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The Influence of Leadership Style, Competence and Work Motivation on Employee Performance at the Cirebon Regency Health Office

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Abstract

Employee performance in the public health sector remains a critical issue in Indonesia, particularly in regional health offices that face both structural and individual challenges. Internal evaluations at the Cirebon Regency Health Office revealed suboptimal performance, including delays in service delivery, inconsistencies in SOP implementation, and unmet Minimum Service Standards (SPM) targets. This study aims to examine the influence of leadership style, competence, and work motivation — both partially and simultaneously — on employee performance at the Cirebon Regency Health Office. The research employed a quantitative method with an associative/explanatory approach. Data were collected through a structured questionnaire distributed to 80 respondents selected via proportionate stratified random sampling from a total population of 100 employees. The Likert scale (1–5) was used to measure respondents' perceptions, and data were analyzed using multiple linear regression with SPSS 26, preceded by validity, reliability, and classical assumption tests. The coefficient of determination (R^2) showed that 72.7% of the variation in employee performance was explained by the three variables. Partially, leadership style ($\beta = 0.434$, sig. = 0.009), competence ($\beta = 0.229$, sig. = 0.026), and work motivation ($\beta = 0.493$, sig. = 0.001) each had a positive and significant effect on employee performance. Simultaneously, the F-test confirmed a significant joint effect ($F = 67.587$, sig. = 0.000). Work motivation was the most dominant variable. Improving leadership quality, employee competence, and internal work motivation are key strategies for enhancing public health service performance at the regional level.

INTRODUCTION

One of the more important foundations in the provision of public services is the performance of government officials (Alhosani & Alhashmi, 2024; Azzahra, 2023; Chapman, 2024; Ludviga & Kalvina, 2024). Along with the global phenomenon, bureaucratic reform has encouraged many countries to increase the capacity of government apparatus for the participation of apparatus in transparency, interactivity, digitalization, and accountability. Furthermore, the Indonesian government has contributed to the pressure of reform by providing the quality of public services by optimizing the performance of individuals and organizations of the state civil apparatus. Then it also shows that according to the 2023 LKjIP Government Agency Performance Report of the Ministry of PAN-RB, there are still significant shortcomings in the productivity, discipline, and professionalism of ASN services. Especially in the area of basic services, including the health sector and the education sector. Therefore, improving the performance of the apparatus is not based on demand or regulatory arrangements,

but rather an absolute necessity in preparation for rate-monitoring of external environmental changes.

As a public service in the field of health, the Cirebon Regency Health Office has a greater role in ensuring the quality of services and equitable access to health. Within the Cirebon Regency Health Office, internal evaluations show that employee performance is not optimal. Problems can be seen in delays in the service process, inconsistencies in the implementation of SOPs, high public complaints, and weak response to public complaints. Cirebon data in the 2025 Figures (BPS, 2025), the number of health workers is approximately 4,327 people is not comparable to the number of people who reach 2.3 million people. The ratio of health workers to the population is still below national standards, especially for nurses and health administration personnel. In addition, there is still an inequality in the distribution of employees between health centers and between regions, which has an impact on uneven workloads and decreased employee motivation. This condition shows that employee performance problems are structural as well as individual.

Performance data shows that a number of indicators from the Health Office's strategic programs still do not meet the target, especially in the indicators of basic health services, the achievement of SPM (Minimum Service Standards). This situation confirms that improving employee performance is an urgent need.

Previous research shows that leadership style, competence, and motivation are important determinants of public sector employee performance. However, most studies only test two variables at a time and tend to be conducted in technical service units such as health centers or hospitals. Studies at the level of bureaucratic organizations such as the Cirebon Regency Health Office are still limited, so empirical evidence for regional policy formulation is inadequate.

A number of previous studies provide an important overview of the aspects that affect the performance of public sector employees. Oktarini (2021) found that leadership style, competence, and motivation have a significant influence on simultaneous performance. The results of this study are strengthened by Wahyudi and Mahargiono (2022), who identified the role of motivation and career development in improving the performance of employees of the East Java Provincial Health Office. Herliana et al. (2024) Emphasizing that leadership style has a direct influence on increasing employee motivation. Meanwhile, Saribulan et al. (2024) emphasized that competence and work facilities are two important determinants that affect the performance of official employees. Research by Triana et al. (2024), Herman and Adriansyah (2025), and Nurpatmawiti (2020) added that leadership style and company culture make a significant contribution to the formation of behavior-based performance and work mechanisms.

Further research by Hakim et al. (2025) emphasized that competence and leadership style are important elements in developing employee performance in local government. Ikhbar et al. (2023) show that company competence and culture have an impact on motivation, which further affects employee performance. Ruspiandi et al. (2025) explained that a combination of leadership and competence can increase the effectiveness of health services, especially in basic service units. In the context of the health sector, Andriyani et al. (2021) highlight the synergy between competence, motivation, and work discipline as the main drivers of achieving optimal performance quality. The same thing is emphasized by Istiqomah et al. (2023), who said that a strong organizational culture helps improve individual performance through the internalization of work values and norms.

