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THE INFLUENCE OF VISIONARY LEADERSHIP STYLE AND COMPETENCE ON EMPLOYEE PERFORMANCE THROUGH ACHIEVEMENT MOTIVATION AS AN INTERVENING VARIABLE (STUDY ON EMPLOYEES OF WIRADESA DISTRICT OFFICE, PEKALONGAN REGENCY)

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ABSTRACT
The purpose of this study is to analyze the Influence of Visionary Leadership Style and Competence on Employee Performance Through Achievement Motivation as an Intervening Variable (Study on Employees of the Wiradesa District Office, Pekalongan Regency), The sample of this study was 84 respondents of the Wiradesa District Office, with SEM PLS 4.00 analysis tools. The findings of this study are that there is a positive and significant influence between visionary leadership style on performance; there is a positive and significant influence between competence on performance and there is a significant positive influence between achievement motivation on performance
KEYWORDS: *Visionary Leadership Style, Competence, Achievement Motivation and Employee Performance.*

INTRODUCTION
Human resource management (HRM) is one of the most important aspects in the success of an organization, especially amidst increasingly tight global competition. HR is not only considered a valuable asset, but also a strategic element that contributes significantly to achieving organizational goals. In this context, the role of strong leadership and adequate employee competence are two key factors that support each other in creating an effective and productive organization.

Visionary leadership style, which includes a leader's ability to motivate, provide strategic direction, and create an inspiring vision, has been shown to have a significant influence on employee performance. On the other hand, employee competency, which includes knowledge, skills, and appropriate work attitudes, is the main prerequisite to ensure that employees can carry out their duties effectively and efficiently in accordance with established operational standards.

Apart from leadership and competence, work motivation also plays an equally important role in encouraging individuals to work optimally to achieve organizational goals. Motivation, whether originating from internal or external drives, has been shown to have a positive and significant relationship with employee performance. However, the results of previous studies show variations and differences in findings related to the influence of visionary leadership style and competence on employee performance, both directly and through work motivation as an intervening variable. Some studies have found that visionary leadership style and competence have a significant positive influence on employee performance, while others show insignificant results or depend on certain contexts.

Departing from the gap in research results found in various previous studies, this study was conducted with the aim of analyzing in depth the influence of visionary leadership style and competence on employee performance by considering work motivation as a mediating variable. This study focuses on employees of the Wiradesa District Office, Pekalongan Regency, with the assumption that the analysis conducted in the work environment will be

able to provide a clearer picture of the relationship between these variables. The results of this study are expected to not only provide theoretical contributions in the development of human resource management science, but also provide practical implications for organizations in developing strategies to improve employee performance through strengthening leadership styles, developing competencies, and increasing work motivation. Thus, this study is expected to be a strong basis for formulating more effective and data-based organizational policies.

The success of a company or organization can be seen or determined by the style of its leader. The application of leadership style between one organization and another organization varies according to the conditions of the organization and the work patterns of the members of the organization, so that in its application this leadership style will improve the performance of the members of the organization. Each leader has a different leadership style. Leadership style can affect employee performance, if the leadership style can make employees improve their performance, it will have a positive impact on the Company. Therefore, the better the leadership style of a leader will improve employee performance for the Company.

Competence is a fundamental characteristic of an individual that is casually related to effectiveness or excellent performance. Therefore, a distinction must be made between competent and competence. Competent refers to a person's field of work, while competence refers to the behavioral dimensions that underlie competent performance. So high competence in employees has a positive impact on improving their performance, because the skills, knowledge, and abilities possessed by employees enable them to carry out tasks more effectively and efficiently, producing better and more productive work results.

Strong motivation in employees can significantly improve their performance. Internal motivation, such as a sense of personal achievement and job satisfaction, encourages employees to work harder and achieve better results. On the other hand, external motivation, such as financial incentives, awards, and recognition, provide additional encouragement for employees to work more efficiently and effectively. When employees feel motivated, they tend to show greater initiative, higher creativity, and stronger commitment to completing their tasks. Good motivation can also increase morale, reduce absenteeism, and improve overall job satisfaction. Thus, proper motivation can drive employees to achieve optimal performance, which ultimately contributes to the success and productivity of the organization.

The purpose of this study is to obtain an answer to whether there is a relationship between leadership style and competence on employee performance through work motivation as an intervening variable.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Employee Performance

The word performance is an abbreviation of Kinetics of Work Energy which in English is called performance. The word performance generally refers to "job performance" or "actual performance" which means a work achievement or actual achievement achieved by someone in carrying out their duties. As stated by Sebayang & Sembiring (2017), performance is work achievement, namely a comparison between work results achieved with established standards. According to Mangkunegara, (2017) performance or work achievement is the work results in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him.

