

THE EFFECT OF LEADERSHIP TRAINING ON THE IMPROVEMENT OF LEADERSHIP COMPETENCE, WORK MOTIVATION AND JOB PERFORMANCE OF ECHELON III OFFICERS IN THE PROVINCIAL GOVERNMENT OF WEST NUSA TENGGARA

ARIF RAHMAN¹, LALU SUPARMAN², DWI PUTRA BUANA SAKTI³

¹Master Candidat, Magister Management, Postgraduate Mataram University, Mataram Indonesia

²Doctor, Departemen of economy and business Faculty, Mataram University, Mataram Indonesia

³Doctor, Departemen of economy and business Faculty, Mataram University, Mataram Indonesia

Email – ¹arif7877@gmail.com , ²lalusuparman77@gmail.com, ³buanasakti@gmail.com

Abstract : *This research is aimed at analyzing and determining the significant effect of (1) leadership training on the improvement of leadership competence, (2) leadership training on the work motivation, (3) leadership training on the job performance, (4) Leadership competence on the job performance and (5) work motivation on the job performance. This is an associative research. The population of this research were all officers of echelon III in the Provincial Government of West Nusa Tenggara who had followed the leadership training Level III for 3 years respectively from 2014 to 2016 in Training Centre of West Nusa Tenggara Provincial Government with the total alumni of 96 officers. This research is a census method. The data was collected through a questionnaires distributed to respondents which has five multiple choice using the Likert Scale. The Partial Least Square (PLS) technique was employed to analyze the data. The result showed that (1) leadership training has positive and significant effect on the improvement of leadership competence, (2) the leadership training has positive and significant effect on work motivation, (3) leadership training has positive but not significant effect on job performance, (4) the leadership competence has positive and significant effect on work achievement (5) work motivation has positive and significant effect on the job performance of the officers of echelon III in the Provincial Government of West Nusa Tenggara.*

Keywords: *Leadership Training, Leadership Competence, Work Motivation, Job Performance*

1. INTRODUCTION:

High job performance is a thing that is dreamed to be achieved by an organization either public organizations or private organizations, since it is a reflection that all components existing in the organization began from the top level until the bottom level had properly and correctly functioned. This also indicates that the job performance shown by all components in the organization had worked in accordance with their respective roles and functions.

Achievement Human Resources are employees who can adjust themselves in organizational culture or company, namely as follows: Employees who have adequate skills and knowledge for the achievement of organizational goals or companies, Employees who have the desire to work with the results as high as possible, the emergence of high productivity and low number of turnover, low absenteeism and high level of job satisfaction, always appreciate the system already implemented by the organization and prioritize the company's interests in carrying out its mission, with the aim of achieving the vision expected by the company (Justine, 2006)

Gito Sudarmo in Sutrisno (2009) revealed that the work motivation is very important for the high or low productivity of a company (organization). The goals that have been set out will not be achieved without the motivation of the employees to work together for the interests of the company. On the contrary, if there is a high motivation of the employees, then it is a guarantee for the successful of the company in achieving its objectives. Therefore, managers (leaders) must always generate high work motivation to employees to carry out their duties. While it must be admitted that motivation is not the only factor affecting one's level of Work Achievement. There are other factors that also influence such as knowledge, attitude, ability, experience and perception of role

Obviously, the goals of the organization will not be achieved if it is not supported by adequate competence from the leaders of the organization to their employees. In one side, We often hear leaders who complain about the performance of their subordinates, as a result of their inadequacy in carrying out the duty and function imposed on it. While in other side, we also hear employees complain about the competence of their leaders in managing the organization. Therefore, in order to overcome the discrepancy or gap of competency, the leaders are required to have sufficient Leadership competencies in managing the organization so that they can bring their organization to a high performing or achieving organization.

One of the most fundamental efforts to improve competence namely by Training activity . This is in line with the Sutrisno's opinion (2011) who said that " Training is the key to management that plays an important and strategic role in improving Job Performance".

