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Impact of Leadership Competence, Leadership Strategies, Efficient and Effective Administrative Functions on Performance

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Keywords: *Leadership Competence, Leadership Strategies, Efficient and Effective Administrative Functions, Performance.*

Abstract:*Impact of leadership competence, leadership strategies, efficient and effective administrative functions on performance. The variable of leadership competencies has a positiveimpact on performance, based on research and performance models with a value of t = 6.273 or> a large P value of 2.004 and a positive coefficient of 0.02 <0.05. This research proves that the impact of leadership competencies is done by leadership and its impact on the organization, giving advantages over other organizations. Leadership has a role and success in achieving organizational goals. Leadership strategy is positively related to influence and significant performance, as shown by a significant value of t = 4.140> 2.004 and a significant value of 0.00 <0.05. The efficient administrative function variable has a positive influence on performance because the statistical value = 4.512 <the< span="" style="box-sizing: inherit; transition: all 0.3s ease-in-out 0s; margin-bottom: 0px;">t table value of 2.004 with a significant value of 0.005. The relationship between leadership competencies, leadership strategies, and efficient administrative functions for performance in the National Police Command in TimorLeste has a high correlation coefficient of 0.948 or 94.8%, and the contribution of leadership type.*

INTRODUCTION

The National Police Command of TimorLeste is an institution that accumulates leadership with its guidance in order to ensure the safety of all people in the TimorLeste national as per the Constitution of the Democratic Republic of TimorLeste Article 147 which defends legality, guarantees the safety of everyone and upholds the philosophy of human rights.

As we all know, in the era of globalization, national development is carried out through various programs including development in terms of human resources and material resources which are an essential part. From various aspects, it is the obligation of leadership not to have an adverse impact on human resource development.

Leadership competence must therefore provide planning and development of administrative functions that require good leadership capacity and characterization in various aspects for members to obtain good results and intellectual contributions towards national development, both inthe development process at themanagement level involving Plan, Organize, Implement and Co

ntrol of state affairs and businesses at the national level effectively and efficiently.

The leadership strategy is to make sure to allocate time and involve many people to work in an organization based on established procedures and to align each person's role with ad ministrative functions through process management and organizational change so that things run smoothly. Effective measurement of this process is based on planned, organized, coordinated, and controlled activities with efficiency. The implementation of administrative functions must be clearly formulated by leaders and those who have sufficient skills to guide and provide instructions in accordance with the management strategy of planning, organizing

,staffing, directing, coordinating, reporting, and budgeting (POSDCORB)As everyone knows, lea dership plays a determining role in the process of globalization and can have an impact on change. The concept of leadership is considered to be a universal and complex phenomenon, which makes it difficult to define a perfect leadership concept.The concept of leadership has seve ral variations, consisting of the words Lider (person)

Lidera (rule) andleadership*(process* of ruling). Therefore, it is important that people unde rstand the concept wellIn general, the definition of strategic leadership is like guiding a person or a group to influence others through a process to achieve the objectives that have been decided by an organization. It can be said that the process of influence becomes a determining fac tor in the ruling process of an organization. In the context of the Police force, the commanders ne ed to have a strategic vision of reality and responsibility in order to influence the members that they rule to carry out their duties successfully, thus guaranteeing security and public order in the Timor-Leste nation.

Whenever talking about leadership, it's necessary to first understand its function and their roles. An effective leader can manage, not just speak, but also create what they understand and can provide subordinates without obstacles. Leadership needs to learn a lot, learn alone and learn together.Management and leadership describe the leader's function in the strategy,which includes the same role of the leader in tasks, groups, and individuals.

With that being said, we can say that the role and function of leadership is important in an organization, the success of the organization depends on the competence and strategy of the leader in ensuring a good and efficient administrative process in the organization. When

the administrative process is not functioning properly, then we could say that the competence and leadership strategy has decreased, including performance. In the context of PNTL leadership, the implementation of competence in Management and Leadership is very important, therefore the managers need to have the ability to guarantee and improve the future of PNTL organization.