Performance is a description of the level of achievement of individuals or groups in carrying out tasks, programs, or policies to realize the vision and mission of the organization in accordance with strategic planning. Performance includes work results achieved based on established standards, targets, or criteria. According to Robbins (2006), performance is a person's level of success in completing tasks during a certain period compared to various possibilities. Stolovitch and Keeps (2010) added that performance is the result of actions influenced by motivation and ability, where success depends on the willingness and skills of the individual. In addition, performance is also assessed from the quality, quantity, timeliness, and communication skills, as described by Nina (2012). In general, performance is the result of work achieved in accordance with the responsibility and authority of individuals in the organization, carried out legally, ethically, and according to standards.

From the definition, it can be stated that performance is a form of someone's success in achieving a certain role or target that comes from their own actions. A person's performance is said to be good if the individual's work results can exceed the role or target that was previously determined.

Visionary Leadership Style

Leadership comes from the word "to lead" which means to lead or show, while "leader" is a leader or person who shows the way, it can also mean leading a job (Dewi & Arisyahidin, 2021). Leadership is a process of moving people in an organization because they have power, authority and ability, to work in an atmosphere of high morality with enthusiasm to be able to complete their respective jobs according to the expected results (Salam, 2002).

According to Dewi & Arisyahidin, (2021) stated that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of other people or subordinates. Meanwhile, Praja et al., (2024) stated that leadership style is a set of characteristics used by leaders to influence their subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by leaders. Leadership style is the ability to create a realistic, credible and attractive vision of the future of the organization according to (Robbins, 2003) The skills possessed by a leader are the ability to explain the vision to others, able to express the vision in his leadership and able to expand the vision in different leadership contexts. Vision channels people's energy when articulated properly and a vision creates excitement that generates energy and commitment in the workplace. The same thing was stated by (Komariah, 2005) that visionary leadership can be interpreted as the ability of a leader to create, formulate, communicate, socialize, transform and implement thoughts.

Based on several definitions above, it can be concluded that leadership style is an approach or method used by a leader in directing, motivating, guiding, and managing a group or organization. This style reflects the behavior, attitudes, and methods chosen by the leader to interact with his followers and achieve the goals that have been set. Leadership style can vary based on the situation, characteristics of the leader, needs of followers, and organizational goals.

Competence

Competence refers to the skills, abilities, and personal characteristics that underlie an individual's behavior at work, including the knowledge, skills, and values that support superior performance. According to Palan (2007), competence is related to the fit between a person and his/her job, as well as the basic characteristics that influence effectiveness and success at work. Competence includes knowledge, skills, and personal attributes that influence how a person behaves and thinks in the workplace. Competence is divided into three categories: knowledge, skills, and personal attributes, where knowledge is more visible, while skills and personal attributes are more hidden but important to improve performance. Competence is an important factor that can predict a person's performance, as explained by Sutrisno (2011) and Clelland in Sedarmayanti (2011), who consider it a basic characteristic that determines success in the workplace. Mathis and Jackson (2001) also stated that competence is related to improving individual or team performance, and has a major role in organizational success.

Based on the several definitions above, it can be concluded that Competence is Competence is a combination of knowledge, skills, attitudes, and behaviors needed to carry out certain tasks or jobs effectively. Competence includes the ability to apply knowledge and skills in real situations, as well as behaviors that demonstrate these abilities.

Competency indicators cover various abilities, skills, and attitudes needed to carry out tasks or jobs effectively. Competency covers three main aspects, namely knowledge, skills, and personal attributes. Knowledge refers to a person's theoretical understanding of their field of work, while skills involve practical abilities that allow a person to apply that knowledge in a real context. Personal attributes include attitudes, values, and behaviors that support good performance, such as responsibility, openness, and the ability to work in a team. In addition, competence also includes an individual's ability to adapt to change, face challenges, and continue to develop themselves in order to achieve optimal results. These competency indicators are used to assess the extent to which an employee can meet job demands and contribute to the achievement of organizational goals.

Motivation

According to Marjaya & Pasaribu, (2019) motivation is the willingness to expend high levels of effort towards organizational goals that are conditioned by the ability of that effort to meet individual needs. Meanwhile, Robbins (2008) states that motivation is a process that plays a role in the intensity, direction and duration of individual efforts towards achieving goals. Motivation is an internal drive that influences individual behavior to achieve certain goals. In psychology, motivation is often interpreted as a process that provides energy, direction, and persistence to a person's actions. This drive can come from internal factors, such as needs, desires, or personal values, or from external factors, such as awards, recognition, or social pressure. According to Maslow (1943),

human motivation can be categorized based on hierarchical needs, ranging from physiological needs to self-actualization, all of which influence the intensity and direction of a person's behavior.

Motivation is also considered a key factor in goal achievement, both in individual and organizational contexts. In the workplace, for example, motivation plays a significant role in determining employee productivity and performance. When individuals are motivated, they tend to be more focused, persistent, and creative in completing tasks. In addition, theories such as Herzberg's two-factor theory or Vroom's expectancy theory highlight how a combination of internal and external factors can influence a person's level of motivation, making it important for individuals and organizations to understand and manage motivation effectively.