As stipulated in Government Regulation No. 101 of 2000 on Post service training that "Leadership Training is conducted to achieve the requirements of Leadership Apparatus Government competences in accordance with the level of structural positions. Furthermore, it is explained in this Government Regulation that leadership training consists of leadership training Level IV, III, II, and I, which are respectively for Structural Positions of Echelon IV, III, II and I. While referring to the Regulation of State Administration Institution (Lembaga Administrasi Negara, LAN) number 17, 18, 19 and 20 of 2015 on Guidelines for Implementing Leadership Training of Level I, II, III and IV, Leadership Training is intended to form Leadership Competencies in their respective stages: Visionary Leadership Competencies for Echelon I Officials, Strategic Leadership Competencies for Echelon II Officials, Tactical Leadership Competencies for Echelon III Officials, and Operational Leadership Competencies for Echelon IV, which will later act as "Agent of Change" in their respective institutions according to their level of position.

The Philosophy about " The Leaders of change" is inspired by the concept of Adaptive Leadership developed by Ronald Heifetz (2009). Referring to the opinion of Ronald Heifetz, et al., that the main message of the Adaptive Leadership practice is the opinion saying that "if a system is corrupted, it must be diagnosed and corrected by taking risks and challenging the status quo to make changes". This is in line with the complex and dynamic challenges ahead and certainly, it is not enough to rely on the leader who has only operational improvisation to cope with the challenges of such a complex change, but an adaptive leader becomes indispensable. Therefore, the leader of change to be formed in the leadership training is a leader who is able to adapt the changes occurring in their environment. These changes need to be done in order to be able to maintain the organization with a high level of performance.

Since 2014, there has been a change of Pattern in the Training Implementation at all levels of training, including the Leadership Training, in which the change pattern of leadership training is based on several reasons, namely: First, the weaknesses are still found in the curriculum of old leadership training pattern, such as many of training materials merely emphasis on the aspects of knowledge or cognitive. In addition, there are some training material that have the material contents are less appropriate with the current developments. The training materials of old leadership training pattern mostly emphasize on the managerial aspect, while the leadership aspect is somewhat less and the lack of leadership practice. Second, the learning method in the old pattern of leadership training is not experience-based, in which it is less emphasis on the experience in the workplace. in other words, the learning model is more emphasizes on the classical model. Third, The old pattern of Leadership training is less emphasizes (menonjolkan/mengedepankan) on the formation of character and integrity. (Teaching Materials on Training on Fasilitator (ToF) for Leadership Traininig, State Administration Institution, 2014).

Considering the New Pattern of Leadership Training has recently been applied exactly about 4 years running since 2014, the author is interested to examine how effective the Implementation of the new Pattern of Leadership Training has impact on Increasing Competence, Motivation and Job Performance. In this case, the author wants to analyze the extent of the Leadership Training which has been followed by the Echelon III Officers of the Scope of NTB Provincial Government, has an effect on the improvement of Leadership Competence and Work Motivation and of course the most important is whether the output of this Training also positively influences the Improvement Performance Achievement

Researches were conducted by Mujanah (2009) and Aksa (2013) about the relationship between Training with Work Motivation, The results showed that Job Training variable has no significant effect on employee motivation variable. Then, the research was conducted by Lagale, et al (2014) about the relationship between Training on Job Performance, the results showed that the Training variable has no effect on Job Performance. With regard to the relationship between Competence with Job Performance, the results of a research was conducted by Suparman (2012) showed that the competence variable has a positive but very small and insignificant influence on Subordinate Employee Performance. Similarly, research was conducted by Pamungkas et al (2015). The results showed that some indicators of competence variables such as knowledge and professional attitude partially able to give effect to the job performance, while other competency indicators such as interpersonal skills partially has no effect on the job performance of Brawijaya University Librarian. Further research was conducted by Tariyo & Mulyanto (2012) concluded that the Competence variable also has a positive but not significant effect on the Performance of employees in Education Office of Wonogiri Regency. related to the relationship between motivation with performance, the result of Subari et al (2015) research showed that motivation variable has no positive effect to the Job Performance.