Several other findings also enrich the empirical basis of this research. Wospakrik et al. (2025) show that competence and discipline are strong predictors of the performance of Puskesmas employees. Sodikin et al. (2024) stated that competence and motivation have a positive correlation with performance in primary health facilities. Awang et al. (2024) added that democratic leadership style and affective commitment contribute to improving the performance of employees of the Yogyakarta City Health Office. Suzana's research (2017) found that work motivation combined with organizational culture can be a driving force for performance improvement. In addition, Hakim et al. (2023) emphasize that work and leadership pressure affect performance through motivation as a mediating variable. Madiistriyatno and Setiawan (2021) show that motivation must be supported by excellent service in order to produce superior performance. Meanwhile, Humaira (2022) found that the work environment and internal communication are important supporting variables in shaping employee motivation and performance. Bila (2025) emphasized that public service motivation must be the main value in the performance of the apparatus. Arifai et al. (2023) emphasized that leadership, competence, and motivation simultaneously determine the quality of performance of health sector employees. Saguni et al. (2023) also emphasized that improving the quality of services in health centers is highly dependent on the performance of professional and highly motivated employees.

Although previous research has examined the variables of leadership style, competence, and work motivation, there are still research gaps that need to be filled. The majority of previous studies have only highlighted two variables at a time, not three variables comprehensively and simultaneously (Romana, 2024; Patmawati et al., 2025). In addition, most studies focus more on technical units (health centers, hospitals), rather than on the scope of the Health Office as a bureaucratic institution that has higher structural complexity (Wahyuni et al., 2023; Manippi & Saiful, 2022). Research explicitly conducted at the Cirebon Regency Health Office is still limited (Nurpatmawiti, 2020), so empirical findings are not strong enough to form the basis for regional policies. Kartini et al. (2025) and Yahya et al. (2023) also prove that work motivation can play a role as an intervening variable, but research examining the role of motivation in the context of leadership and competence in the health service is still very minimal.

This research is very important because it aims to answer the challenges of human resource management in the regional health bureaucracy, especially in Cirebon Regency. Through a quantitative approach, this study will present empirical evidence regarding the influence of leadership style, competence, and work motivation on employee performance. The findings of this study can contribute to strengthening *evidence-based policy making models* so that they can be implemented in a relevant and realistic manner by the Health Office. In addition, the results of the research can contribute to the formation of more comprehensive policies for human resource development that are more in line with the needs of the organization.

This study is also very relevant in facing the challenges of public service quality post-pandemic, where the health sector is experiencing heavy work pressure and increasing societal demands (Sari et al., 2025; Syamsuri et al., 2022). Having an understanding of the internal components that affect performance, such as work motivation and leadership style, allows organizational actions to be aligned with goals. This research has not only academic benefits

but also practical benefits to optimize the governance of health service organizations at the regional level.

Conceptually, this study combines all three main variables in one research framework, in contrast to previous research that was fragmented (Savira et al., 2022; Azuzazah & Sari, 2022). This integrative approach allows researchers to comprehensively evaluate the relationships between variables. The quantitative approach used also provides space for objective empirical testing through relevant statistical techniques, resulting in scientifically accountable findings.

Furthermore, with the increasing complexity of tasks and expectations for civil servants in the era of digitalization and information disclosure, understanding the determinants of employee performance is increasingly crucial. Bureaucratic modernization requires employees to be adaptive, innovative, and responsive to the dynamics of public services. Therefore, this research is present as an answer to this need while strengthening the literature in the field of public administration and government human resource management.

Finally, this research aims to be a strategic reference to develop employee performance through strengthening competencies, developmental leadership, and internal work motivation programs within the Cirebon Regency Health Office. Thus, this study has the potential to make an important contribution to improving the quality of public services in the region, both theoretically, empirically, and practically.

Problem Formulation

1. How does leadership style affect the performance of employees of the Cirebon Regency Health Office?
2. How does competency affect the performance of employees of the Cirebon Regency Health Office?
3. How does work motivation affect the performance of employees of the Cirebon Regency Health Office?
4. How does leadership style, competence, and work motivation simultaneously affect the performance of employees of the Cirebon Regency Health Office?

Research Objectives

1. Analyzing the influence of leadership style on the performance of employees of the Cirebon Regency Health Office.
2. Analyzing the influence of competence on the performance of Cirebon Regency Health Office employees.
3. Analyzing the influence of work motivation on the performance of employees of the Cirebon Regency Health Office.
4. Analyzing the influence of leadership style, competence, and work motivation simultaneously on the performance of employees of the Cirebon Regency Health Office.

RESEARCH METHOD

Research Design

In this study, a quantitative method was used to analyze and test the relationship between variables objectively and systematically, namely leadership style, competence, work motivation (independent variable), and employee performance (tied variable). According to Sugiyono (2023), quantitative research is rooted in the positivistic paradigm, using structured instruments, and processing numerical data through statistical techniques to test hypotheses.

This approach allows research findings to be generalized to a wider population and provides empirical insights that can be used as a basis for policy in the organizational environment.

The selected research falls under the categories of associative or explanatory research due to the fact that it seeks to do more than just describe phenomena; it also seeks to evaluate the impact of independent variables on dependent variables. If you want to find out how strong and which way the relationship (including influence) is between variables, then associative research is the way to go, according to Sugiyono (2023). Thus, this study is structured to employ a quantitative survey methodology. Employees will be asked to fill out a closed questionnaire that uses the Likert scale. The purpose of this survey is to convert employees' subjective opinions about leadership style, competence, and work motivation into numerical data. This data will then be used for statistical analysis, such as multiple linear regression, to test the hypothesis that these factors influence employee performance.