From several definitions, motivation is interpreted as an action to increase activities in achieving something expected. Motivation arises from outside a person and from within a person. External motivation can be obtained from the surrounding environment such as motivators from teachers, parents, counselors, close friends, and others. While motivation from within a person has a desire to realize a hope or ideal and so on.

RESEARCH HYPOTHESIS DEVELOPMENT

The Influence of Visionary Leadership Style on Employee Performance

The success of a company or organization can be seen or determined from the style of its leader. The application of leadership style between one organization and another varies according to the conditions of the organization and the work patterns of the members of the organization, so that in its application this leadership style will improve the performance of the members of the organization. Each leader has a different leadership style. Leadership style can affect the performance of employees or staff, if the leadership style can make employees improve their performance, it will have a positive impact on the company. Therefore, the better the leadership style of a leader will improve employee performance for the company.

This is in line with the results of research (Eunike Anggie Pio, Greis Sendow, 2015) which states that the better the Leadership Style applied by leaders in an organization, the more positive impact it will have on increasing employee performance. The results of research (Ilham AR, Isman, 2017) also state that the better the Leadership Style applied by leaders in an organization, the more significant positive impact it will have on increasing employee performance. Based on this description, the hypothesis proposed is:.
H1: Visionary Leadership Style has a positive and significant influence on Employee Performance.

The Influence of Competence on Employee Performance

Competence is a fundamental characteristic of an individual that is casually related to effectiveness or excellent performance. Therefore, a distinction must be made between competent and competence. Competence refers to a person's field of work, while competence refers to the behavioral dimensions that underlie competent performance. Therefore, high competence in employees has a positive impact on improving their performance, because the skills, knowledge, and abilities possessed by employees enable them to carry out tasks more effectively and efficiently, producing better and more productive work results.

This is in line with the research results (Julaili Ismi, 2021) which revealed that having high competence and being able to assess knowledge, skills and attitudes at work has a positive impact on increasing employee performance.
H2: Competence has a positive and significant influence on employee performance

The Influence of Achievement Motivation on Employee Performance

Strong motivation in employees can significantly improve their performance. Internal motivation, such as a sense of personal achievement and job satisfaction, encourages employees to work harder and achieve better results. On the other hand, external motivation, such as financial incentives, rewards, and recognition, provide additional motivation for employees to work more efficiently and effectively. When employees feel motivated, they tend to show greater initiative, higher creativity, and stronger commitment to completing their tasks. Good motivation can also improve morale, reduce absenteeism, and increase overall job satisfaction.

Thus, the right motivation can encourage employees to achieve optimal performance, which ultimately contributes to the success and productivity of the organization. This is in line with the results of research conducted by (Ilham AR, Isman, 2017) which revealed that the motivation possessed by employees in an agency will have a positive impact on Employee Performance. This is reinforced by the results of research conducted by (Martinus Ie, Walter Obon, Yustina Olivia Da Silva, 2023) which states that the higher the Motivation of an Employee in an agency will have a positive influence on Employee Performance. Based on this description, the hypothesis proposed is:
H3: Achievement Motivation has a positive and significant influence on Employee Performance

The Influence of Compensation on Motivation
Effective leadership has a significant impact on employee motivation. Good leaders are able to inspire and motivate their teams in a variety of ways, such as providing a clear vision, showing appreciation for effort and achievement, and providing support and constructive feedback. Leaders who empathize and understand the needs and aspirations of employees can create a positive and supportive work environment, where employees feel valued and motivated to give their best.

Participative leadership style, where employees are involved in the decision-making process, can also increase their sense of ownership and responsibility for their work. In addition, leaders who are able to resolve conflicts wisely and create an inclusive and collaborative work culture will help build high team spirit. All of this will ultimately increase employee motivation, which contributes to improving organizational performance and productivity. This is in line with the results of research (Sumardianti, 2016) which states that the better the leadership style of the leader, the more positive impact it will have on employee achievement motivation. Based on this description, the hypothesis proposed is:
H4: Visionary Leadership Style has a positive and significant influence on Achievement Motivation.

The Influence of Competence on Achievement Motivation
High competence has a significant impact on employee achievement motivation. When employees have adequate skills, knowledge, and abilities, they feel more confident in carrying out their tasks. This self-confidence is the main driver for them to set higher targets and strive to achieve them. Competent employees tend to be more motivated to achieve because they have a strong foundation for completing tasks well. They are better prepared to face challenges, find innovative solutions, and work with high efficiency. Competence also allows employees to feel more involved and have greater control over their work, which in turn increases their sense of personal achievement.