The studies are mentioned above have different results from other earlier studies. Therefore, there are gaps for the researcher to conduct a research, especially through this research with the focus of examining the relationship between variables such as training to Competence, Training on Job Performance, Training on work motivation, Competence to Job Performance and work motivation against job performance

Similarly, with the existing phenomenon in the Implementation of Training during this time that the Trainings were followed by the State Civil Apparatus, especially in this new Pattern of leadership training has not yet shown any significant impact to make the government officials as the Agent of Change at their echelon level, respectively. There are several things affecting this condition, namely: (1) The motivation of some government officers to join the leadership training only to meet the administrative requirements to be promoted to a higher level, (2) Inadequate quality and quantity of instructors, (3) lack of Budgeting support to implement the Training Participant Change Project (4) The frequency of rotation especially for the officials who had followed the leadership training. These problems, in turn, have impact on the lack of officers' job performance.

The objectives to be achieved in this research are as follows:

- a) To analyze and determine the significant effect of Leadership Training on the improvement of Leadership Competence of echelon III officers in the Provincial Government of West Nusa Tenggara.
- b) To analyze and determine the significant effect of Leadership Training on the Work Motivation of echelon III officers in the Provincial Government of West Nusa Tenggara
- c) To analyze and determine the significant effect of Leadership Training on the Job Performance of echelon III officers in the Provincial Government of West Nusa Tenggara
- d) To analyze and determine the significant effect of Leadership Competence on the Job Performance of echelon III officers in the Provincial Government of West Nusa Tenggara
- e) To analyze and determine the significant effect of Work Motivation on the Job Performance of echelon III officers in the Provincial Government of West Nusa Tenggara

2. LITERATURE REVIEW:

There is another term to describe the achievement, but since the word is derived from the word "To achieve" which means "Achieve," it is often translated into Indonesian "Achievement" or "What is achieved". Performance is the result or success rate of a person as a whole over a certain period of time in performing tasks compared with various possibilities, such as standards of work, targets or targets or predetermined criteria and have been mutually agreed upon (Rivai, 2005). Meanwhile, according to Wirawan (2009) performance is an output generated by indicator or indicator of a job or a profession in a certain time and employee performance is the result of synergy of a number of factors that are internal factors employees (including Work Discipline, Work Motivation, Knowledge, and Skills) internal organization (including Leadership, Organizational Strategy, Vision and Mission, Organizational Structure, Education and Training and Organizational Policy) and external environmental factors of the organization

Furthermore, Moch As'ad in Pratiningsih (2005) states that performance is a result that has been achieved by someone according to the size applicable to the work in question. Performance (Job Performance) is the degree of completion of tasks that accompany one's work (Byars and Rue, 1988). Performance reflects how well individuals meet job demands.

In addition, often found terms that mean similar or overlapping with job performance such as words proficiency, merit, and productivity. According to Wexley & Yukl in Sutrisno (2009), Proficiency contains a broader meaning because it includes both aspect of efforts, job performance, initiative, loyalty, leadership potential and work morale. According to Maier in Sutrisno (2009) gives the meaning of Merit is more a general aspect than the proficiency. Work productivity is the ratio between input and output. Here it is clear that the notion of job performance is more narrow in character, that is only with regard to what a person produces from his work behavior. Usually people with high levels of performance are referred to as productive people, and conversely, people whose levels do not reach the standards are said to be unproductive or low-performing.