Problem Formulation Based on the above background, the writer formulated the problems asf ollows. The issues in this study are:

- *What is the impact of leadership competence on the performance of the Timor Leste National Police Command ?*
- *What is the impact of leadership strategy on the performance of the Timor Leste National Police Command?*
  What is the impact of an efficient and effective administrative function on the performance of the Timor Leste National Police Commando ?

Research Objectives.

A research will be conducted at the National Police Headquarters of Timor Leste with the following objectives:

- *To understand how leadership competence impacts performance in the Timor Leste National Police Command?*
- *To understand how leadership strategy impacts performance in the Timor Leste National Police Command?*
- To understand how efficient and effective administrative functions impact performance in the Timor Leste National Police Command?

Research Benefits.

Research benefits that can be taken from this study are as follows:

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- Theoretical Benefit The expected result of this research is to increase additional information on the impact of leadership, leadership strategy, and efficient and effective administrative functions based on case studies at the National Police Command of Timor-Leste.
- Practical Benefit The results of this research can be used as an innovation and force for the leadership performance of the PNTL institution. It is hoped that this can lead to better management and improvement of the police institution in the future.
- Institutional Benefit For the public in general, the material from this study can be used as information, especially for the police institution to carry out good management and ensure the sustainability and well-being of the PNTL.
  Benefit for Researchers The results of this research can be further developed for future research.

Problem Limitation The researcher specifically focused on limiting the problems in this study to the variables being researched.

- Control and Supervision To ensure the quality of service, members who serve in the National Police Command of Timor-Leste need to be well-controlled and supervised.
- Quality of Service Improving member's knowledge and skills in the institution, particularly on how to attend to the public, can improve the quality of service provided.
- Professionalism Members, from agents to inspectors, need to execute orders professionally.

METHOD

Research plan Research methodology refers to the way or method used by the researcher i n conducting research on data related to social causes and instruments to develop a situation relevant to science. The research method used for quantitative research is as followsThe quantitative method.

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According to specialist Sugiyono (2017), descriptive research means a research that is con ducted to know the value of one independent variable and more, and compares one or more of the variables and their relationships. Based on the idea of a scientist above, the researcher concludes that quantitative research is a systematic scientific method, planned and stru ctured based on logical verification in hypotheses by using mathematical models,theories,or hypo theses related to natural phenomena in a deductive form

Population and sample

Population. According to Sugiyono (2017:26), the population in a general area composed of obje cts with important characteristics, which have been picked up and studied by researchers in the fi shing industry, and after that, a conclusion was made. This populaton reflects the number of people living in that fishing spot, thus providing data for researchers who study that particular area. Therefore, the population is a subtotal of 324 members who work in the National Police Command of Timor-Leste – Kai Koli Dili Timor Leste and Recurrent, and half of the population can be picked again for the data analysis sample.

Sample

According to Sugiyono (2013:9), Sample 179 represents the population and its characteriscs. When the population is large and researchers do not have the possibility to study the entire population due to time and budget constraints, they can use a sample taken from the population. Therefore, the sample taken must truly represent the population, and in this case it is the members who work in the East Timor Police Force (PNTL) Command, using the Purposive Sampling method, meaning that the sample is taken based on specific

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characteristics identified by the researchers. In this research, data sources will be considered representative. The sample is not intended to focus solely on the population. As the populatin of t he research is 324, the sample size is defined to be 179, which exists within the East Timor Natio nal Police Command in Dili Municipality.

