

**THE INFLUENCE OF LEADERSHIP, SOCIAL COMPETENCE, AND WORK
MOTIVATION ON EMPLOYEE PERFORMANCE AT PERUMDA PASAR
ARGHA NAYOTTAMA, BULELENG REGENCY**



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Abstract

Employee performance is a key factor in achieving organizational goals, especially in the public service sector such as Perumda Pasar Argha Nayottama, Buleleng Regency. Low work effectiveness is often influenced by internal and external factors of employees, including leadership style, social competence, and work motivation. This study aims to determine the effect of leadership, social competence, and work motivation on employee performance, both partially and simultaneously. The method used is a quantitative approach with multiple linear regression analysis techniques. Data were collected through questionnaires distributed to the entire employee population at Perumda Pasar Argha Nayottama. The results of the study indicate that the three independent variables have a positive and significant effect on employee performance. Inspirational and supportive leadership encourages motivation and strengthens social competence. Social competence contributes to the creation of healthy collaboration in the work environment, while work motivation has been proven to be the main driver in increasing employee productivity. Simultaneously, these three variables support each other in forming optimal employee performance. These findings provide practical implications for management to develop an integrated and humanistic human resource approach in improving the quality of public services.

Keywords: Leadership, Social Competence, Work Motivation, Employee Performance, Public Service

INTRODUCTION

Employee performance plays an important role in determining the effectiveness and efficiency of an organization, including Regionally-Owned Enterprises (BUMD). Optimal performance is reflected in productivity, discipline, competence, and the ability to provide quality public services. However, the reality in the field often shows a mismatch between targets and achievement of results, as seen in the Regional Public Company (Perumda) Pasar Argha Nayottama in Buleleng Regency. Although this company has a strategic role in managing traditional markets, employee performance has not consistently met minimum standards in the last three years. This reflects fundamental problems in human resource management, especially in terms of leadership, social competence, and work motivation.

Leadership is a key factor that influences employee performance. Adaptive, participative, and communicative leaders have been shown to be able to create a conducive work environment and increase employee engagement (Srutiningsih et al., 2023; Munajat et al., 2023). Previous studies have also shown that a harmonious and clear leadership style in providing direction can have a positive impact on work productivity (Billah et al., 2022; Hameduddin & Lee, 2019).

In addition, employee social competence is also an important element in supporting work effectiveness, especially in public services that require intensive interaction with the community. This competence includes communication skills, empathy, and persuasive conflict resolution. Employees with high social competence are better able to build strategic cooperation and solve operational problems efficiently (Sunarsi et al., 2022; Astuti, 2021).

Work motivation, both intrinsic and extrinsic, also determines employee enthusiasm and commitment to their work. High motivation has been shown to be directly proportional to increased productivity and loyalty to the organization (Budiyanto & Mochklas, 2020; Rollnik-Sadowska & Bercu, 2023). However, not all studies have found a significant relationship between motivation or competence and performance, as stated by Badrun (2021), so a more contextual and empirical study is needed in a particular work environment.

The performance of employees at Perumda Pasar Argha Nayottama also shows dynamics that reflect problems in HR governance. Based on work achievement data from 2021 to 2023, there is inconsistency in meeting the minimum standards that have been set,

especially in the Administration and Collection and Personnel divisions. Although there was an increase in 2023, the maximum target of 100% has not been fully achieved. On the other hand, other Perumda under the Buleleng Regency Government, such as Tirta Hita and Swatantra, show an increasing and relatively stable performance trend. This emphasizes the need for a more specific evaluation of the factors that influence employee performance at Perumda Pasar Argha Nayottama.

Based on the above background and considering previous findings, this study was conducted to analyze the influence of leadership, social competence, and work motivation on employee performance at Perumda Pasar Argha Nayottama, Buleleng Regency. This study aims to provide a more comprehensive picture of the internal factors that play a role in improving performance, as well as being the basis for formulating a more effective and sustainable HR management strategy. The results of this study are expected to provide practical contributions to Perumda management in strengthening leadership systems, competency development programs, and performance-based incentives. Furthermore, these findings can also be an important reference for policy making at the local government level in encouraging professionalism and accountability of public institutions in order to realize sustainable local economic development.

