For this reason, managers need to formulate challenging goals, in accordance with the abilities of the workers who participate in making them happen

that which is difficult causes persistence and perseverance in an effort to achieve it, beyond the goal that is easy to achieve. For this reason, managers need to appreciate workers who have succeeded in realizing the goals of the work unit or organization that are difficult to achieve.

Based on the description above, it can be concluded that work motivation is an encouragement and desire both from within the employee (intrinsic) and from outside (extrinsic) that affects employee performance. Where motivation is an impulse that directs a person or stimulates the desire and the driving force of the will so that someone wants to cooperate with others with all his efforts to try as optimally as possible in achieving organizational / agency goals. Motivation is a potential force that exists within a human being that can be developed independently or developed by a number of external forces which essentially revolves around monetary rewards and non-monetary rewards that can affect the results of their performance positively or negatively, which depends on the situation and conditions faced by the person. concerned [6].

The dimensions and indicators of the motivation variable are:

1. Dimensions of Intrinsic factors with indicators: progress and growth, rewards, work appropriate, according to skills and responsibilities.
2. Dimensions of extrinsic factors with indicators: organizational policies, salaries, co-worker relations, working conditions, work facilities, job security and the relationship between leaders and employees. If these factors are met, they can prevent feelings of dissatisfaction but they do not increase motivation or satisfaction from profession.

These hygiene factors include factors such as: Company policies and administration; Supervision; Relationship with supervisors; Working conditions; Wages; Relationships with co-workers; Personal life; Relations with subordinates; Status and certainty. These factors have value, only in the sense that they are external rewards that arise after the work is done. The second group of factors stated as "Motivators" or Satisfiers, this group consists of working conditions which, when met, are associated with high levels of motivation on the part of workers and job satisfaction. The "motivators" group includes for example: Achievements; Confession; The nature of the work itself; Responsibility; Progress and Opportunities for personal growth. The factors that stated that they have intrinsic value, namely that they have motivational potential, because the work that includes them has inherent value.

**RESEARCH METHODS**

This study uses quantitative methods. Quantitative methods emphasize more on objective phenomena, and maximization of objectivity, this research design is carried out using numbers, statistical processing, structure and controlled experiments. Based on the problems discussed, the researcher uses a quantitative research approach.

Usually done to examine the possibility of a causal relationship between certain factors that may be the cause of the symptoms under investigation. The analysis used by researchers to determine the effect of each variable using multiple linear regression analysis techniques. The independent variable in this study consisted of X1 (leadership) and X2 (work motivation) while the dependent variable (Y) was the performance of the State Civil Apparatus at the Regional Personnel and Training Agency of Bone Bolango Regency. This research has been carried out for 2 months, from June to July 2021. The research location is the Regional Education and Training Personnel Agency of Bone Bolango Regency. The variables used in this study are the independent variables, namely Leadership (X1) and Work Motivation (X2) while the dependent variable is Performance (Y). In this study, the population was all State Civil Apparatus at the Regional Education and Training Personnel Agency of Bone Bolango Regency with a total of 61 people. The writer chose the sample using saturated sampling technique because the population was relatively small, which only amounted to 61 informants.

Data collection techniques are an important factor for the success of research, this is related to how to collect data, who is the source, and what tools are used. Appropriate data collection techniques will be able to obtain objective, valid and reliable data.

Data collection in this study was carried out using the following methods:

**Observation**

Observation is a method or ways of systematically analyzing and recording behavior by seeing or observing individuals or groups directly, or a method of collecting data by conducting direct observations of a state civil servant at the Regional Education and Training Personnel Agency, Bone Bolango district.

**Questionnaire**

Questionnaires are data collection by asking a number of questions in writing given to respondents at the District Education and Training Personnel Agency. Bone Bolango relates to research problems with the aim of obtaining accurate and valid data.

**Documentation**

Documentation is data obtained through the recording of documents contained in the research location, which is directly carried out by collecting information that can be obtained from documents in the Regional Education and Training Personnel Agency of Bone Bolango Regency.