Many factors that affect Job Performance, among others are Leadership, Work Environment, Work-Discipline, Work Motivation and Education and Job Training (Sutrisno, 2011). According to J. Ravianto (2005) Factors Affecting Job Performance are Education, Skills, Discipline, Motivation, Job Engagement, Commitment, Environment and Working Climate

Mangkunegara (2005) affirms the motivation formed from attitudes (attitude) employees in the work situation in the company (situation). Motivation is a condition or energy that moves the employee self-directed or directed to achieve organizational goals. The mental attitude of employees who are pro and positive to the work situation that strengthens the motivation to work for maximum performance "

According to Wexley & Yukl in Sutrisno (2009), motivation is the giving or inclusion of motives or can also be interpreted as things or circumstances to be motive. So motivation is something that raises the spirit or the drive of work. Motivation is the provision of the driving force that creates the someone's work excitement so that they will cooperate, work effectively and integrate with all their efforts to achieve satisfaction (Hasibuan in Sutrisno (2009)). As according to Robbins (in Sutrisno, 2009), suggests motivation as a willingness to try as optimal as possible in achieving organizational goals that are influenced by the ability of the business to satisfy some individual needs. Understanding Motivation as a process of influencing or pushing from the outside of a person or working group so

that they want to implement something that has been determined. According to Samsudin (2010), Motivation can also be interpreted as a driving force intended as a natural urge to satisfy and sustain life.

Ainworth (2007) states that Competence is a combination of knowledge and skills relevant to the job. Competence is the certainty to handle a job based on a predefined standard.

Panggabean (2013) states that Competence is an ability to perform or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Employee competence consisting of knowledge, skill, attitude, if adjusted to the job field required by the company, can produce the performance of the achieving employee. Competence shows the characteristics of knowledge and skills possessed by each individual that enables them to perform their duties and responsibilities effectively and improve the professional quality standards in their work. As Spencer and Spencer (1993) point out that Competence is the basis and characteristic of people and indicates how to behave or think, equate situations and support for long periods of time.

Nasution (2000) states that Education is a process, technical and teaching-learning method with the intention of transferring a knowledge from someone to others in accordance with predefined standards. Edwin in Hasibuan (2011) defines that Education is concerned with improving general knowledge and understanding of the work environment thoroughly. According to Husnan (2007) that Education is an activity to improve one's knowledge including the increase of mastery of theory and skill deciding issues concerning activities to achieve desire and company.

For more focused problems discussed in this study, the researchers put forward the Conceptual Framework (Theoretical) as shown below:

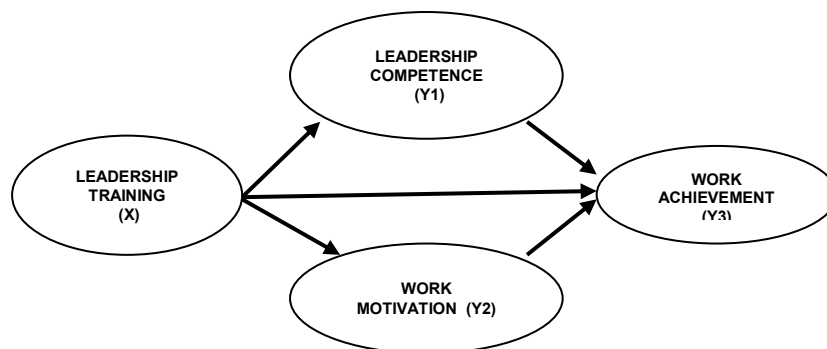


Figure 1. Concept Research Framework

3. RESEARCH METHOD:

If it is viewed from the relationship among variables, this research is categorized as the Associative Research, namely between independent and dependent variables. Associative research is aimed to determine the relationship of two or more variables. The relationship used in this research is a causal relationship, that is cause and effect relationship. (Sugiyono, 2002)

The population in this study are all echelon III officers of the West Nusa Tenggara Provincial Government who have attended Leadership Training Level III in Provincial Training and Local Personnel Board for 3 consecutive years, ranging from the Year 2014 s.d. 2016 with a total of 96 training alumni as respondents. The sample of this study is the entire population as mentioned above. Reminding that all Alumni of Leadership Training Level III as respondents, so this study uses the Census Method.