This is in line with the results of the study (Arif Triyanto Sudarwati, 2014). which states that the higher the employee's competence will have a positive impact in increasing employee achievement motivation. Based on the description, the hypothesis proposed is:
H5: Competence has a significant positive effect on achievement motivation

The Influence of Visionary Leadership Style on Employee Performance through Achievement Motivation
Leadership style affects employee performance through motivation in a significant way. Transformational leaders, for example, inspire and motivate employees with a clear vision and ambitious goals, increasing their intrinsic motivation and commitment to their work. Meanwhile, participative leaders involve employees in decision-making, which makes them feel valued and contribute more actively, leading to better motivation and performance. On the other hand, transactional leaders focus on a system of rewards and punishments that encourage employees to achieve certain targets, thereby increasing performance through extrinsic motivation. In this way, the right leadership style can create an environment that motivates employees to achieve optimal performance.

This shows that the better the leadership style will affect motivation which will later have a positive impact on improving employee performance. In line with the research results of Agustine Pariesti, Usup Riassy Christa, Meitiana (2022) which stated that the better the leadership style will affect motivation which will later have a positive impact on improving employee performance. Based on this description, the hypothesis proposed is:
H6: Visionary Leadership Style has a significant positive effect on Employee Performance through Achievement Motivation.

The Influence of Competence on Employee Performance through Achievement Motivation
employees have adequate skills and knowledge, they feel more confident and capable in carrying out their duties. This self-confidence increases their intrinsic motivation to excel and achieve better results. High competence also allows employees to face challenges more effectively, which increases their job satisfaction and motivation to continue to develop. Thus, adequate skills and knowledge not only increase work efficiency, but also motivate employees to give their best performance.

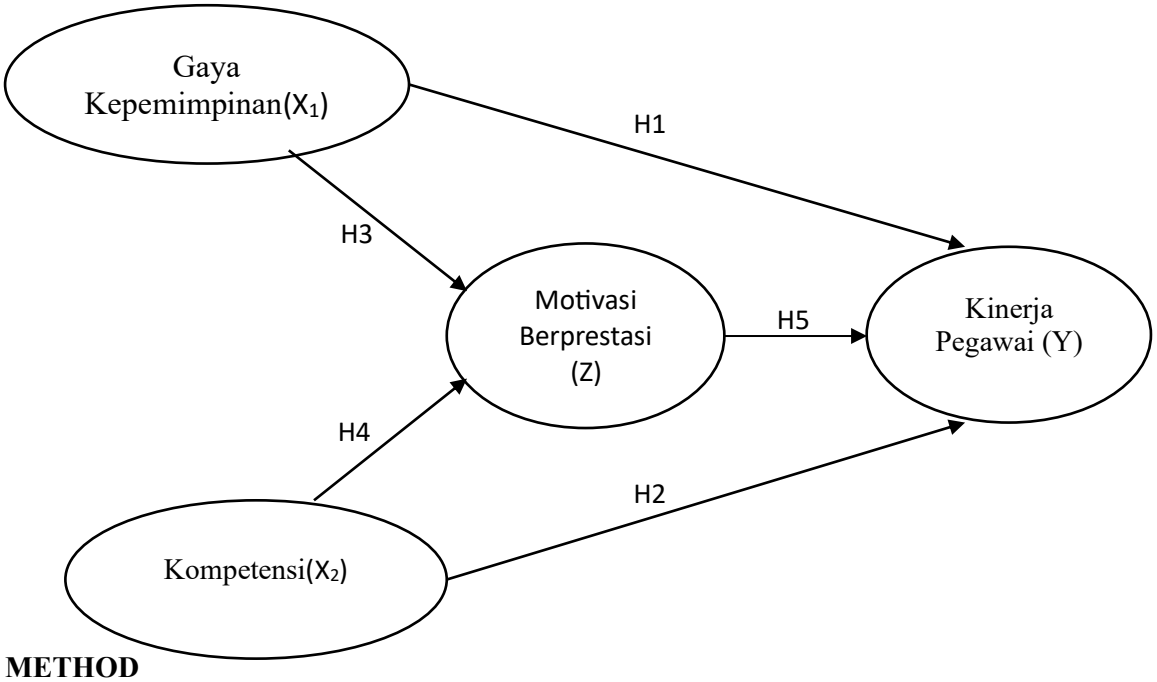
This shows that the higher the competence, the more it will affect motivation which will later have a positive impact on improving employee performance. In line with the research results of Agustine Pariesti, Usup Riassy Christa, Meitiana (2022) which stated that the higher the competence, the more it will affect motivation which will later have a positive impact on improving employee performance. Based on this description, the hypothesis proposed is:

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H7: Competence has a significant positive effect on employee performance through achievement motivation.

The above description can be used to develop an empirical model as shown in Figure 1 as follows:

Figure 1
Developing Empirical Models



METHOD

Research Variables and Measurement

This study uses a quantitative approach, namely the researcher collects data by first identifying concepts as related variables derived from existing theories, collecting data, and then analyzing them. The data used are primary data obtained from questionnaires distributed to Wiradesa District Office Employees, Pekalongan Regency.

The variables in this study can be divided into three. The first variable is called the independent variable, which consists of leadership style and competence. The second variable is called the intervening variable, namely achievement motivation. Meanwhile, the third variable is called the dependent variable, namely employee performance. Each variable is assessed using a Likert scale ranging from 1 to 5: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree.