This study intends to contribute to the current literature on public sector human resource management, specifically in the health sector, by offering quantitative evidence on the correlation between leadership style, competency, motivation, and performance. To get there, it makes use of quantitative tools and an associative/explanatory design. The quantitative approach allows for objective measurement of variables and produces replicable results, which enhance the validity and reliability of the findings. Data and statistical analysis also allow for the suggestion of evidence-based policies for organizational management and staff training. Wahyudi and Mahargiono (2022) used this method to demonstrate the impact of leadership style and motivation on performance in a study of a Health Office agency in East Java Province, making it relevant to your research.

Population and Sample

The one hundred individuals who make up the study's population are all workers at the Cirebon Regency Health Office. Using the Slovin formula, 80 respondents were selected through proportionate stratified random sampling according to the work unit. The population is defined by Sugiyono (2023) as the set of research subjects and objects that can be used to generalize the research and draw conclusions.

The researchers calculated the sample using the Slovin formula with a € error rate of 5%:

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

with:
N = 100 (total population)
e = 0.05 (error rate of 5%)
n = Sample size.

$$n = \frac{100}{1 + 100(0{,}05^2)} = \frac{100}{1 + 100(0{,}0025)} = \frac{100}{1{,}25} = 80$$

Thus, this study used a sample of 80 respondents. The sample size was considered sufficient to be representative of the population and support the external validity of the study.

Data Types and Sources

This study is an explanatory quantitative research with the aim of examining the causal relationship between independent variables (leadership style, competence, and work motivation) and dependent variables (employee performance). This method allows inferential statistical analysis to objectively test hypotheses.

The quantitative data used was in the form of numbers collected by respondents through questionnaires. Data sources include:

1. Primary data is information obtained directly through respondents through the distribution of questionnaires to staff members of the Cirebon Regency Health Office, which is the object of the research.
2. Secondary data This is additional information collected from literature and related official documents such as organizational structures, as well as books and scientific journals related to research variables.

The combination of these two data sources is used to enhance the validity and enrich the context of the research analysis.

Data Collection Techniques

The data used comes from primary and secondary sources, so there are several collections that are used differently.

1. **Questionnaire**

The main instrument in this study, a closed-loop and structured questionnaire was used to collect data, asking respondents to indicate their level of agreement with each answer. To measure, a five-point Likert scale is used, from "strongly disagree" to "strongly agree." The research sample is personnel of the Cirebon Regency Health Office. This method was chosen because it allows effective data collection and allows to quantitatively measure respondents' perceptions of the research variables.

2. Documentation Study

Documentation studies are used as a secondary data collection technique. This technique involves collecting and examining official documents related to the research subject, such as organizational structure data, performance reports, and relevant policy documents. In addition, the documentation study also includes the evaluation of reference works, academic journals, and previous research results that support the discussion of research variables. The documentation study aims to complement the primary data and strengthen the analysis and discussion of the research results.

Through the use of questionnaires and documentation studies, this research is expected to obtain accurate, systematic, and scientifically accountable data.

3.5 Validity and Reliability Tests

In order to guarantee the quality of the research methods and questionnaires, they must be tested first for validity and reliability. Validity tests are carried out to assess how well the instrument statement can convey data from the variables being studied. An item is declared valid if it has a significance value (sig. 2-tailed) < 0.05 and a value of a positive correlation coefficient (r count > r table). According to Sugiyono (2023), the validity of an item can be tested by looking at the strength of the relationship between the question item and the total score.

The instrument's reliability and internal consistency were also examined using Cronbach's Alpha. If a variable's Cronbach's Alpha value is greater than 0.70, it is deemed reliable. This demonstrates that the variable's items reliably assess the same concept. The degree to which a measuring device can produce consistent results in subsequent measurements is a measure of its reliability, according to Sugiyono (2023).

Data Analysis Techniques

The analysis of the data collected from the questionnaire will be carried out in several stages using a statistical approach using the SPSS 26 program:

1. Descriptive Statistical Analysis

Each variable is recorded with the smallest value, largest value, mean, and standard deviation given for this analysis. Before the hypothesis test is performed, statistical descriptions are used to understand **the trends of the** data.

2. Classic Assumption Test

Before performing regression, classical assumption testing is performed to ensure that the model used meets the requirements of basic statistical assumptions:

1. **Normality Test**: Declares that the data can be categorized as normal when the Kolmogorov-Smirnov or Shapiro-Wilk results give a significance value (sig) > 0.05.
2. **Multicollinearity test**: Conducted by looking at the value of Tolerance and Variance Inflation Factor (VIF). If the Tolerance > 0.10 and the VIF < 10, then the model does not have a multicollinearity problem.
3. **Heteroscedasticity Test**: The Glejser test is carried out or through a scatterplot pattern. The data is said to be free of heteroscedasticity if there is no specific pattern in the residual distribution.