RESEARCH METHOD

Types of Research

This study is a quantitative descriptive study that aims to determine the influence of leadership variables, social competence, and work motivation on employee performance. The method used is a survey method, with data collection using questionnaires that are systematically and structured based on indicators of each variable. The quantitative approach is used because the data collected is in the form of numbers and is analyzed using statistical techniques to measure the relationship between variables. The main analysis technique used in this study is multiple linear regression analysis, which allows testing the relationship between more than one independent variable with one dependent variable.

Population and Sample

The population in this study was all permanent employees at Perumda Pasar Argha Nayottama, Buleleng Regency, totaling 131 people. This population is active employees who work full-time in work units within Perumda. The sampling technique used was total sampling, namely, all members of the population were used as research samples. Thus, the number of respondents involved in this study was 131 people.

Data Collection Technique

Data collection was conducted by distributing online questionnaires using the Google Forms platform to all respondents. This questionnaire consists of statements that represent indicators of each variable, namely leadership, social competence, work motivation, and employee performance. The use of a digital platform was chosen to facilitate distribution and expand reach to respondents who may be difficult to access directly.

Data Analysis Techniques

Data analysis in this study consists of descriptive analysis and inferential analysis. Descriptive analysis is used to describe the characteristics of respondents and the distribution of data for each variable through frequency tables, averages, and percentages. Furthermore, a normality test is carried out using Kolmogorov-Smirnov to determine whether the data is normally distributed. Multiple linear regression analysis is used to analyze the relationship between variables. Before the regression analysis is carried out, the data is first tested for multicollinearity using VIF and Tolerance values, as well as heteroscedasticity tests using Spearman's Rank.

Hypothesis testing is conducted partially (t-test) and simultaneously (F-test) to measure the influence of each and the combination of independent variables on the dependent variable. The decision-making criteria use a significance level of $\alpha = 0.05$, with the decision:

If Sig < 0.05, then the alternative hypothesis (H_a) is accepted.

If Sig > 0.05, then the null hypothesis (H_o) is accepted.

Data processing was carried out with the help of SPSS software to ensure accuracy in statistical analysis.

RESULTS AND DISCUSSION

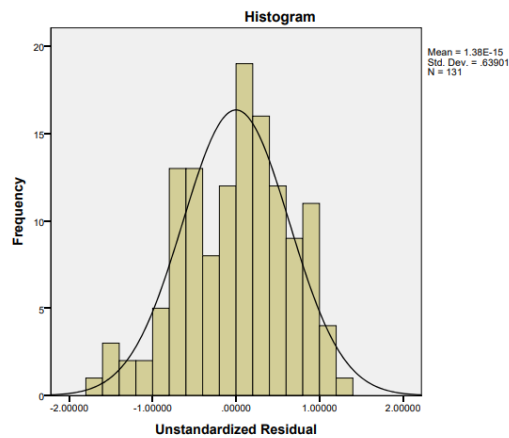
Normality Test

Table 1.
Kolmogorov-Smirnov Test Normality Results

Unstandardized Residual	N	Kolmogorov-Smirnov Z	Asymp.Sig.(2-tailed)
	131	0,781	0,576

Based on the table above, the results of the normality test using Kolmogorov Smirnov by analyzing the unstandardized residual value. The results show a significance value (Asymp.Sig.) of 0.576. This value is more than 0.05 (5%), so it can be concluded that the data is normally distributed. Data normality is an important assumption in statistical analysis, especially in parametric tests, because it ensures that the analysis results are more valid and can be interpreted properly.