Data collection tool in this research uses data in the form of List of question (Questionnaire) given to the respondents. The questionnaire is the main tool for collecting research variable data by the questioners. Alternative answers to the questionnaire above refer to the Likert Scale Technique of 5 points. The questionnaire used to measure the variables in this study is arranged by the author himself through modifying the questionnaires used by previous researchers.

The Operational Definition of each variables will described below. Leadership Training referred to in this research, is the New Pattern of Leadership Training Level III organized by Provincial Training and Local Personnel Board West Nusa Tenggara with reference to the Regulation of Head of Institution of State Administration of Republic of Indonesia Number 19 Year 2015 on Guidelines for Implementing Leadership Training Level III, with the participants coming from Echelon III Officers of the Provincial Government's scope from the academic year 2014 till 2016 with 8 indicators as follows: Curriculum, Facilities and Infrastructure, (Training) Organizer, Instructor, Participants, (training) Materials, (training) Methods, and Training Objectives.

Leadership Competence referred to in this research, is the Tactical Leadership Competence obtained by Echelon III Officers of West Nusa Tenggara Provincial Government after joining leadership training for echelon III in

Provincial Training and Local Personnel Board West Nusa Tenggara in the form of their ability to describe the vision and mission of institution into Institution Program and lead the successful of implementation from that programme. The indicators of competency used in this research refer to the type of competence in Suparman's Research (2012) which includes 4 types of competences such as: Pedagogical Competence, Social Competence, Emotional Competence and Professional Competency.

Work Motivation in this research is a motif of echelon III officers to implement duty and function based on the competencies obtained through the Training in order to improve Job Performance in the workplace. The motivation variable indicators are used in this research refer to the Mc Clelland's Theory, namely consist of 3 types of motivation: the need for achievement, the need for affiliation and the need for power. These three needs prove to be the most important elements in determining someone's performance in his/her job (Thoha, 2012).

Job Performance is the performance achieved by echelon III officers in accordance with the competence and motivation obtaininig during the Leadership Training Level III. Job Performance Indicators in this research are referring to Government Regulation Number 11 Year 2011 on Job Performance Assessment of Civil Servants, which is divided into 2 types of assessment, that is (1) Job Target Assessment consists of Quantity/volume/yield target, Quality of results, efficiency (cost), Effectiveness (time/accuracy). (2) Work Behavior Assessment consists of Service Orientation, Integrity, Commitment, Leadership, Discipline and Cooperation.

Data analysis tool for proving hypothesis using PLS Analysis. Inferential statistics, (statistical inductive or statistical probabilities), are statistical techniques used to analyze sample data and the results are applied to the population (Sugiyono in Kalmadi 2013). In accordance with the hypothesis that has been formulated, then in this study analysis of inferential statistical data measured by using software SmartPLS (Partial Least Square) ranging from Model Measurement (Outer Model), Structure Model (inner Model) and Hypothesis Testing

PLS (Partial Least Square) uses the Principle Component Analysis method in the measurement model, which is a variance extraction block to see the indicator relationship with its latent construct by computing the total variance of the common variance, the specific variance, and the variant error (error variance). So the total variant becomes high.

4. RESULT:

4.1. Description of Respondents Research

Echelon III officials who have age between 31-40 years as much as 17.7%, Echelon III officials who have aged more than 40 years is as much as 82.3%. Therefore, from the number and percentage available, it can be concluded that the Echelon III Officials who are the respondents of the research are mostly over the age of 40 years. In carrying out supervision, often carried out intensive communication and interaction with many parties. Therefore, it takes wiser and human resources that usually exist in the age range of more than 40 years. In addition, at this age range is usually every employee do leadership training.

Echelon III officers of the male sex are 72 people with 75% percentage while Echelon III Officers with female gender are 24 people with the percentage of 25%. This illustrates that most Echelon III Officials are male.