Sec. 3. Multiple Linear Regression Test

This method is used to see how the bound variable, namely employee performance, is influenced by various independent variables, including leadership style, competence, and work motivation. The relationship is formulated through the application of multiple linear regression models:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$$

Sec. 4. Partial Test (t-test) and Simultaneous test (F-test)

1. **The t-test** serves to assess the extent to which each independent variable partially affects the dependent variable. The variable is declared to have an effect when the significance value (sig) < 0.05.
2. **The F test** is used to find out whether independent variables affect dependent variables simultaneously. The result of the F test is significant if the sig < 0.05.

Sec. 5. Coefficient of Determination (R^2)

The determination coefficient functions to find out how much of a percentage of change in employee performance can be caused by the variables of leadership style, competence, and work motivation. The value of R^2 has a range of 0 to 1; The closer the value is to 1, the stronger the model's ability to explain the changes that occur in its dependent variables.

Sec. 6. Interpretation of Results

The results of the regression test and significance test will be interpreted to answer the research hypothesis and draw conclusions about the influence of free variables on bound variables. Researchers will examine the findings with previous literature to support or reject the hypothesis.

3.7 Research Location and Time

The place where this research was carried out at the Cirebon Regency Health Office, located at Jl. Sunan Kalijaga No. 7, Sumber District, Cirebon Regency, West Java. This

location was chosen not only because of the availability and accessibility of data, but also because the organization is currently facing dynamic changes, such as structural adjustments, staff turnover, increased demand for healthcare services, and suboptimal SPM outcomes. This circumstance makes the investigation of leadership style variables very relevant, because they are directly related to the direction of internal policies and coordination patterns between units.

The study lasted from November to December 2025 and included preparation, instrument development, data collection, and analysis of results.

RESULTS AND DISCUSSION

4.2 Descriptive Statistics of Research Variables

A quantitative approach with an associative approach is used in this study. According to Sugiyono (2022), positivism the guiding philosophy of the quantitative method believes that measurable and statistically-explainable empirical data can shed light on social phenomena. So, in order to test the hypothesis, numerical data is collected and analyzed.

This study employs the associative approach to describe phenomena and analyze the relationship and influence between bound and independent variables. The impact of leadership style (X1), competence (X2), and work motivation (X3) on employee performance (Y) at the Cirebon Regency Health Office is specifically investigated in this study.

In all, 80 people working for the Cirebon Regency Health Office participated in the survey. Respondents ranged in age, education level, and length of service, and they were drawn from a variety of departments. The data collected accurately reflects the true situation of employees in the Cirebon Regency Health Office, as evidenced by the diverse characteristics of the respondents.

Based on the results of questionnaire data processing, the variables Leadership Style (X1), Competency (X2), and Work Motivation (X3) showed an average score in the range of 4–5 on a Likert scale of 1–5. This indicates that the three variables are perceived by respondents to be in the good to very good category. Meanwhile, the Employee Performance variable (Y) also shows a high average score, so it can be concluded that in general the performance of employees of the Cirebon Regency Health Office is relatively good.

These findings provide an initial overview that the internal conditions of the organization, especially those related to leadership, human resource competence, and work motivation, have run relatively optimally and support the achievement of employee performance.

Data Quality Test

Before further analysis is carried out, the questionnaire results must be tested for feasibility using validity tests and reliability tests to ensure that the measuring instruments used are accurate and consistent.

Validity Test

The validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure. The basis for making the decision is to compare the value of r-count (*Corrected Item-Total Correlation*) with the r-table.

- If r-calculate > r-table, then the question item is declared valid.
- If r-calculate < r-table, then the question item is declared invalid.

It is known that Uji validity is carried out to find out the extent to which each statement item in the questionnaire is able to measure the research variables precisely. The validity test in this study uses the Corrected Item-Total Correlation method with the help of the SPSS 26 program. The decision-making criterion used was to compare the value of the r calculation with the r of the table at a significance level of 5% ($\alpha = 0.05$).

The number of respondents in this study was 80 respondents, so the r-value of the table used was 0.219 ($df = n - 2 = 78$). A statement item is declared valid if the value r is calculated > r of the table. Based on the results of the validity test on the Leadership Style variable (X1), all indicators consisting of X1.1 to X1.8 had a calculated r value greater than the r of the table (0.219), with a value range between 0.393 to 0.817. Thus, all indicators in the Leadership Style variable are declared valid.

Furthermore, the results of the validity test on the Competency variable (X2) showed that all indicators X2.1 to X2.10 had a greater calculated r value than the r table (0.219), with a value range of 0.634 to 0.885. This shows that all statement items in the Competency variable are declared valid and suitable for use.

In the Work Motivation variable (X3), the test results showed that all indicators X3.1 to X3.10 had a calculated r value greater than the table r (0.219), with values ranging from 0.688 to 0.845. Thus, all statement items in the Work Motivation variable are declared valid.

Meanwhile, the results of the validity test on the Employee Performance variable (Y) showed that all indicators Y1 to Y10 had a calculated r value that was greater than the r of the table (0.219), with a value range of 0.742 to 0.906. Therefore, all statement items in the Employee Performance variable are declared valid. Based on the overall results of the validity test, it can be concluded that all statement items in the variables of Leadership Style, Competence, Work Motivation and Employee Performance meet the validity criteria. Thus, all research instruments are suitable for data analysis at the next stage.