Figure 1.
Histogram of Komogorov-Smirnov Test Normality Results



Multicollinearity Test

Table 2.
Multicollinearity Test Results
Coefficients^a

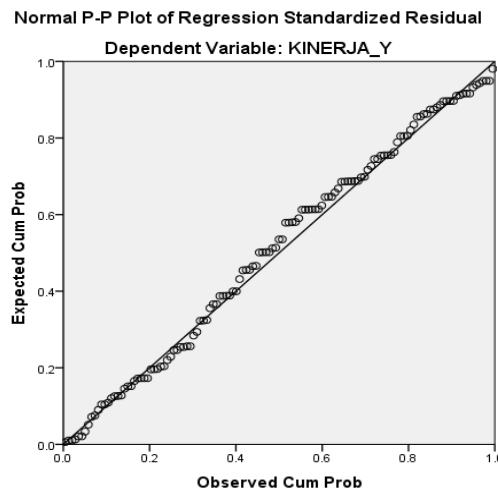
Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	-2.853	.509		-5.606	.000		
1 LEADERSHIP_X1	.500	.050	.458	9.960	.000	.205	4.868

COMPETENCY_X2	.316	.048	.292	6.541	.000	.218	4.579
MOTIVATION_X3	.314	.043	.279	7.237	.000	.292	3.420

a. Dependent Variable: PERFORMANCE_Y

Based on the table above, the results of the analysis show that the leadership variable (X1) has a tolerance value of 0.205 and a VIF of 4.868, the social competence variable (X2) obtains a tolerance value of 0.218 and a VIF of 4.579, and the work motivation variable (X3) has a tolerance value of 0.292 and a VIF of 3.420. Based on the results of the three variables having a tolerance value greater than 0.1 and a VIF value less than 10, it can be concluded that there is no multicollinearity between the independent variables in this study. The image of the multicollinearity test is in the following image.

Figure 2.
Multicollinearity Test



Heteroscedasticity test

Table 3.
Heteroscedasticity Test Results
Coefficients^a

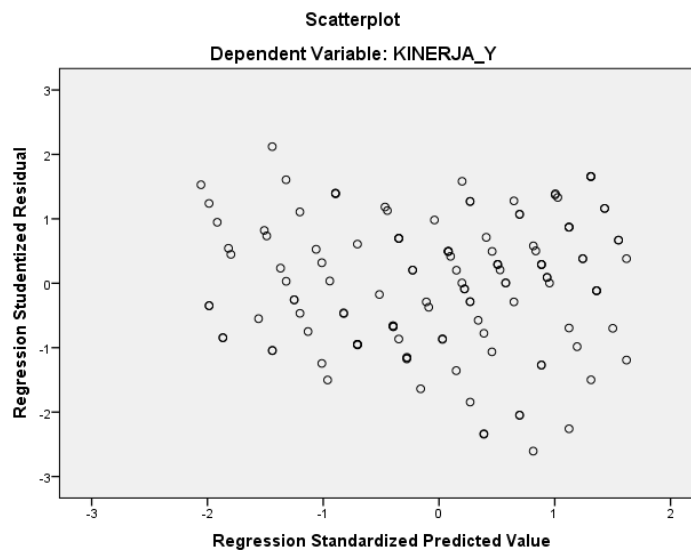
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.314	.287		1.093	.276
	Leadership_x1	-.013	.028	-.092	-.473	.637
	Competence_x2	-.015	.027	-.105	-.556	.579

Motivation_x3	.038	.025	.255	1.57	.119
				1	

a. Dependent Variable: ABS_RES

Based on the results of the Heteroscedasticity Test shown in Table 4.10, it is known that the significance value (Sig.) of each independent variable, namely Leadership (X1), Social Competence (X2), and Work Motivation (X3) are 0.637; 0.579; and 0.119, respectively. All of these values are greater than the significance level of 0.05, which means that there are no symptoms of heteroscedasticity in the regression model used. Thus, it shows that the independent variables in this study do not experience problems with the distribution of non-constant residual variances, which are often one of the sources of bias in regression analysis. This condition strengthens the validity of the regression model, because one of the classical assumptions in multiple linear regression analysis has been met.