The Slovin formula is used for the formulation of the sample

$$n = + \frac{N}{1 + Nd} 2$$

$$n = \frac{324}{1 + 324} 2\ (0{,}05)$$

$$= \frac{324}{1+324\ (\ 0{,}0025)}$$

$$= + \frac{324}{1+0{,}81}$$

$$= \frac{324}{1,81}$$
$$= 179$$

Data Collection Techniques

1) Questionnaire (Survey) A questionnaire is a list of questions that need to be answer by the respondents, which is named questionnaire, and is distributed directly to the respondents. The objective of distributing questionnaires is to search for information that completely addresses the problems from the respondents without hesitation to provide answers that do not correspond with reality in the form.
2) Observation This activity is conducted regularly. With the facility we have, we observe directly, as well as objects in the surrounding area. The observation activity part of what we do to understand the environment, sometimes talking to people who work in the place, observing and reading information in noticeboards and structures.

The observation techniquee conducted by the of members in the specific location regarding how they respond, observe and discussValidity Test Validity test for each item with its score points are analyzed using an item correlation with the total score, which is like a total sum for each item score.

When the score is valid, the correct value of the item, the total correlation, is much higher. Therefore, the validity test with reliability is in one menu only. The reliability test is done externally (stability) with the testretest, equivalence or parallel forms for both parts. Internally (analysis of consistency for the items in the instrumet)In the meas urement instrument considered reliable, when different implementations of mediation to the same group of people often have similar results (equivalent), whie aspects in the group or subjects that have not changed are measured in order to create reliability tests, so that is called the Alpha Crobaeh's method with values above 0.60. Therefore, the validity test in the research uses the process with IBM SPSS Statistics 0.05.

Data Analysis Techniques The quantitative descriptive research activity of analyzing data includes processing and presenting data, testing hypotheses using statistics. After the data is collected, the researcher analyzes the data using a quantitative approach to process and obtain summary data and utilize a method for formulating hypotheses.

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Research Instrument

According to researcher Sugiyono (2009:14), the quantitative method is a research method that is positively used to examine and determine the population or sample that generally collects data and collects it using research instruments, and then analyzes it quantitatively to test the established hypothesis. According to researcher Sugiyono (2004:7), the type of research focuses on the survey because research is conducted from a large or small population, but the data learned are from the sample, therefore, the type of research used in the study is based on sample data.

Hypothesis.

Hypothesis Test This test is carried out to determine the significant influence between theindependent variable linked to the t-test.

Partial Test (ttest) The ttest is used to determine whether there is a significant influence of the independent variable(Leadership Influence and Work Motivation) partially for the dependent variable (The impact of leadership competence), which means the ttest is conducted to research the impact of the independent variable on the dependent variable.

This test is carried out step by step as follows: Decide on the hypothesis formulation: Ho: Null Hypothesis Ha: Alternative Hypothesis HO: The Impact of Leadership Competence on partial testing does not significantly affect the leadership performance of members or subordinates who work in the Administration Command, Operational Command, Personnel

and Training Command, Road Safety Directorate, Criminal Investigation Service, Intelligene Service, General Inspection Directorate, and Logistics Directorate

HA: The Influence of Leadership and Strategy onpartial testing significantlyaffects service performance in the National Police Command of TimorLeste in the KaiKoli Municipality of Dili. Decide on the significance level (sing) The significance level used is α = 5% (5% significance or 0.05 is the standard measurement used in research).

Test Criteria a. Accept HO (HA does not accept) when the Pvalue >α (0.05) b. Do not accept HO (HA accepts) when the Pvalue <α (0.05)Verification of Original Data (Triangulation) The data has a large volume and cannot be accumulated by us as individuals in the digital era; the data is scattered everywhere. Some data is accurate, while others are not accurate because they have been manipulated so that their true accuracy cannot be obtained.

RESULT AND DISCUSSION

Research variable composed of free variable and linked variable.

Regarding the free variable :

X1 = Impact of Leadership Competency in Support Service Unit - UAS in General Command PNTL - Cai Coli - Dili Timor Leste.

X_2 = Leadership Strategy in the Administration Command in General Command PNTL - Cai Coli - Dili Timor Leste.