In an effort to answer the problems in this study, multiple linear regression analysis was used (Multiple Regression). Regression analysis is basically a study of the dependence of the dependent variable (bound) with one or more independent variables (independent), with the aim of estimating and predicting the population mean or the values ​​of the dependent variable based on the known value of the independent variable. The general formula for multiple linear regression in Suharsimi Arikunto (2010) is as follows:

Y = B0 + b1X1 + b2X2

Information:

Y = Employee Performance

a = Constant Coefficient

b1, b2 = Regression Coefficient

X1 = Leadership

X2 = Motivation

Validity test can be done by looking at the correlation between the scores of each item in the questionnaire with the total score to be measured using the Pearson Product Moment Correlation in SPSS. In this study, the calculation of the validity of the instrument used the help of computer software, namely SPSS (Statistical Package for the Social Science) 17 for Windows using 2-sided test with a significance level of 0.05 (Pearson product moment correlation). The test criteria are as follows:

1. If: r count r table (2-sided test with sig 0.05) then the instrument or statement items have a significant correlation with the total score, which means the statement is declared valid.
2. If: r count r table (2-sided test with sig 0.05) then the instrument or statement items have a significant correlation with the total score, which means the statement is declared invalid.

Reliability test is used to test how far the measuring instrument used can be trusted. The measuring instrument used can be said to be reliable if a person's answer to the question is consistent or stable if it is done repeatedly. The reliability test was carried out using Cronbach alpha (α), where a construct/variable was said to be reliable if it gave an alpha value (α) > 0.50 [3]. The F test is used to determine the effect of the independent variables simultaneously on the dependent variable, whether the effect is significant or not. To prove the truth of the hypothesis, the F distribution test is used. This is done by comparing the critical value of Ftable (critical F) with Fcount (F ratio) contained in the Analysis of Variance table from the calculation results [9].

**RESEARCH RESULT**

The Regional Education and Training Personnel Agency (BKPPD) of Bone Bolango Regency is a government agency that was formed after regional autonomy in 2003. After the formation of Bone Bolango Regency in accordance with law number 6 of 2003. Prior to the implementation of regional autonomy all personnel affairs were in the central government, that exist in the regions only as implementing personnel administration of central government policies. The Regional Education and Training Personnel Agency (BKPPD) of Bone Bolango Regency has several fields including secretarial, Staffing and Development. The secretariat is divided into 2 (two) subsections, namely the Personnel Subdivision and the Planning and Finance Subdivision, the Personnel Division consists of 3 (three) sub-sectors, namely the Transfers Sub-sector, Promotional Sub-Sector and Data and Information Sub-sector, while the Development Sector is divided into 3 (three) sub-sectors. namely the Education and Training Sub-sector, Formation Sub-sector and Employee Welfare Sub-sector.

The Regional Education and Training Personnel Board of Bone Bolango Regency manages all personnel matters including the process of structural promotion of echelon III and IV employees at the Regional Apparatus Organization (OPD) of Bone Bolango Regency. In the process of structural promotion echelon III and IV employees are formed a team, namely the Position and Rank Advisory Board (BAPERJAKAT) consisting of BKPPD, regional secretary (Sekda) and the Regent/Deputy Regent. The function of BAPERJAKAT is to decide which employees will be promoted or who will fill vacant positions in the OPD. BKPPD is not a government institution or agency but a team that decides on structural promotions for echelon III and IV employees in the form of closed meetings (Government, 2000). The increase in the structural position of employees based on the length of service and the work implementation assessment list (DP3) each element has at least a good value in the last 2 years [10].

The vision of the BKPPD of Bone Bolango Regency is The realization of disciplined, loyal and professional ASN within the Bone Bolango Regency Government. The mission of the BKPPD in Bone Bolango Regency is to "Improve the guidance and management of regional personnel management which includes planning, procurement, quality development, placement, promotion, remuneration, welfare, and dismissal of Regional Civil Servants. Increase the knowledge, expertise, skills and attitudes of the apparatus to be able to carry out professional duties. Creating objective conditions that can encourage the improvement of the performance of Civil Servants. Creating harmony between positions, ranks, competencies and tenure of Civil Servants from the first appointment in office until retirement. To

realizing the mission of BKKPD Kab. Bone Bolango, it needs to be redefined into more operational strategic goals and objectives. The objectives and targets to be achieved by BKPPD are as follows:

1. Improved transparent and accountable personnel administration services. The realization of employee administration studies and services in accordance with norms and standards. The target is to increase the development of timely and targeted personnel administration studies and services. Indicators The target is to improve planning development, review of personnel administration procedures.
2. The fulfillment of employee welfare according to norms and standards. The goal is to increase employee welfare. The target indicators are
3. The level of realization of the pattern of incentives and remuneration based on performance.
4. Level of discipline development and awards
5. Level of discipline development and awards
6. Availability of facilities and infrastructure to support personnel administration services