Figure 3.
Test of Steroidality



Multiple Linear Analysis

Table 4.
Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

	(Constant)	-2.853	.509		-	
					5.606	.000
1	Leadership_x1	.500	.050	.458	9.960	.000
	Competence_x2	.316	.048	.292	6.541	.000
	Motivation_x3	.314	.043	.279	7.237	.000

Based on the results of the multiple linear regression analysis test shown in Table 4.11, the constant value (α) is -2.853. This value indicates that if all independent variables (leadership, social competence, and work motivation) are considered non-existent or have a value of zero, then performance (Y) is predicted to be at -2.853. Furthermore, the regression coefficient value for the leadership variable (X1) is 0.500 with a significance level of 0.000, which means that leadership has a positive and significant effect on performance. This means that every one unit increase in leadership will increase performance by 0.500 units, assuming other variables are constant. The social competence variable (X2) has a coefficient of 0.316 and is significant at the 0.000 level, indicating that the higher a person's social competence, the more their performance tends to increase. Meanwhile, work motivation (X3) also has a positive effect on performance with a coefficient of 0.314 and a significance value of 0.000. Thus, the three independent variables together have a significant contribution to improving performance. These results are formulated in the following regression equation:

$$Y = \alpha + \beta_1 \cdot X_1 + \beta_2 \cdot X_2 + \beta_3 \cdot X_3 + e$$

Based on the results of the analysis above, the regression equation can be written as follows.

$Y = -2.853 + 0.500X_1 + 0.316X_2 + 0.314X_3 + e$, where e is an error term that reflects other factors outside the model. The equation can be interpreted as follows.

If the leadership variables (X1), social competence (X2), and work motivation (X3) are zero, then the performance value (Y) is predicted to be -2.853. This shows that without the influence of the independent variables, the value of the dependent variable still has a basic value of -2.853.

The leadership variable (X1) has a regression coefficient of 0.500 which is positive. This indicates that leadership (X1) has a positive influence on employee performance. This shows that the higher the leadership ability (X1), the higher the employee performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency.

The social competence variable (X2) has a regression coefficient of 0.316 which is positive. This indicates that social competence (X2) has a positive influence on employee performance. This shows that the higher the value of social competence (X2), the higher the employee performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency.

The work motivation variable (X3) has a regression coefficient of 0.314 which is positive. This indicates that work motivation (X3) has a positive influence on performance. This shows that the higher the value of work motivation (X3), the higher the employee performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency.

E is an error or mistake that reflects other factors outside the leadership variables (X1), social competence (X2), and work motivation (X3) that influence the performance variable (Y) but are not included in the regression model.

Hypothesis Testing

The Influence of Leadership (X1) on Employee Performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency

Table 5.
T-Test Results (Partial)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	-2.853	.509	5.606	.000
	Leadership	.500	.050	9.960	.000

Dependent Variable: Employee Performance

Source: Data processed 2025

Based on the results of the multiple linear regression analysis presented in Table 4.12, the regression coefficient value for the leadership variable (X1) is 0.500 with a calculated t value of 9.960 and a significance value of 0.000. Because the calculated t value is greater than the t table ($9.960 > 1.978$) and the significance value is less than 0.05 ($0.000 < 0.05$), then H_0 is rejected and H_1 is accepted. This shows that the leadership variable has a positive and significant effect on employee performance. This means that the better the quality of leadership applied in the organization, the employee performance will also increase.

The Influence of Social Competence (X2) on Employee Performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency

Table 6.
T-Test Results (Partial)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.853	.509		-5.606	.000
	Social Competence	.316	.048	.292	6.541	.000

Dependent Variable: Employee Performance

Source: Data processed 2025

Based on Table 4.13, the results of the partial t-test show that the Social Competence variable (X2) has a significant effect on the Employee Performance variable (Y). This is indicated by the calculated t value of 6.541, which is greater than the t table (1.978 for 127 degrees of freedom at $\alpha = 0.05$). In addition, the significance value (Sig.) of 0.000 is smaller than 0.05. Thus, H_0 is rejected, which means that statistically there is a positive and significant effect between Social Competence and Employee Performance. The regression coefficient of 0.316 indicates that every one unit increase in Social Competence will increase Employee Performance by 0.316 units, assuming other variables are constant. This finding confirms that strengthening employee social competence is a crucial aspect in increasing work effectiveness in the Perumda Pasar Argha Nayottama environment, Buleleng Regency.