X_3 = Efficient administration function in Command Personnel and Training in General Comma PNTL Cai Coli - Dili Timor Leste.

Y = Performance in the Discipline Department serves as an authority for Discipline.

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Function, which is effective and efficientfor performance.

Validity test for the Leadership Competency (X1), Leadership Strategy (X2), Unethical and Unprofessional Administration (X3), and Performance (Y) variables.

Tabela 4.4

Leadership Strategy (X2) Ineffective and Disorderly Administration (X3)

variable	Indicators	Corrected item total Corelation	Justification
Impact ofLeadership Competence (X1)	P1	.769	validity
	P2	.739	validity
	P3	.712	validity
	P4	.739	validity
	P5	.624	validity
Leadership Strategy (X2)	P1	.681	validity
	P2	.773	validity
	P3	.749	validity
	P4	.740	validity
	P5	.725	validity
Unethical and Unprofessional Administration (X3),	P1	.723	validity
	P2	.705	validity
	P3	.775	validity
	P4	.731	validity
	P5	.660	validity
Perormance (Y)	P1	.746	validity
	P2	.805	validity
	P3	.786	validity
	P4	.722	validity
	P5	.705	validity

Sources: SPSS Version 21

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Based on the results from the SPSS output above, it indicates that for the research variables of Leadership Competence, Leadership Strategy, Effective and Efficient Administration Practices, and Performance in the PNTL in Dili, TimorLeste, all 20 indicators were valid because the correctetotal item correlation value was > 0.30. An instrument will be considered valid if the corrected total item correlation value is > 0.30, according to **Ghozali** (2001: 142). The results of the reliability test for the variables of Leadership Competence (X1), Leadership Strategy (X2), Effective and Efficient Administration Practices (X3), and Performance (Y) are shown.

Result of the Reliability Test of the Leadership Competence Variable (X1), Leadership Strategy (X2), Efficient and Effective Administrative Practices (X3), and Performance.

Table 4.5

Reliability Test of Leadership Competence Variable (X1), Leadership Strategy (X2), Effecti

ve
and Efficient Administration (X3) and Performance (Y).

Variable	*Cronbach Alpha*	*Justification*
Impact Leadership competence(x1)	**.675**	**Reliabel**
Leadership strategy(x2) .	**.675**	**Reliabel**
functio Efficiency and effectiveness of administration (X3)	**.675**	**Reliabel**
Perormance (Y)	**.675**	**Reliabel**

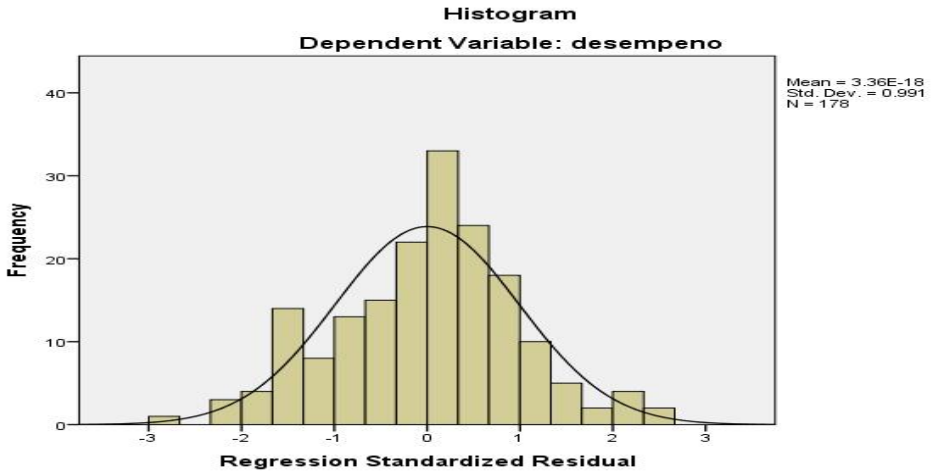
Sources: SPSS Versaun 21

Based on the results from the SPSS output above, it indicates that the Cronbach alpha val ue for the leadership competence, leadership strategy, effective and

ineffective administrative practices, and performance research variable, in the PNTL sample, are allreliable because the Cronbach Alpha value is greater than 0.60. An instrument is considere d reliable or trustworthy when the Cronbach alpha value is greater than 0.60, according to Ghozali (2001: 142)