The Apparatus Performance Dependent Variable (Y) consists of five dimensions with 15 statement items, namely the Dimensions of Work Quality (5 items), Productivity Dimensions (5 items), Initiative Dimensions (3 items), and Cooperation Dimensions (2 items). The results of the descriptive analysis show that in general, the performance of the apparatus based on the respondents' assessment is in the high category. Descriptive analysis is based on the ordinal total score of all items. The total score of the Apparatus Performance variable from 15 items is 5625. In the scale percentage based on the minimum and maximum total score range, the Apparatus Performance variable has a total percentage score of 85 percent. The categorization results show that the total score of Apparatus Performance lies between the third quartile and the maximum value (between 75% to 100%) which indicates that the level of Apparatus Performance is high. The first step to describe each indicator is to create a category table or rating scale for each question item. Of the 61 questionnaires distributed, only 61 were returned and could be processed. As for the calculation of this rating scale, respondents are as follows:

The lowest weight x items x number of respondents = 1 x 1 x 61 = 61.

The highest weight x items x number of respondents = 5 x 1 x 61 = 305.

The independent variable of leadership (X1) consists of three dimensions with 12 statement items, namely the Inspiring Ability Dimension (4 items), Stimulator Ability Dimension (4 items), Mentor Dimension (4 items). The results of the descriptive analysis show that in general, the performance of the apparatus based on the respondents' assessment is in the high category. Descriptive analysis is based on the ordinal total score of all items. The total score for the Leadership variable from 12 items is 3243. On a percentage scale based on the minimum and maximum total score range, the Leadership variable has a total percentage score of 84%. The categorization results show that the score

total Leadership lies between the third quartile and the maximum value (between 75% to 100%) which indicates that the level of Apparatus Performance is high. The first step to describe each indicator is to create a category table or rating scale for each question item. Of the 61 questionnaires distributed, 61 were returned and could be processed. As for the calculation of this rating scale, the respondents are as follows:

Lowest weight x item x number of respondents = 61= 1 x 1 x 61 = 61

The highest weight x items x number of respondents = 305 = 5 x 1 x 61 = 305

Based on the results of these calculations, the scale range can be made as follows:

Scale Range =

The independent variable of work motivation (X2) consists of three dimensions with 10 statement items, namely the intrinsic motivation dimension (3 items), the extrinsic motivation dimension (7 items). Descriptive analysis is based on the ordinal total score of all items. The total score for the work motivation variable from 10 items is 3216. In a percentage scale based on the minimum and maximum total score range, the Work Motivation variable has a total percentage score of 75 percent. The categorization results show that the total score of Work Motivation lies between the third quartile and the maximum value (between 75% to 100%) which indicates that the level of Apparatus Performance is high. The first step to describe each indicator is to create a category table or rating scale for each question item. Of the 61 questionnaires distributed, 61 were returned and can be processed as for the calculation of this rating scale respondents as follows:

Lowest weight x items x number of respondents = 1 x 1 x 61 = 61

The highest weight x items x number of respondents = 5 x 1 x 61 = 305

Based on the results of these calculations, the scale range can be made as follows:

Scale Range =

To test the validity of the research instrument (questionnaire), which is to determine the extent of the accuracy and accuracy of the measuring instrument in carrying out its size function, the validation test is 0.254, where 0.254 is the standardization of the validation test based on Cronbach's statement. Meanwhile, for testing the reliability of the same instrument, Cronbach's Alpha formula is used to see how far the measuring instrument can give relatively no different results when repeated measurements of the same symptoms are made at different times. If the reliability value is > 0.600, where 0.600 is the standardization of the reliability value. So to find out the conclusions of partial hypothesis testing (t test) as follows:

1. Influence of Leadership (X1) on Apparatus Performance (Y) Based on the results of partial regression analysis, the tcount value is (3,383) > ttable (2,000), with a significant value of 0.001 <0.05. This means that leadership has an effect on the performance of the Regional Education and Training Personnel Agency Apparatus in Bone Bolango Regency. It means that the result that H0 is rejected, hypothesis 1 is accepted, which states "there is a significant influence between the leadership variables that affect the performance of the apparatus at the Regional Education and Training Personnel Agency (BKPPD) of Bone Bolango Regency.
2. Effect of work motivation (X2) on Apparatus Performance (Y) Based on the results of partial regression analysis, the tcount value is (2.114) > ttable (2,000), with a significant value of 0.038 <0.05. This means that work motivation affects the performance of the apparatus at the Regional Education and Training Personnel Board of Bone Bolango Regency. Means the results that H0 is rejected, hypothesis 2 is accepted, which states "there is a significant influence between the variables of work motivation that affect the performance of the apparatus at the Regional Education and Training Personnel Board of Bone Bolango Regency. While the F test can be done by comparing Fcount with the value of Ftable at the level = 0.05, a data is declared to have a simultaneous effect if Fcount is greater than Ftable or the probability of error is less than 5% (p < 0.05). The F test was performed using the SPSS 21.0 program. Based on table 4.20 above, the F test results show that the Fcount value is 72.9666 > 3.11 Ftable with a significant number (p value) 0.000 <0.05. This means that the independent variable between leadership and work motivation variables simultaneously (simultaneously) has a significant effect on the performance of the apparatus at the Regional Education and Training Personnel Agency (BKPPD) of Bone Bolango Regency. It can be concluded that H0 is rejected, Ha is accepted.

The effective contribution (se) of the leadership variable (X1) to employee performance (Y) is 25.01%. While the effective contribution (se) of the work motivation variable (X2) on employee performance (Y) is 16.22%, thus it can be concluded that the X2 variable has a dominant influence on the Y variable than the X1 variable. For the total effective contribution of 41.2%.

To test the data is normally distributed or not, it can be seen from the Normal P-P Plot Plot of regression standardized residual. If the data spreads around the diagonal line and follows the diagonal direction, then the regression model fulfills the assumption of normality. Meanwhile, if the data spreads away from the diagonal line or does not follow the diagonal direction, then the regression model does not meet the assumption of normality. The significance value of the leadership, motivation and job satisfaction variables is < 0.05, which is 0.000 with F count = 41.8056 > F table = 2.76. This shows that Ho is rejected and Ha is accepted. Thus, it can be concluded that there is a simultaneous influence between leadership and work motivation on the performance of the apparatus at the Regional Education and Training Personnel Board of Bone Bolango Regency. The data spreads around the diagonal line and follows the direction of the diagonal line, then the data is normally distributed and the regression model has met the assumption of normality. In addition to looking at the normal probability plot graph, the normality test in this study was also carried out using the Kolmogorof-Smirnov (KS test). Furthermore, the relative contribution (sr) of leadership variables (X1) to employee performance (Y) was 60.70% while the contribution The relative (sr) of work motivation variable (X2) on employee performance (Y) is 39.39%. The total relative contribution is 100%. Coefficient determination (R²) essentially measures how far the ability of a model to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small R² value means that the ability of the independent variables to explain the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. the magnitude of the effect (the ability of the independent variable in explaining the dependent variable) uses an R Square value of 0.412. This value shows that 41.20% of the variability of employee performance in the Regional Education and Training Personnel Board of Bone Bolango Regency can be explained by leadership and work motivation while the remaining 58.8% can be explained by other variables not examined in this study. **The Effect of Leadership on Performance**

Influence of Leadership on Performance. Performance is generally defined as a person's success in carrying out a job. Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets. Apparatus can work well if it has high performance so that it can produce good work. Employee performance is one of the determining factors for the success of an agency or organization in achieving its goals. For this reason, the performance of the apparatus can affect the overall performance of the agency. The quality of the leader is considered the most important factor in the success or failure, as well as the success or failure of an organization or institution is usually perceived as the success or failure of the leader. The leadership is obliged to give serious attention to fostering, mobilizing, mobilizing all the potential of the apparatus in their environment so that the volume and workload that is directed at the goal can be realized.

The results showed that from the results of partial regression analysis, the tcount value was (3,383) > ttable (2,000), with a significant value of 0.001 <0.05. This means that leadership affects the performance of the apparatus at the Regional Education and Training Personnel Agency (BKPPD) of Bone Bolango Regency. Means the results that H0 is rejected, hypothesis 1 is accepted, which states "there is a significant influence between the leadership variables that affect the performance of the apparatus at the Regional Education and Training Personnel Board of Bone Bolango Regency.