The Influence of Work Motivation (X3) on Employee Performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency

Table 7.
T-Test Results (Partial)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	-2.853	.509	-5.606	.000
	Work motivation	.314	.043	7.237	.000

Dependent Variable: Employee Performance
Source: Data processed 2025

Based on Table 7, it is known that the Work Motivation variable (X3) partially has a significant effect on Employee Performance (Y). This is indicated by the calculated t value of 7.237, which is greater than the t table (around 1.978 with 127 degrees of freedom at a significance level of 5%). In addition, the significance value (Sig.) of 0.000 is also smaller than 0.05. Thus, H_0 is rejected and H_1 is accepted, which means that work motivation has a positive and significant effect on employee performance. The regression coefficient value of 0.314 indicates that every one unit increase in work motivation will increase employee performance by 0.314 units, assuming other variables remain constant. These results indicate that work motivation is one of the key factors that need to be considered in efforts to increase employee productivity and work effectiveness at Perumda Pasar Argha Nayottama, Buleleng Regency.

The Influence of Leadership (X1), Social Competence (X2) and Work Motivation (X3) on the Performance (Y) of Employees of Perumda Pasar Argha Nayottama, Buleleng Regency

Table 8.
F Test Results (Simultaneous)
ANOVA^a

Model	Sum Squares	Of Df	Mean Square	F	Sig.	
1	Regression	909.574	3	303.191	725.381	.000b
	Residual	53.083	127	.418		
	Total	962.656	130			

- A. Dependent Variable: Performance_y
- B. Predictors: (Constant), Motivation_x3, Competence_x2, Leadership_x1

Source: Processed Data, 2025

Based on the results of the ANOVA analysis displayed in the table above, it shows Based on the results of the F test displayed in Table 8, it is known that the calculated F value is 725.381 with a significance value (Sig.) Of 0.000. This significance value is much smaller than the significance level of 0.05, and the calculated F is also much larger than the F table (2.68). Thus, H_0 is rejected, which means that the variables of leadership (X1), competence (X2), and work motivation (X3) simultaneously have a significant effect on employee performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency.

Coefficient of Determination R

Table 9.
Results of the Determination Coefficient (R) Test
 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.972a	.945	.944		.647

Predictors: (Constant), Motivation_x3, Competence_x2, Leadership_x1

Source: Processed Data, 2025

Based on the results of the determination coefficient test (R2) shown in the table above, the adjusted R Square value obtained was 0.944. This shows that 94.4% of the variation in the Employee Performance variable can be explained by 3 independent variables, namely Leadership, Social Competence, and Work Motivation. Meanwhile, the remaining 5.6% (100% - 94.4%) is influenced by other factors not included in this research model.

The Influence of Leadership on Performance

The results of the partial regression test indicate that the leadership variable has a positive and significant influence on employee performance at Perumda Pasar Argha Nayottama. The t-value of 9.960 far exceeds the t-table of 1.978 at a significance level of 5%, and the p-value (Sig.) of 0.000 is far below the threshold of 0.05. The regression coefficient of 0.500 indicates that every one-unit increase in the leadership variable can

increase employee performance by 0.500 units, assuming other variables remain constant. This finding confirms that effective leadership quality contributes significantly to improving employee performance.

The results of the study show that leadership style has a significant influence on employee performance. An effective leadership style reflects the leader's ability to influence the attitudes and behavior of his subordinates to achieve organizational goals optimally. According to Zaharuddin (2021), leadership style is an approach used by leaders to influence members to work effectively, while Setiana (2022) emphasizes that leadership style also reflects the underlying values and philosophy. In a modern context, transformational leadership style is a relevant approach because it is able to inspire, encourage individual growth, and motivate team members to work beyond personal interests (Apriyanto, 2020). At Perumda Pasar Argha Nayottama, communicative, fair, and participatory leadership has been shown to create a conducive work environment and increase employee morale.