Population, Sample, and Sampling

Population is a "universe", namely a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied, and then conclusions are drawn (Nurhayati, 2019). The population in this study were all employees of the Wiradesa District Office, Pekalongan Regency, totaling 30 employees.

The sampling technique chosen was saturated sampling (census), which is a sampling method when all members of the population are used as samples (Nurhayati, 2019). In this study, the sample to be taken was all employees of the Wiradesa District Office, Pekalongan Regency, totaling 30 employees.

Operational Definition

The Operational Definition for this study is presented in Table 1 below.

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Table 1: Operational Definition of Variables

Variables	Operational definition	Indicator
Visionary Leadership Style (X1)	According to Dewi & Arisyahidin, (2021), leadership style is a behavioral norm used by a person when that person tries to influence the behavior of other people or subordinates.	1. Decision-making ability 2. Motivating ability 3. Communication ability 4. Responsibility 5. Ability to control emotions
Competence (X2)	According to Palan (2007), competence is related to the fit between a person and his/her job, as well as the basic characteristics that influence effectiveness and success in work. Competence includes knowledge, skills, and personal attributes that influence how a person behaves and thinks in the workplace.	1. Beliefs and values 2. Skills 3. Comfort 4. Personal characteristics 5. Motivation 6. Emotional issues 7. Intellectual abilities
Achievement Motivation (Z)	According to Marjaya & Pasaribu, (2019), motivation is the willingness to put in a high level of effort towards organizational goals which is conditioned by the ability of that effort to meet individual needs.	1. Goal setting 2. Perseverance and Persistence 3. Initiative and Proactivity 4. Need for feedback 5. Focus on achievement 6. Response to rewards 7. Sense of satisfaction from achievement
Employee Performance (Y)	According to Mangkunegara, (2017) performance or work achievement is the work results in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him.	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence

Data Analysis Techniques

This study uses the Partial Least Square Structural Equation Model (PLS-SEM) analysis technique with Smart PLS 4.0 software. External model assessment is carried out by evaluating internal consistency, convergent validity, and discriminant validity according to the procedures described by Hair Jr. et al. (2021). Internal consistency is examined using two measures, namely Cronbach's alpha and Composite Reliability, with the minimum required value being 0.60.

Convergent validity is measured through the value of the loading factor, which must be greater than 0.70 for a valid indicator, while indicators with loading factor values between 0.40 and 0.70 can be maintained if their removal reduces the composite reliability. Discriminant validity is tested using the Fornell-Larcker criterion (FLC) and the Heterotrait-Monotrait ratio (HTMT). A construct is said to meet discriminant validity based on FLC if the square root of the Average Variance Extraction (AVE) of the construct is greater than the correlation between constructs, and the HTMT value must be less than 0.85.

RESULTS AND DISCUSSION

Evaluation of the indicator measurement model includes examination of individual item reliability, internal consistency or composite reliability, average variance extracted, and discriminant validity. The first three measurements are grouped into convergent validity.

Convergent Validity

Convergent validity consists of three tests, namely item reliability (validity of each indicator), composite reliability, and average variance extracted (AVE). Convergent validity is used to measure how much the existing indicators can explain the dimensions. This means that the greater the convergent validity, the greater the ability of the dimension to apply its latent variables.

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a. Reliability Item

Item reliability or what we usually call indicator validity. Testing of item reliability (indicator validity) can be seen from the loading factor value (standardized loading). The loading factor value is the magnitude of the correlation between each indicator and its construct. A loading factor value above 0.7 can be said to be ideal, meaning that the indicator can be said to be valid as an indicator to measure the construct. However, a standardized loading factor value above 0.5 is acceptable. While a standardized loading factor value below 0.5 can be removed from the Chin (1998) model. The following are the item reliability values that can be seen in the standardized loading column:

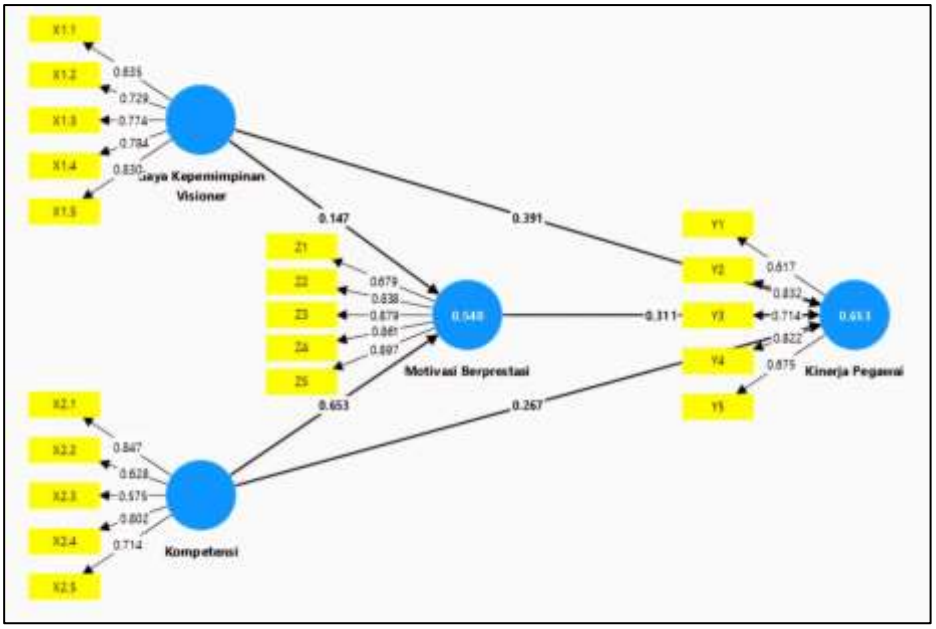


Figure 1. Standardized Loading Factor Inner and Outer Model

From the picture above, it can be seen that all loadings are worth more than 0.5 so they do not need to be set aside. Thus, each indicator has been valid to explain each of its latent variables, namely competence, compensation, motivation and performance.

b. Composite Reliability

The statistics used in composite reliability or construct reliability are Cronbach's alpha and D.G rho (PCA). Cronbach's alpha measures the lower limit of the reliability value of a construct while composite reliability measures the actual value of the reliability of a construct. The rule of thumb used for composite reliability values is greater than 0.6 and Cronbach's alpha values are greater than 0.6. With these measurements, if the value achieved is > 0.60, it can be said that the construct has high reliability.

Table 4. Results *Composite Reliability*

	Cronbach's Alpha
Performance	0.893
Visionary Leadership Style	0.812
Competence	0.762
Motivation to Achieve	0.893

Source : Results Processing Data 2024

Based on table 4 above, it shows that the composite reliability value for performance is 0.893; Visionary Leadership Style is 0.812; Competence is 0.762; Achievement Motivation is 0.893. The four latent variables obtained a Cronbach's alpha value above 0.6 so that it can be said that all factors have good reliability as a measuring tool.

Average Variance Extracted (AVE) describes the amount of variance that can be explained by items compared to the variance caused by measurement error. The standard is if the AVE value is above 0.5 then it can be said that the construct has good convergent validity. This means that the latent variable can explain an average of more than half of the variance of its indicators.

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Table 5. Results *Average Variance Extracted (AVE)*

Research variable	Average Variance Extracted (AVE)
Performance	0.543
Visionary Leadership Style	0.567
Competence	0.519
Motivation to Achieve	0.696

Source : Results Processing Data 2024

Based on table 5 above, it shows that the AVE value for Performance is 0.543; Visionary Leadership Style is 0.567; Competence is 0.519; Achievement Motivation is 0.696. The four variables have AVE above 0.5 so that the construct has good convergent validity where the latent variables can explain an average of more than half of the variance of its indicators.

1. Discriminant Validity

Discriminant validity examination of the reflective measurement model is assessed based on cross loading and comparing the AVE value with the square of the correlation between constructs. The measure of cross loading is comparing the correlation of the indicator with its construct and the construct from another block. Good discriminant validity will be able to explain the indicator variable higher than explaining the variance of the other construct indicators. The following are the discriminant validity values for each indicator.

Table 6. *Discriminant Validity*

Indicator	Performance	Visionary Leadership Style	Competence	Motivation to Achieve
X1.1	0.378	0.635	0.210	0.212
X1.2	0.415	0.729	0.189	0.270
X1.3	0.516	0.774	0.624	0.337
X1.4	0.550	0.784	0.195	0.327
X1.5	0.588	0.830	0.503	0.512
X2.1	0.581	0.517	0.847	0.668
X2.2	0.442	0.034	0.628	0.598
X2.3	0.442	0.407	0.575	0.380
X2.4	0.441	0.390	0.802	0.489
X2.5	0.545	0.450	0.714	0.403
Y1	0.617	0.284	0.663	0.436
Y2	0.832	0.634	0.583	0.628
Y3	0.714	0.611	0.558	0.486
Y4	0.822	0.508	0.339	0.517
Y5	0.675	0.265	0.280	0.397
Z1	0.279	0.076	0.274	0.679
Z2	0.534	0.216	0.503	0.838
Z3	0.580	0.428	0.650	0.879
Z4	0.657	0.493	0.666	0.861
Z5	0.664	0.512	0.750	0.897

Source : Results Processing Data 2024

Based on table 6 above, it shows that the discriminant validity or loading factor value for each variable has a higher correlation with its variables compared to other variables. Likewise with the indicators of each variable. This shows that the placement of indicators on each variable is correct.