4.3.2. Reliability Tests

A reliability test is actually a tool to measure a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to a question are consistent or stable over time. This test uses *the Cronbach Alpha* technique. A variable is said to be reliable if it gives a *Cronbach Alpha* value > 0.70.

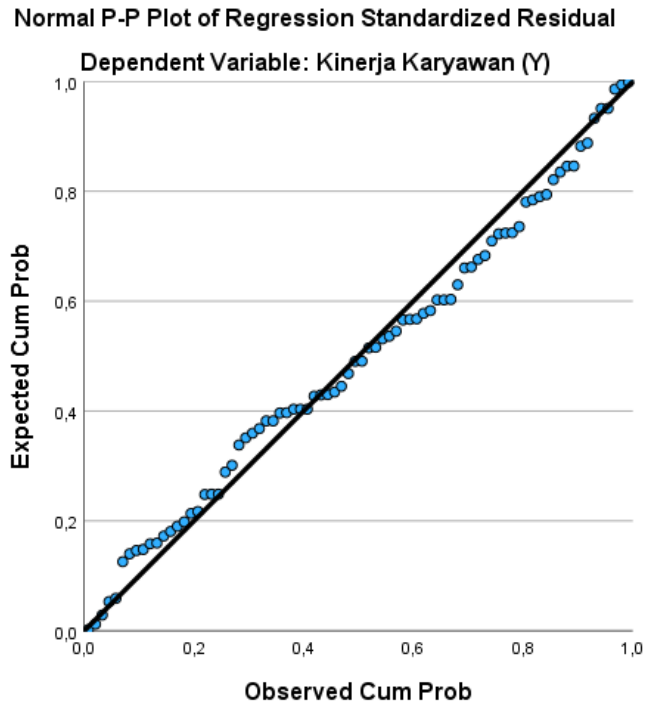
The results of the reliability test showed that all study variables had a *Cronbach Alpha* value of > 0.70. The highest score was in the Employee Performance variable of 0.947, and the lowest in Leadership Style was 0.829. Therefore, it can be concluded that the questionnaire instrument used in this study is reliable (consistent).

4.4 Classical Assumption Test

Classical assumption tests are performed to ensure that multiple linear regression models meet statistical requirements. The tests carried out include:

Normality Test

Figure 4.1. Normality Test Results (Normal P-P Plot)



Based on Figure 4.1 above, it can be seen that the data points are spread around the diagonal line and follow the direction of the diagonal line. Thus, it can be concluded that the regression model is feasible because it meets the assumption of **Normality**.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should have no correlation between independent variables. The test criteria were to look at the *Tolerance* value > 0.10 and VIF (*Variance Inflation Factor*) < 10.

Table 4.10 Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,271	2,785		,097	,923		
	Gaya Kepemimpinan (X1)	,434	,162	,302	2,682	,009	,282	3,544
	Kompetensi (X2)	,229	,101	,202	2,271	,026	,454	2,200
	Motivasi Kerja (X3)	,493	,139	,419	3,535	,001	,255	3,924

a. Dependent Variable: Kinerja Karyawan (Y)

Based on Table 4.10, it can be seen that all independent variables have a *Tolerance* value of > 0.10 and a VIF value of < 10.00. Thus, it can be concluded that between the variables of Leadership Style, Competence, and Work Motivation, there are no symptoms of multicollinearity. All three variables can be used simultaneously in regression models.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an unevenness *of variance* from one residual observation to another. This study uses the Glejser Test.

The basis for the decision is that if the significance value (Sig.) between the independent variable and the residual absolute value > 0.05, then heteroscedasticity does not occur.

Table 4.11 Heteroscedasticity Test Results

Coefficient

Models		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,558	1,825		1,950	,055
	Leadership Style (X1)	-,139	,106	-,280	-1,316	,192
	Competencies (X2)	,060	,066	,151	,902	,370
	Work Motivation (x3)	,023	,091	,056	,252	,802

a. Dependent Variable: ABS_RES

Based on Table 4.11, theGlejser test findings from the SPSS output show that the work motivation variable (X3) has a significance value of 0.802, the competency variable (X2) has a significance value of 0.370 and the leadership style variable (X1) has a significance value of 0.192. Significance values of the leadership style variable (X1) greater than 0.05 (0.192 > 0.05) indicate the absence of heteroscedasticity in this variable, significance values of competency variables (X2) greater than 0.05 (0.370 > 0.05) indicate the absence of heteroscedasticity in this variable, and significance values of work motivation variables (X3) greater than 0.05 (0.802 > 0.05) indicate the absence of heteroscedasticity in this variable.