This study is reinforced by previous studies such as Renaldi et al. (2022) which showed that leadership style has a strong and significant relationship with the performance of DPUPR employees of Indramayu Regency. Likewise, research by Kasmawati (2023) revealed that spiritual leadership can directly improve employee competence and performance. This confirms that a leadership approach that touches on ethical and spiritual aspects is very important in shaping performance quality. The findings at Perumda Pasar Argha Nayottama also show that in addition to leadership, other factors such as motivation and competence also play an important role. Therefore, leadership development needs to be carried out holistically by paying attention to ongoing training to form leaders who are able to create a productive and emotionally healthy work environment.

The Influence of Social Competence on Performance

The results of the partial regression test indicate that the competency variable has a positive and significant influence on employee performance at Perumda Pasar Argha Nayottama. This is evidenced by the calculated t value of 5.706, which is greater than the t table value of 1.978, with a significance level of 0.000 which is far below the threshold of 0.05. The regression coefficient of 0.287 indicates that every one unit increase in employee competency will increase performance by 0.287 units, assuming other variables are constant.

This means that competency is an important factor that contributes directly to employee work effectiveness and productivity.

Research findings show that competence, including social competence, is an important factor in improving employee performance. Competence does not only include technical skills, but also includes knowledge, attitudes, and values that support work effectiveness. Employees with high social competence are able to build positive interactions, manage emotions, resolve conflicts constructively, and maintain teamwork harmony, thereby contributing to organizational productivity (Munir et al., 2023). In the context of modern work, this makes employees more adaptive and responsible for their duties, making increasing competence an important strategy to support organizational performance.

The results of this study are in line with the findings of Pariakan et al. (2023), which stated that competence—consisting of knowledge, skills, and attitudes—has a significant effect on work performance. However, the effect of competence on performance is partial, because it is still influenced by other variables such as motivation, leadership, and work environment. Therefore, the effectiveness of competence is highly dependent on organizational support through ongoing training, work mentoring, and an appropriate reward system. In the context of Perumda Pasar Argha Nayottama, increasing employee social competence is considered a strategic step to strengthen employee contributions in achieving institutional goals, as well as being an important foundation in managing human resources that are oriented towards superior performance.

The Influence of Motivation on Employee Performance

Based on the results of the partial regression test, the work motivation variable shows a positive and significant influence on employee performance at Perumda Pasar Argha Nayottama. The t-value of 4.149 is greater than the t-table of 1.978, and the significance value is 0.000. The regression coefficient of 0.210 indicates that every one-unit increase in the motivation variable will increase employee performance by 0.210 units, assuming other variables are constant. This emphasizes that work motivation plays a significant role as an internal driver in directing employee efforts and behavior towards achieving organizational goals.

This study shows that work motivation plays an important role in improving employee performance, especially in the public sector such as Perumda Pasar Argha Nayottama. Motivation is an internal force that drives individuals to carry out tasks optimally, especially if intrinsic needs such as appreciation, belonging, and opportunities for development are met (Shobirin & Siharis, 2022; Hasibuan, 2019). Irul's (2022) study emphasized that motivation acts as a bridge between leadership and competence towards performance, showing that motivation arises from a supportive organizational ecosystem, such as inspirational leadership and a healthy work environment. Hafidzi et al. (2023) also found that motivation functions as an intervening variable that strengthens the relationship between leadership style, compensation, and performance, showing that motivation is not only a result, but also a tool to achieve superior performance.

Furthermore, research by Permatasari & Hermani (2020), Masyaili & Pagala (2024), and Tjahyanti & Chairunnisa (2020) confirms that motivation is influenced by many factors such as competence, discipline, leadership, and organizational culture. Motivation that grows from self-confidence, support from superiors, and reward systems will have a direct impact on consistent and productive work performance. In the context of Perumda Pasar Argha Nayottama, increasing motivation can be done by providing trust, recognition, and opportunities to develop. The researchers concluded that work motivation is an important pillar in building sustainable employee performance, and organizations need to design motivational strategies that touch on personal and structural aspects to support the achievement of institutional goals.