Analysis Inner Model

R-square is a measure of the proportion of variation in the influenced value (endogenous) that can be explained by the influencing variables (exogenous) which is useful for predicting whether the model is good/bad. The r-square result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is weak (bad) (Juliandi, 2018). Based on the data processing that has been carried out using the smartPLS 3.0 program, the R-Square value is obtained which can be seen in the following image and table:

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Table 7. Results R ^{2}

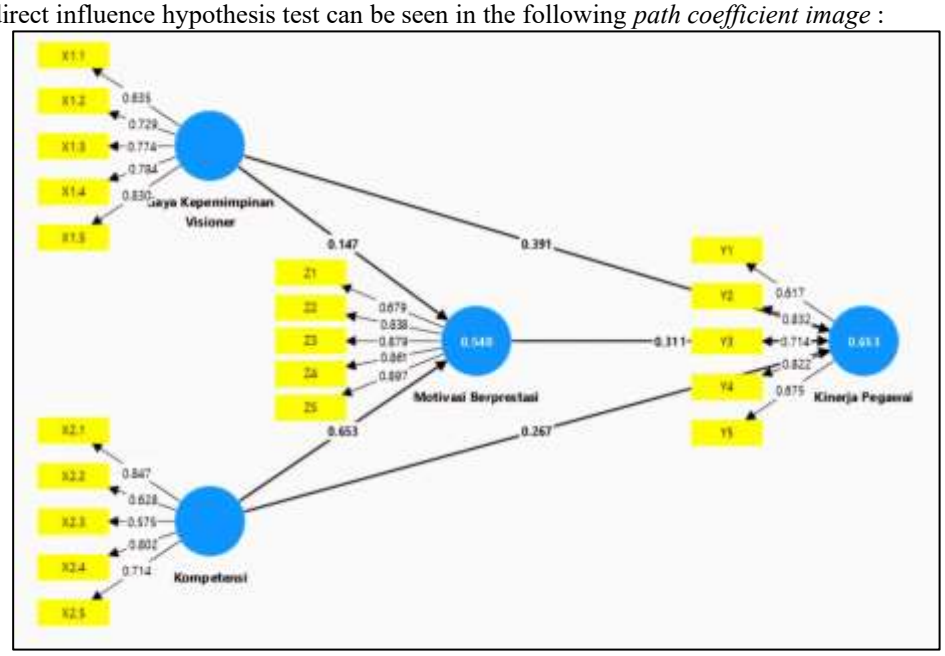
	R Square	R Square Adjusted
Performance	0.653	0.626
Motivation to Achieve	0.540	0.516

Source : Results Processing Data 2024

From table 7 above, it is known that the influence of X1, X2 and Z on Y with an r-square value of 0.653 indicates that the variation in Y value can be explained by the variation in X1, X2 and Z values of 99% or in other words that the model is substantial (good), and 1% is influenced by other variables. Furthermore, the influence of X1 and X2 on Z with an r-square value of 0.540 indicates that the variation in Z value can be explained by the variation in X1 and X2 values of 90.1% or in other words that the model is substantial (good), and 9.9% is influenced by other variables.

Testing Hypothesis

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing. Hypothesis testing in this study is divided into direct and indirect influences. Based on data processing that has been carried out using the smartPLS 3.0 program, the image of the results of the direct and indirect influence hypothesis test can be seen in the following *path coefficient image* :



Picture 2. *T- Value*

Results test hypothesis influence direct can seen on table *path the* following *coefficients* This :

Table 8. *Path Coefficient*

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Visionary Leadership Style-> Employee Performance	0.391	0.136	2.872	0.004
Visionary Leadership Style -> Achievement Motivation	0.147	0.146	1.008	0.313
Competence -> Employee Performance	0.267	0.143	1.874	0.061
Competence -> Achievement Motivation	0.653	0.132	4.943	0.000
Achievement Motivation- > Employee Performance	0.311	0.150	2.071	0.038

Source : Results Processing Data 202 4

Based on Table 8, it can be stated that the hypothesis test is The influence of visionary leadership style on employee performance has a path coefficient of 0.391. This influence has a probability value (p-values) of 0.004

<0.05, meaning that leadership style has a significant effect on employee performance at the Wiradesa District Office Employees, Pekalongan Regency. The influence of visionary leadership style on achievement motivation has a path coefficient of 0.147. This influence has a probability value (p-values) of 0.313 <0.05, meaning that visionary leadership style has a significant effect on achievement motivation at the Wiradesa District Office Employees, Pekalongan Regency. The influence of competence on employee performance has a path coefficient of 0.267. This influence has a probability value (p-values) of 0.061 <0.05, meaning that competence has a significant effect on employee performance at the Wiradesa District Office Employees, Pekalongan Regency. The influence of competence on achievement motivation has a path coefficient of 0.653. The influence has a probability value (p-value) of 0.000<0.05, meaning that competence has a significant effect on achievement motivation at the Wiradesa District Office, Pekalongan Regency. The influence of achievement motivation on employee performance has a path coefficient of 0.311. The influence has a probability value (p-value) of 0.038<0.05, meaning that motivation has a significant effect on employee performance at the Wiradesa District Office, Pekalongan Regency.