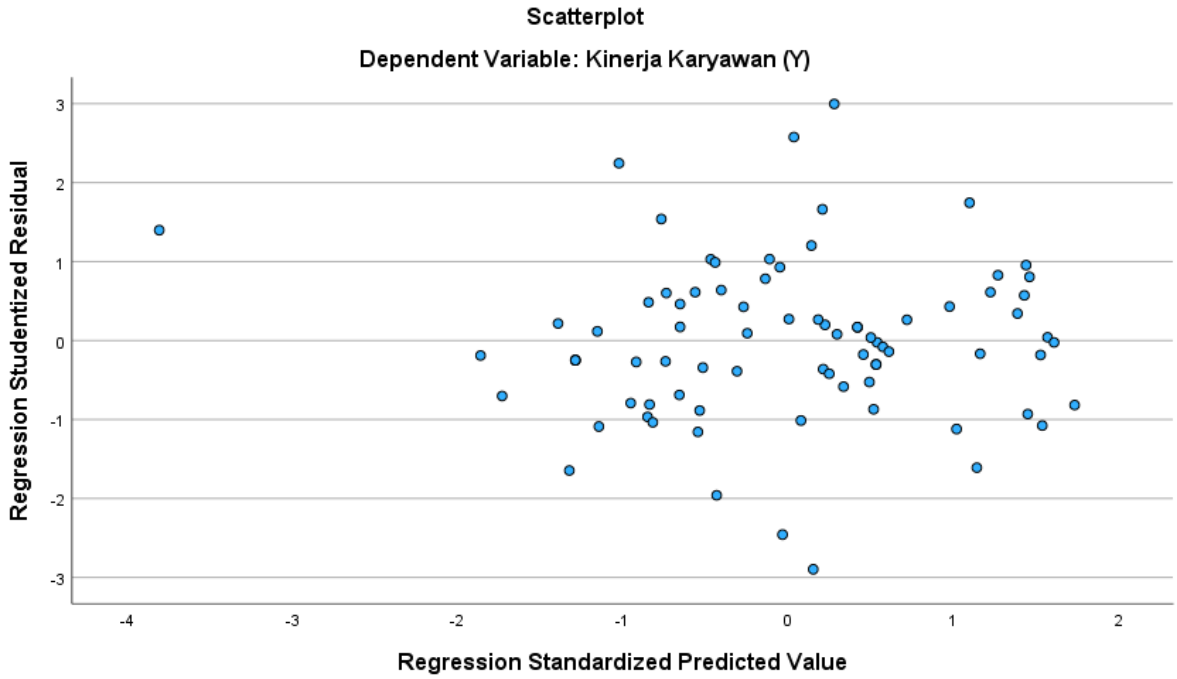
Thus it is known that the significance value (Sig.) of all independent variables is greater than 0.05. It can therefore be concluded that there is no heteroscedasticity problem in the regression model

This test was carried out by looking at the pattern of dots on the *Scatterplot graph* between the predicted value of the bound variable (ZPRED) and its residual (SRESID).

The basis of the analysis is:

1. If there is a certain pattern (wavy, widening and then narrowing) then heteroscedasticity occurs.
2. If there is no clear pattern, as well as the dots spread above and below the number 0 on the Y-axis at random, then heteroscedasticity does not occur.

Figure 4.2. Results of the Heteroscedasticity Test (Scatterplot)



Based on Figure 4.2 above, it can be seen that the dots are scattered randomly and scattered both above and below the number 0 on the Y axis. Therefore, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

4.4. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the direction and magnitude of the influence of independent variables **(leadership style (X1), competence (X2), and work motivation (X3))** on dependent variables **(performance (Y)).**

Based on the results of data processing using SPSS, the regression results were obtained as follows:

Table 4.12 Results of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,271	2,785		,097	,923		
	Gaya Kepemimpinan (X1)	,434	,162	,302	2,682	,009	,282	3,544
	Kompetensi (X2)	,229	,101	,202	2,271	,026	,454	2,200
	Motivasi Kerja (X3)	,493	,139	,419	3,535	,001	,255	3,924

a. Dependent Variable: Kinerja Karyawan (Y)

Based on Table 4.12, the multiple linear regression equation can be compiled as follows:

$$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3$$

$$Y = 0.271 + 0.434\ X1 + 0.229\ X2 + 0.493\ X3$$

Description:

Y = Performance

α = Constant
β1, β2 = Regression Coefficient
X1 = Leadership Style
X2 = Competence
X3 = Work Motivation
e = Error

The interpretation of the regression equation above is as follows:

1. The constant (α) is 0.271 **.** This means that if the variables of leadership style (X1), competence (X2) and work motivation (X3) are 0 (no change), then the value of the performance variable (Y) is 0.271 units.
2. **The regression coefficient of the Variable Leadership Style (X1)** was 0.434**.** The value of the positive coefficient indicates a one-way relationship. This means that if the leadership style variable (X1) increases by 1 unit (assuming the other variables are fixed), then the performance variable (Y) will increase by 0.434 units. A significance value of 0.009 (< 0.05) shows that Leadership Style has a positive and significant effect on employee performance.
3. **The Competency Variable Regression Coefficient (X2)** is 0.229**.** The value of the positive coefficient indicates a one-way relationship. This means that if **the competency variable (X2) increases by 1 unit, then the performance variable (Y) will increase by 0.229 units. The significance value of 0.026 (< 0.05) shows that competence has a positive and significant effect on employee performance.**
4. **The Work Motivation Variable Regression Coefficient (X3)** is 0.493**.** The value of the positive coefficient indicates a one-way relationship. This means that if the work motivation variable (X3) increases by 1 unit, then the performance variable (Y) will increase by 0.493 units. A significance value of 0.001 (< 0.05) shows that Work Motivation has a positive and significant effect on employee performance.