The Influence of Leadership, Social Competence, and Work Motivation Simultaneously on Employee Performance

The results of the simultaneous regression test or F test show that the three independent variables—leadership, social competence, and work motivation—together have a positive and significant influence on employee performance. This is indicated by the calculated F value of 63.583, which is much larger than the F table of 2.73 at a significance level of 5%. In addition, the significance value (Sig.) of 0.000 is far below the critical limit of 0.05. This finding indicates that collectively, variations in employee performance can be significantly explained by variations in the three independent variables. In other words, the

regression model used in this study is proven to be valid and appropriate to explain the phenomenon studied. This finding supports the system theory in human resource management which states that employee performance is not the result of a single variable, but rather the result of the interaction of various internal and external factors. Leadership functions as a director and driver of organizational behavior, social competence is the basis for healthy interaction and collaboration, while motivation acts as a driving force in achieving goals. When these three factors work simultaneously, a synergy is created that can drive significant performance improvements.

This study shows that employee performance is simultaneously influenced by leadership, social competence, and work motivation, which mutually reinforce each other. Work motivation acts as an internal drive that encourages employees to work optimally, where high motivation has been shown to significantly improve performance (Pariakan et al., 2023; Nining et al., 2023). On the other hand, social competence such as the ability to interact, resolve conflicts, and collaborate has also been shown to support employee productivity and create a harmonious work environment (Sugiono et al., 2021; Novita et al., 2022). In a collaborative work environment, social competence strengthens a positive work climate that supports individual and team performance.

Meanwhile, leadership style has a strategic role in shaping and directing both aspects. Inspirational and supportive leaders encourage the growth of motivation and develop employee social competence. This is in accordance with the findings of Manippi & Saiful (2022) which state that leadership influences motivation, and indirectly on performance. Therefore, a transformational leadership approach that fosters personal and professional relationships with employees is key to building superior performance. The results of this study are the basis for the management of Perumda Pasar Argha Nayottama to implement an integrated and humanistic HR strategy, as well as strengthen academic literature on the importance of a multidimensional approach in assessing the performance of public sector employees.

CONCLUSION

There is a positive and significant influence of the leadership variable (X1) on the performance (Y) of employees at Perumda Pasar Argha Nayottama, Buleleng Regency. The results of the t-test show that the calculated t value of 9.960 is greater than the t table of 1.978 with a significance level of $0.000 < 0.05$, so H_0 is rejected and H_1 is accepted. The regression coefficient of 0.500 indicates that every one unit increase in the leadership variable will increase employee performance by 0.500 units.

There is a positive and significant influence of the social competence variable (X2) on the performance (Y) of employees at Perumda Pasar Argha Nayottama, Buleleng Regency. The calculated t value of 4.151 is greater than the t table of 1.978, and the significance value of $0.000 < 0.05$, is a strong basis that the alternative hypothesis is accepted. The regression coefficient of 0.276 indicates that an increase in social competence by one unit will increase employee performance by 0.276 units.

There is a positive and significant influence of work motivation variable (X3) on employee performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency. The t-test results show a calculated t of $3.045 > t$ table 1.978 with a significance value of $0.003 < 0.05$, which indicates that H_0 is rejected and H_1 is accepted. The regression coefficient of 0.186 indicates that an increase in work motivation by one unit will increase performance by 0.186 units.

Simultaneously, the variables of leadership (X1), social competence (X2), and work motivation (X3) are proven to have a positive and significant influence on employee performance (Y) at Perumda Pasar Argha Nayottama, Buleleng Regency. The results of the F test show a calculated F value of 90.842 which is much greater than the F table of 2.70 at a significance level of 5%, and a significance value (Sig.) of $0.000 < 0.05$. This indicates that the three independent variables together have a real contribution to improving employee performance.

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