Echelon III officicers who have a working period of between 11-20 years as many as 9 people with a percentage of 9.4%, the working period of more than 20 years as many as 87 people with a percentage of 90.6%. therefore, it can be concluded that most Echelon III Officials have more than 20 years of work experience.

4.2. Description of Research Variables

The total average of Leadership training from respondents was 3.85 with a good category. This category shows that leadership training activities that have been held by the government in improving the ability of employees have been good

The total average of Leadership Competence from the responses of respondents of 4.21 with the category is very adequate. This category indicates that the Tactical Leadership Competence gained by Echelon III Officials of the scope of NTB Provincial Government after following Diklatpim III is sufficient in running their leadership wheel in each agency and their respective departments

The total average of Work Motivation from the responses of respondents amounted to 4.30 with a very high category. This category shows that Echelon III Officials of NTB Provincial Government's scope has a high motivation in working.

The total average of Work Achievement based on the responses of respondents amounted to 4.32 with very good criteria. This criterion indicates that the work of Echelon III Officials Scope of West Nusa Tenggara Provincial Government is very good in carrying out their work.

4.3. Hypothesis Test Results

This is the prediction model in testing the structural model in this study.

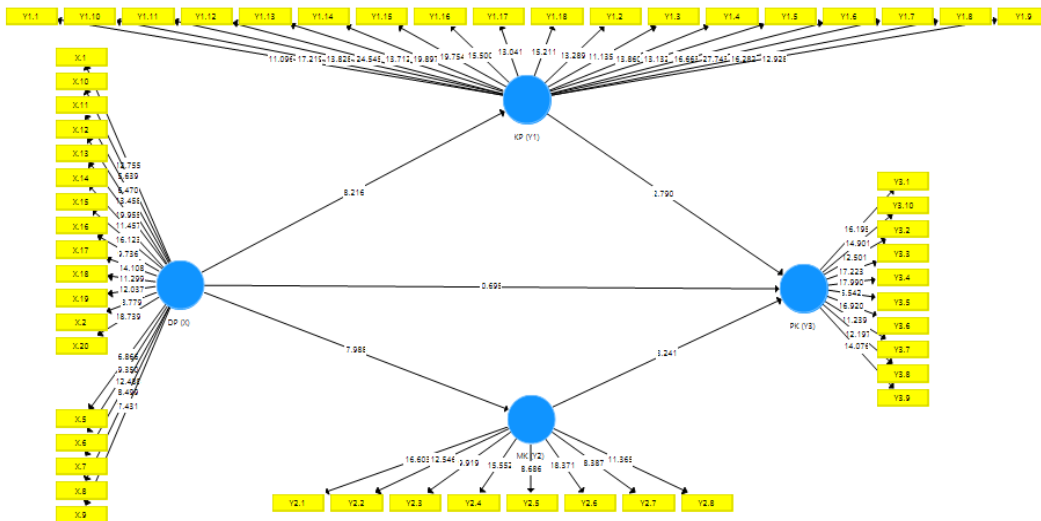


Figure 2. Display Results PLS Bootstrapping

To assess the significance of the prediction model in testing the structural model, it can be seen from the t-statistic value between the independent variables to the dependent variable in the Path Coefficient table in the SmartPLS output below:

Table 1. Structural Model Test Results

Influence Between Variables	Coefficient	T _{Statistic}	T _{table}	P _{Values}	Information
LT -> LC	0,541	8,216	1,985	0,000	Sig.
L T-> WM	0,501	7,988	1,985	0,000	Sig.
L T-> JP	0,050	0,695	1,985	0,487	Not Sig.
LC -> JP	0,363	2,790	1,985	0,005	Sig.
WM-> JP	0,414	3,241	1,985	0,001	Sig.
Information : - LT = Leadership Training - LC = Leadership Competence - WM = Work Motivation - JP = Job Performance - Sig. = Significant					

Source: Data processed

Based on the table above, it can be seen that:

- 1) Leadership Training has a positive influence on Leadership Competence of 0.541 with a significance value of 0.000.
- 2) Leadership Training has a positive effect on Work Motivation of 0.501 with a significance value of 0.000.
- 3) Leadership Training has a positive influence on Job Performance of 0.050 with a significance value of 0.487.
- 4) Leadership Competence has a positive effect on Job Performance of 0.363 with a significance value of 0.005.
- 5) Work Motivation has a positive influence on Job Performance of 0.414 with a significance value of 0.001.