4.5. Coefficient of Determination (R2)

The determination coefficient test aims to measure how far the model is able to explain the variation of dependent variables. The value used is *Adjusted R Square* (because there is more than one independent variable).

Table 4.13 Determination Coefficient Test Results (R^2)

Model Summaryb

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853a	,727	,717	3,49583

a. Predictors: (Constant), Work Motivation (X3), Competence (X2), Leadership Style (X1)
b. Dependent Variable: Employee Performance (Y)

Based on Table 4.13, it is known that the *value of R Square* is 0.727 and the *value of Adjusted R Square* is 0.717. This means that 72.7% of the variation of the Performance (Y) variable can be explained by the variables of leadership style (X1), competence (X2) and work motivation (X3).

While the remaining 27.3% is explained by other variables outside this research model (such as other variables that are not studied). In addition, the Adjusted R Square value of 0.717 shows that after adjusting for the number of independent variables used, the regression model still has a fairly good ability to explain employee performance. Thus, the regression model is declared feasible for use at the next stage of analysis

4.6. Hypothesis Testing

Hypothesis testing is carried out to prove the correctness of the temporary conjecture that has been proposed in the previous chapter. This test consists of a Partial Test (t-test) and a Simultaneous Test (F-test).

4.6.1. Partial Test (Statistical Test t)

The t-test is used to determine the influence of each individual independent variable on the dependent variable. The basis for its decision-making is:

1. If the value of Sig. < 0.05 or t is calculated > t table, then the hypothesis is accepted (has a significant effect).
2. If the value of Sig. > 0.05 or t computes < t table, then the hypothesis is rejected (has no effect).

The results of the partial test can be seen in the following table:

Table 4.14 Partial test results (t-test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	,271	2,785		,097	,923		
	Gaya Kepemimpinan (X1)	,434	,162	,302	2,682	,009	,282	3,544
	Kompetensi (X2)	,229	,101	,202	2,271	,026	,454	2,200
	Motivasi Kerja (X3)	,493	,139	,419	3,535	,001	,255	3,924

a. Dependent Variable: Kinerja Karyawan (Y)

Based on Table 4.14, the results of partial hypothesis testing are as follows:

1. Testing the influence of Leadership Style Variable (X1) on Performance Variable (Y).

Based on the results of the SPSS test, a calculated t-value of 2.682 was obtained with a significance level of 0.009. Since the value of Sig. 0.009 < 0.05 and t count 2.682 > t table 0.219, H1 IS ACCEPTED.

It is proven that the leadership style variable (X1) has a positive and significant effect on the performance variable (Y). This means that the better the leadership style (X1), the more employee performance (Y) will increase significantly.

2. Testing the effect of Competency Variables (X2) on Performance Variables (Y).

Based on the results of the SPSS test, a calculated t-value of 2.271 was obtained with a significance level of 0.026. Since the value of Sig. 0.026 < 0.05 and t count 2.271 > t table 0.219, H2 IS ACCEPTED.

It is proven that the competency variable (X2) has a positive and significant effect on the performance variable (Y). This means that the better the competence (X2), the performance of employees (Y) will increase significantly.

3. Testing the effect of Work Motivation Variable (X3) on Performance Variable (Y).

Based on the results of the SPSS test, a calculated t-value of 3.353 with a significance level of 0.001 was obtained. Because the value of Sig. 0.001 < 0.05 and t count 3.353 > t table 0.219, H3 IS ACCEPTED.

It is proven that the work motivation variable (X3) has a positive and significant effect on the performance variable (Y). This means that the better the work motivation (X3), the employee performance (Y) will increase noticeably.

4.6.2. Simultaneous Test (Statistical Test F)

The F test is used to find out whether all independent variables together (simultaneously) affect the dependent variables.

Table 4.15 Simultaneous Test Results (F Test)

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Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2477,904	3	825,968	67,587	,000b
	Residual	928,783	76	12,221		
	Total	3406,688	79			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Motivation (X3), Competence (X2), Leadership Style (X1)

Based on Table 4.15, the F value of 67.587 with a significance level of 0.000 was obtained.

This is due to the fact that Sig. 0.000} < 0.05. We can deduce that the Performance Variable (Y) is significantly impacted by the concomitant variables of leadership style (X1), competence (X2), and work motivation (X3). Therefore, it is possible to use this regression model to forecast Y, the performance variable.

4.7.1 The Influence of Leadership Style on Employee Performance

Leadership Style (X1) significantly and positively affected Employee Performance (Y), according to the findings of the partial hypothesis test (t-test). The fact that a significance value of 0.009 (< 0.05) and a calculated t-value of 2.682 prove something. Which means that "Leadership style affects employee performance" (H1) is indeed true.

Empirically, these findings illustrate that the leadership style applied by superiors is mainly in the form of clear direction, example, open communication, and support for the implementation of tasks. able to improve the quality of employee performance. When leaders present as reliable and inspiring figures, employees feel more valued, more confident, and more motivated to work optimally. A supportive work environment from leaders also minimizes errors, speeds up task completion, and strengthens commitment to organizational goals.

These results are in line with Oktarini's (2021) research which found that leadership style has a significant effect on employee performance. Romana's research (2024) also emphasizes that effective leaders are able to drive performance improvement through proper direction and motivation. Another finding from Wahyudi & Mahargiono (2022) states that leadership style plays a positive role in building employee performance, especially in the health sector.