Testing In general No Direct

The indirect influence between the independent variables and the dependent variables in this study can be stated as follows:

Table 9. ***Specific Indirect Effects***

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Visionary Leadership Style -> Achievement Motivation -> Employee Performance	0.046	0.042	0.053	0.868	0.386
Competence->Achievement Motivation->Employee Performance	0.203	0.211	0.119	1.699	0.089

Source : PLS 4.00

Based on Table 9 above, it can be stated that the hypothesis test is The influence of visionary leadership style on employee performance through achievement motivation has a path coefficient of 0.046. This influence has a probability value (p-values) of 0.386 <0.05, meaning that achievement motivation is able to mediate the influence of visionary leadership style on employee performance at the Wiradesa District Office, Pekalongan Regency and The influence of visionary leadership style on employee performance through achievement motivation has a path coefficient of 0.203. This influence has a probability value (p-values) of 0.089 <0.05, meaning that achievement motivation is able to mediate the influence of visionary leadership style on employee performance at the Wiradesa District Office, Pekalongan Regency.

DISCUSSION

The findings in this study are about the suitability of the theory to previous research, opinions and research that have been put forward by previous research results and behavioral patterns that must be carried out to overcome these things. The following is a discussion of the analysis of the findings of this study as follows:

The Influence of Leadership Style on Performance

From the results of the analysis of the hypothesis testing of the influence of Leadership Style on performance, it has a path coefficient of 0.391. This influence has a probability value (p-values) of 0.004 <0.05, meaning that Leadership Style has a significant effect on the performance of employees at the Wiradesa District Office. This shows that Leadership Style is able to improve employee performance at the Wiradesa District Office where the results of this study are in line with the results of previous studies conducted by (Ilham AR, Isman, 2017), (Eunike Anggi Pio, Greis Sendow, 2015), (Donni Juni Priansa, Agus Garnida, 2015) proving that Leadership Style has a significant effect on employee performance

The Influence of Competence on Performance

From the results of the analysis of the competency hypothesis testing on performance, it has a path coefficient of 0.267. This influence has a probability value (p-value) of 0.061>0.05, meaning that competency has a significant effect on the performance of employees at the Wiradesa District Office. This shows that the higher the compensation, the less effect it has on performance. This shows that Competence is able to improve employee performance at the Wiradesa District Office where the results of this study are in line with the results of previous

research conducted by (Julaili Ismi, 2021), proving that Competence has a significant effect on employee performance.

The Influence of Visionary Leadership Style on Achievement Motivation

From the results of the analysis of the hypothesis testing of the influence of visionary leadership style on achievement motivation, it has a path coefficient of 0.147. This influence has a probability value (p-values) of 0.313 <0.05, meaning that Visionary Leadership Style has a significant effect on Achievement Motivation. This shows that Leadership Style is able to increase the Achievement Motivation of employees at the Wiradesa District Office. The results of this study are in line with the results of previous studies conducted by (Sumardianti, 2016), proving that Competence has a significant effect on work motivation.

The Influence of Competence on Achievement Motivation

From the results of the analysis of the hypothesis testing of the influence of competence on achievement motivation has a path coefficient of 0.653. This influence has a probability value (p-values) of 0.000 <0.05, meaning that competence has a significant effect on achievement motivation. This shows that high competence can increase the achievement motivation of employees of the Wiradesa sub-district office. The results of this study are in line with the results of previous studies conducted by (Arif Triyanto Sudarwati, 2014), proving that Compensation has a significant effect on motivation.

Influence of Achievement Motivation on Performance

From the results of the analysis of the hypothesis testing of the effect of From the results of the analysis of the hypothesis testing of the influence of motivation on performance, it has a path coefficient of 0.311. This influence has a probability value (p-values) of 0.038 <0.05, meaning that achievement motivation has a significant effect on performance. This shows that high achievement motivation can improve the performance of employees at the Wiradesa sub-district office. The results of this study are in line with the results of previous studies conducted by (Ilham AR, Isman, 2017), (Martinus Ie, Walter Obon, Yustina Olivia Da Silva, 2023), proving that Motivation has a significant positive effect on employee performance.

CONCLUSION

Based on the results of the research and discussion that have been presented previously, it can be concluded from the research on "The Influence of Visionary Leadership Style and Competence on Employee Performance Through Achievement Motivation as an Intervening Variable (Study on Employees of the Wiradesa District Office, Pekalongan Regency)" as follows: Directly, visionary leadership style has a significant effect on the performance of employees of the Wiradesa district office. Directly, competence has a significant effect on the performance of employees of the Wiradesa district office. Directly, visionary leadership style has a significant effect on the achievement motivation of employees of the Wiradesa district office. Directly, competence has a significant effect on the achievement motivation of employees of the Wiradesa district office. Directly, motivation is able to mediate the effect of visionary leadership style on the performance of employees of the Wiradesa district office. Directly, motivation is able to mediate the effect of competence on the performance of employees of the Wiradesa district office.

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