Meanwhile, through a determination test, the level of influence of the leadership variable on employee performance is 66.1%. This means that leadership can affect the performance of an employee by 66.1%. Basically an employee in carrying out the tasks assigned to him is expected to show the best performance that can be shown by the employee, besides the performance shown by an apparatus is of course influenced by various factors that are important for improving work results which are the goals of the organization. or the institution where the apparatus works. This performance needs to be measured by the leadership so that it can be known to what extent the performance development of an apparatus in particular and the organization in general. This has the consequence that every leader is obliged to give serious attention to fostering, mobilizing, directing all the potential of the apparatus in their environment in order to realize the volume and workload that is directed at the goal. Leaders need to do serious coaching to employees so that they can lead to satisfaction and organizational commitment so that in the end they can improve high performance.

**The effect of work motivation on performance**

Motivation is a driving force for someone to carry out an activity in order to get the best results. State civil servants who have high work motivation will have high performance as well. Motivation is a potential force that exists within a human being, which can be developed independently or developed by a number of external forces whose essence revolves around material and non-material. The important thing to remember is that the motivation of the state civil apparatus will differ from one another, according to the level of education, characteristics, and economic conditions. People who are more educated and more independent economically, the sources of motivation are different, not solely determined by traditional motivational means, such as formal authority and incentives, but also influenced by other factors of need.

Factors that affect work motivation, including compensation and career development. Compensation is everything that is received in the form of physical and must be calculated to someone who is an object that is exempt from income tax. While career development affects organizational commitment and performance of state civil servants, where career development is a formal approach taken by organizations to ensure that people in the organization have the appropriate qualifications and abilities and experience when needed. So if these two activities have been carried out, it will be easy to produce good performance. Thus, motivation means a condition that encourages or causes someone to do an act or activity that takes place consciously.

Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Bosses often do not pay attention to this, unless the performance conditions are very bad. Too often the government is negligent in this regard, without realizing it this is a priority cause of weakness in government agencies. Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with his duties in accordance with the responsibilities given to him. Performance appraisal has an important role in increasing motivation in the workplace. The results showed that based on the results of partial regression analysis, the tcount value was (2.114) > ttable (2,000), with a significant value of 0.038 <0.05. This means that work motivation affects the performance of the apparatus at the Regional Education and Training Personnel Board of Bone Bolango Regency. Means the results that H0 is rejected, hypothesis 2 is accepted, which states "there is a significant influence between work motivation variables affecting the performance of state civil servants at the Regional Education and Training Personnel Board of Bone Bolango Regency.

The results of this study support the results of relevant research which found that motivation (X1) and work discipline variable (X2) simultaneously (simultaneously) had a significant effect on employee performance variable (Y) at Talise Health Center [11]. In addition, other relevant research found that work motivation partially has a significant effect on employees at PT. Gramedia Asri Media Branch Emerald Bintaro [12].

The results of this study were strengthened by a determination test which showed that the influence of motivational variables on employee performance was 16.22%. This explains where motivation is an important factor that must be owned by an apparatus to produce better performance. The higher the employee's motivation, the higher the performance of the employee.

By knowing the effect of motivation on the performance of the state civil apparatus, the agency can determine policies by adjusting the motivational characteristics of ASN so as to improve ASN performance. The increased performance of the state civil apparatus will be related to the results of the work of an agency. When compared with previous studies, there are similarities, where motivation affects the performance of ASN.

**The influence of leadership and motivation on performance**

Based on the results of the research, leadership and motivation have a very positive effect on the performance of the apparatus at the Regional Education and Training Personnel Board of the Regency. Bone Bolango. In accordance with the results of observations and data processing from questionnaires filled out by respondents, the leadership variable has an influence of 25.01% and the work motivation variable is 16.22%. While the level of influence of the variables of leadership and work motivation together on the performance of the apparatus is 41.2%. This means that leadership

and work motivation can affect the performance of an apparatus by 41.2%.

One way that can be done to continue to reform the government system that has been running so far is by improving the quality of human resources. Development will be successfully achieved as desired if the apparatus works seriously so that it has an efficient, effective and optimal performance. State apparatus that has good performance will have a positive impact on development outcomes. One of the efforts to obtain effective ASN performance becomes very important to be implemented in every government agency.

The most serious challenge faced by management today is to achieve the goals and survival of the agency/institution which is strongly influenced by the quality of the performance of the human resources in it.