Thus, the results of this study strengthen the understanding that good leadership is a fundamental factor in building employee performance, especially in the public service environment such as the Cirebon Regency Health Office.

4.7.2 The Influence of Competency on Employee Performance

The results of the partial hypothesis test show that Competency (X2) also has a positive and significant effect on Employee Performance (Y). This is supported by a calculated t-value of 2.271 with a significance value of 0.026 (< 0.05). This means that the second hypothesis (H2) which states *"Competence affects employee performance"* is ACCEPTED.

Empirically, these positive influences indicate that employees who understand their duties, have adequate technical skills, and show internal drive to complete work, will be able to provide more effective and efficient work results. The right competencies enable employees to deal with the complexity of work, reduce the error rate, and improve service quality, especially in the context of administration and public health.

These findings are consistent with research by Triana et al. (2024) which proves that competence has a significant influence on the performance of Health Office employees. In addition, research by Patmawati et al. (2025) also confirms that competence is the main factor in improving employee performance at Puskesmas. Furthermore, the study by Saribulan et al. (2024) strengthens that competence is the dominant variable in the performance of primary health facility employees.

Thus, the results of this study confirm that professional competence is an important foundation that determines the quality of employee performance at the Cirebon Regency Health Office.

4.7.3 The Effect of Work Motivation on Employee Performance

The t-test confirmed that there is a positive and statistically significant relationship between Work Motivation (X3) and Employee Performance (Y). The third hypothesis (H3), which states that "Work motivation affects employee performance," is accepted due to the t-value of 3.535 and the significance value of less than 0.001.

The largest regression coefficient value compared to other variables in this study indicated that work motivation was the most dominant variable. In my experience, employees who are highly motivated exhibit consistent levels of energy at work, are determined to finish tasks to the end, are enthusiastic about reaching goals, and take their responsibilities seriously. Improving performance is driven primarily by internal factors, such as a sense of pride in working for the public sector, as well as by external factors, such as rewards and support from leadership.

This confirms what Wahyudi and Mahargiono (2022) found: that the East Java Provincial Health Office staff's level of intrinsic motivation has the greatest impact on their productivity on the job. Additionally, Patmawati et al. (2025) discovered that work motivation significantly helps Puskesmas employees perform better. Motivation is a psychological component that reinforces employee work behavior, as demonstrated by Manippi and Saiful (2022), who also demonstrate that it mediates the relationship between competence and performance.

Employees' intrinsic motivation to do a good job is the primary factor in the health sector, according to this study.

4.7.4 The Simultaneous Influence of Leadership Style, Competence, and Work Motivation on Employee Performance (F Test)

Based on the results of the simultaneous test (F Test), an F value of 67.587 was obtained with a significance value of < 0.001. Because the significance value is far below 0.05, it can be concluded that Leadership Style (X1), Competence (X2), and Work Motivation (X3)

together have a positive and significant effect on Employee Performance (Y). Thus, the fourth hypothesis (H4) which states *"Leadership style, competence, and work motivation simultaneously affect employee performance"* is ACCEPTED.

Empirically, these findings show that employee performance improvement does not depend on just one factor, but is the result of a combination of three main factors that complement each other:

1. Leadership style creates direction, support, and a work environment that facilitates the achievement of targets.
2. Competencies ensure employees have the necessary technical skills and knowledge to complete tasks effectively.
3. Work Motivation provides psychological encouragement so that employees have a strong desire to give the best performance.

These three factors work simultaneously and produce synergies that strengthen productive work behaviors in the organization. In the context of public organizations such as the Cirebon Regency Health Office, this synergy is very relevant, considering the complexity of health service tasks that require coordination, expertise, and stable work energy.

Your research paper cites prior studies that support these findings. Employee performance in the health sector is significantly impacted by leadership style, competence, and work motivation all at once, according to Oktarini's research (2021). Leadership and competence, according to Triana et al. (2024)'s research, boost Health Office employees' performance. In addition, Arifai et al. (2023) found that the key to improving health sector employees' performance is a mix of leadership, competence, and motivation.

Therefore, this study's findings add to the growing body of evidence suggesting that leadership qualities, job competence, and intrinsic employee motivation all play a significant role in determining public service institution employees' performance. Optimal performance, particularly in preserving the quality of community health services, is possible when all three of these aspects are enhanced at the same time.

CONCLUSION

Research and discussion involving 80 respondents at the Cirebon Regency Health Office on the effects of leadership style, competence, and work motivation on employee performance indicated that all three factors significantly and positively impacted performance. Effective leadership is known to boost performance through open communication, encouragement, and clear direction; Meanwhile, the execution of public administration and health service tasks is heavily dependent on competencies such as knowledge, skills, and professional attitudes. Furthermore, when workers are highly motivated, they are more likely to give their all to the job, stay committed to their goals, and enhance the quality of service they provide to the community. This research model is well-suited to explain the factors that support performance in public organizations, as all three of these variables have a significant impact on employee performance. While these three factors do a good job of explaining employee performance variance, there are other, non-model factors such as work setting, workload, organizational culture, and reward system that could play a role in performance but need more investigation.

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