5. DISCUSSION:

5.1. The Influence of Leadership Training on Leadership Competence

The result of analysis with Partial Least Square shows that Leadership Training has a positive influence on Leadership Competence of 0.541 with a significance level of 0.000 indicating that Leadership Training has a positive and significant influence on Leadership Competence of Echelon III Officer of West Nusa Tenggara Provincial Government. According to Government Regulation No. 101 of 2000 on Civil Servants of Training, it is mentioned that by joining the Training activity, it is expected to create Employee Resources having the necessary competencies to improve the quality of professionalism. Although the Trainings had been done a lot, nevertheless, the civil servants professionalism are still need to be developed. Many ways are done to improve the employee performance, but the

more preferred and become an alternative by the leader is to send the subordinates in the training program. This is because the training programme can increase the knowledge, improve the skills, and form the mental attitude of employees, and can improve the quality of knowledge and progress of the Education Institution as a whole and also to improve the career of employees concerned with a relatively short time with the advantages of increasing the knowledge quickly.

Training programmes are followed by new employees serves as an introduction tool to their job, since if the employees have already recognized and known their job, they will arise their sense of love in transforming and by loving their job, then they will do their job easily and have full of spirit, so that the employees performance become increase and they can carry out their job effectively and efficiently (Abli, 2011).

5.2. The Effect Of Leadership Training To Work Motivation

The result of analysis with PLS shows that Leadership Training has a positive effect on Work Motivation 0,501 with significance level equal to 0.000 indicating that Leadership Training has positive and significant influence to Work Motivation of Echelon Officer III of West Nusa Tenggara Provincial Government. Implementation Training has a close relationship and the same direction, namely improving skills, knowledge, and attitude of employees. Because the factors that affect the achievement of work is a factor of ability (ability) and motivation factor (motivation).

Motivational factors have relationship with the performance of individual employees. While individual ability factor and work environment have the indirect relationship with performance. Both of these factors will influence the employee's motivation. Since their position and relationship, it is very strategic if the development of an individual employee performance starts from the improvement of work motivation.

5.3. The Effect of Leadership Training on Job Performance

The result of the research with the analysis of PLS shows that Leadership Training has a positive influence on Job Performance of 0.050 with a significance level of 0.487 which indicates that leadership training has a positive but not significant effect on Job Performance of Echelon III officers of West Nusa Tenggara Provincial Government. This finding shows that directly leadership training cannot fully improve the work performance of echelon III officers.

5.4. The Influence of Leadership Competence to Job Performance

The result of the research with the analysis of PLS shows that Leadership Competence has a positive effect on Job Performance of 0.363 with a significance level of 0.005 indicating that Leadership Competence has a positive and significant influence on the Performance of Echelon Officer III Officers of West Nusa Tenggara Provincial Government. The quality of Human Resources, which can bring the organization successfully and successful, is determined by its Competence. Work Competence is a characteristic attitude and effective behavior that will determine superior performance in the work. Competence will encourage a person to have the best performance so that it can be successful in the organization (Sudarmanto, 2009). Therefore, if the organization wants to succeed, then every organization or institution should be able to develop the Competence of its employees.

Competency-Based Human Resources can improve capacity and build foundation because if the people working in the organization have the right competence in accordance with the demands of his work, then he will be able both in terms of knowledge, skills and mental and productive character. With strong ownership of values, they will always be ready for change according to organizational demands without losing their identity (Pratiningsih, 2015)

Competence is an ability to perform or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Employee competence consisting of knowledge, skill, attitude, if adjusted to the job field required by the company (organization), can produce the performance of achieving employee (Panggabean, 2013).