In addition, organizations need to pay attention to various factors that can affect the performance of the apparatus, in this case it is necessary to have an organizational role in improving effective and efficient performance, in order to encourage the creation of professional attitudes and actions in completing work in accordance with their respective fields and responsibilities. Human resources in organizations today are increasingly being paid attention to in every activity, especially those directed at achieving goals. Based on the results of the study, it was found that the significance value of the leadership variable, work motivation <0.05, which is 0.000 with F count = 41.8056 > F table = 2.76. This shows that Ho is rejected and Ha is accepted. Thus, it can be concluded that there is a simultaneous influence between leadership and work motivation on the performance of the apparatus at the Regional Education and Training Personnel Board of Bone Bolango Regency.

**CONCLUSION**

1. Leadership has a positive and significant effect on the performance of the State Civil Apparatus at the Regional Education and Training Personnel Agency of Bone Bolango Regency. This can be seen from the results of the partial regression analysis test obtained by 25.01% with a tcount of (3.383) > ttable (2,000), with a significant value of 0.001 <0.05. This means that leadership affects the performance of the state civil apparatus at the Regional Education and Training Personnel Board of the Regency. Bone Bolango is thus accepted and Ho is rejected. Because the leadership factor has an effect of 25.1% on the performance of the state civil apparatus so as to increase the effectiveness of leadership competence, it is recommended to the Regional Government of Bone Bolango Regency, especially the Regional Education and Training Personnel Agency (BKPPD) of Bone Bolango Regency in improving leadership abilities in leaders through activities leadership competency development training both domestically and abroad.
2. Motivation has a positive and significant effect on the performance of state civil servants at the Regional Education and Training Personnel Boar (BKPPD) Regional Training District. Bone Bolango. This can be seen from the results of the partial regression analysis obtained by 16.22% with a tcount of (2.114) > ttable (2,000), with a significant value of 0.038 <0.05. This means that work motivation affects the performance of the apparatus at the Regional Education and Training Personnel Board of the Regency. Bone Bolango. Thus Ha is accepted and Ho is rejected. Because the work motivation factor has an effect of 16.22% on improving the performance of the state civil apparatus so as to increase work effectiveness and motivation, it is recommended to the Bone Bolango Regency Government, especially the Regional Education and Training Personnel Agency, Bone Bolango Regency to carry out a work motivation maintenance program (maintenance factor) .
3. Leadership and work motivation together have a positive and significant effect on the performance of the state civil apparatus by 41.2%. This can be seen from the significant value test of the leadership and work motivation variables <0.05, which is 0.000 with F count = 41.8056 > F table = 2.76. This shows that Ho is rejected and Ha is accepted. Thus, it can be concluded that there is a simultaneous influence between leadership and work motivation on the performance of the apparatus at the Regional Education and Training Personnel Board of Bone Bolango Regency.

**REFERENCES**

[1] Ananta, Schuler Lina and Lena Ellitan. 2007. Personnel Management. Rajawali: Jakarta

[2]As'ad. 2001. Industrial Psychology Human Resources Science Series. Yogyakarta: Liberty.

[3]Augusty, Ferdinand. 2006. Management Research Methods: Research Guidelines for Thesis, Thesis and Accompanied by Management Science. Semarang: Diponegoro University

[4]Buhler, Patricia. 2004. Alpha Teach Yourself. Management Skills in 24 Hours. Ter. Jakarta: Prenada Media.

[5] Hampton, Summer and Webbe. 1993. Competency Requirements forEffective Job Performance in the Thai Public Sector. Mahidol University.

[6] Herzberg, Frederick. 2008. One More Time: How Do You Motivate Employees?. Cambridge, Massachusetts, USA: Harvard Business School Press.

[7] Hasibuan, Malay S.P. 2014. Definition of Human Resource Management, HR Function, Supervision. Revised Edition. Jakarta: Earth Literacy.

[8] Karisma, hardiyanti. 2011. Definition of Performance in the Company. (http://hardiyantikarisma.blog.com/pengertian-kinerja/), accessed on Saturday 27 July 2021

[9]Priyatno Dwi. 2009. Independent Learning SPSS. Mediacom. Yogyakarta

[10]Rukhayati. 2008. Effect of Motivation and Work Discipline (X2) on Employee Performance (Y) at Talise Health Center. Scientific Horizon ISSN.0852-8310 XI. Issue 157.

[11] Sinambela, L. P. 2011. Public Service Reform, Theory, Policy, and Implementation. Jakarta: Earth Literacy

[12]Syarah Amalia. 2016. The Effect of Work Motivation on Employee Performance at PT. Gramedia beautiful media Branch of Emerald Bintaro Journal of Government Science. Vol 3 No. 2 ISSN 2442–5958 E-ISSN 2540-8674.