Anwar Prabu Mangkunegara (2012) states that Competence is one of the factors that affect the Performance (Achievement Work) of someone. Competencies consisting of a number of key behaviors needed to perform certain roles to produce satisfactory work performance. Behavior without purpose and purpose cannot be defined as Competence. This is in line with the opinion of Dharma (2002) in Sutrisno (2009) that Competence always contains intent or purpose, which is a motive or trait impulse that causes an action to obtain an outcome

5.5. The Effect of Work Motivation on Job Performance

The result of the research with the analysis of PLS shows that the Work Motivation has a positive effect on Job Performance of 0.414 with a significance level of 0.001 indicating that Job Motivation has a positive and significant impact on the Performance of Echelon III Officers of West Nusa Tenggara Provincial Government. This finding is reinforced by the theory proposed by Mathis and Jackson (2000) that in order to make the right decisions concerning employees, management organizations must know the performance of subordinates. Organizations need to understand the existence of factors that affect work motivation to be able to help improve employee performance. These factors

need to be studied why there are diligent employees while on the other hand there are lazy employees. Leaders need to know the performance of their employees so that he can treat his employees fairly in terms such as promotion, salary/wages, bonuses and so forth. By understanding the work performance of his subordinates, the leader can provide tasks appropriate to his ability, and motivate employees so that their work performance can be improved. One way of management to improve work performance, one of them through the provision of encouragement or motivation

6. CONCLUSION:

6.1. Descriptive Conclusions

Based on the respondents' response, it can be concluded the description of each variables in this study as follows:

- 1) The total average of leadership training from the respondents' responses of 3.85 with a good category. This category shows that leadership training activities that have been conducted by the government in improving the ability of employees is good.
- 2) The total average of Leadership Competence from the responses of respondents of 4.21 with very adequate category. This category indicates that the Tactical Leadership Competence obtained by the Echelon III Officers from West Nusa Tenggara Provincial Government after joining Leadership Training level III is adequate in carrying out their leadership in their departments
- 3) The total average of Work Motivation from the responses of respondents are 4.30 with very high category. This category shows that Echelon III Officers of West Nusa Tenggara Provincial Government has a high motivation in working.
- 4) The total average of Job Performance based on the respondents' responses are 4.32 in very good criteria. This criterion indicates that the work of Echelon III Officers in West Nusa Tenggara Provincial Government is very good in carrying out their work.

6.2. Statistics Conclusion

Based on the results described in chapter IV of this study, it can be drawn conclusions namely:

- 1) Leadership Training has a positive and significant influence on Echelon Officer Leadership Competence III in the Provincial Government of West Nusa Tenggara.
- 2) Leadership Training has a positive and significant influence on Working Motivation of Echelon Officers III in the Provincial Government of West Nusa Tenggara.
- 3) Leadership Training has a positive but not significant effect on the Job Performance of Echelon III Officers in the Provincial Government of West Nusa Tenggara.
- 4) Leadership Competence has a positive and significant impact on the Job Performance of Officials of Echelon III in the Provincial Government of West Nusa Tenggara.
- 5) Work Motivation has a positive and significant impact on the Job Performance of Officers of Echelon III in the Provincial Government of West Nusa Tenggara.

6.3. Suggestion

Some suggestions we can proposed according to the results of this study are as follows:

- 1) The program of Leadership Training as the improvement of the ability of echelon III officers in the scope of West Nusa Tenggara Provincial Government should always be enhanced by West Nusa Tenggara Provincial Government management so that it can generate better work in the future.
- 2) For the next researchers who interested in studying the same topic as the present study using PLS analysis, it is better to pay attention to such things as the subject of research also needs to be expanded with larger number of respondents so that the accuracy of the model with the variation of influence can be even higher in finding the model of studied.

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