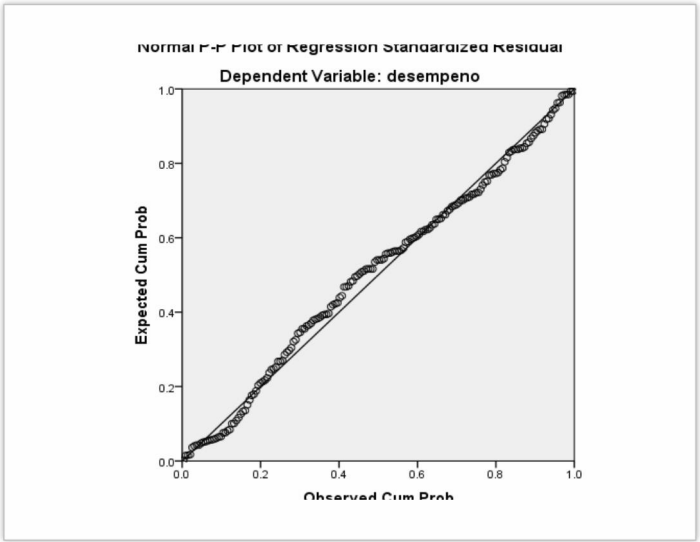
Classic Assumption Test Results Santoso (2000; 129) tested the classic assumption with the objective of understanding the regression model between dependent variables and independent variables free from classic assumptions. Following this, the type ofclassic assumption test will be explained, which is as follows: a. Normality Test The normality test can be conducted to determine the normality of the instrument. To make it clearer, it can be seen in the Histogram and P-Plot.

a. Normality Test A normality test can be performed to understand the normality of the instrument. To make it clearer, in addition to observing the Histogram and PPlot, we can follow the results.



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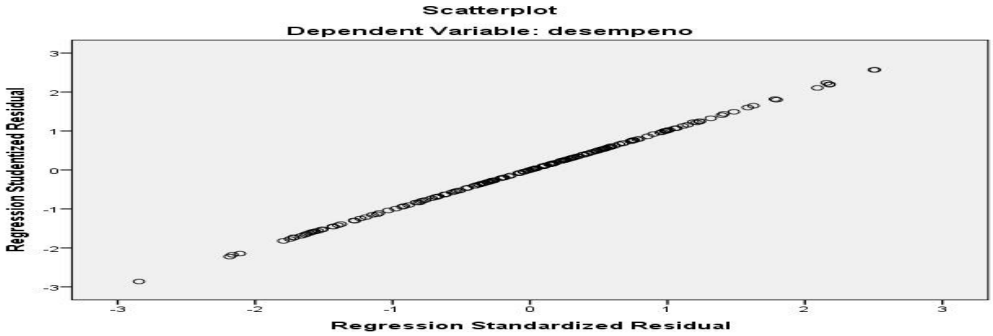
Function, which is effective and efficientfor performance.



Based on the graphics above, it in dicates that Pontus is following the diagonal line, which suggests that the instrument is normal. Also, in the pp plot graph, it shows that Pontus is close to the diagonal line, indicating a normal residual. a. Multicollinrity Test.

Based on the table above, it can be concluded that the regression model in this research does not have multicollinearity problem, as the VIF value is 1.076, which is smaller than 10, and the Tolerance value is 0.929, which is greater than 0.10. Therefore, the data based on leadership competence influence, leadership strategy, and management function and performance can provide different information for each independent variabl

b.Test Heteroskadastisidade



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Function, which is effective and efficientfor performance.

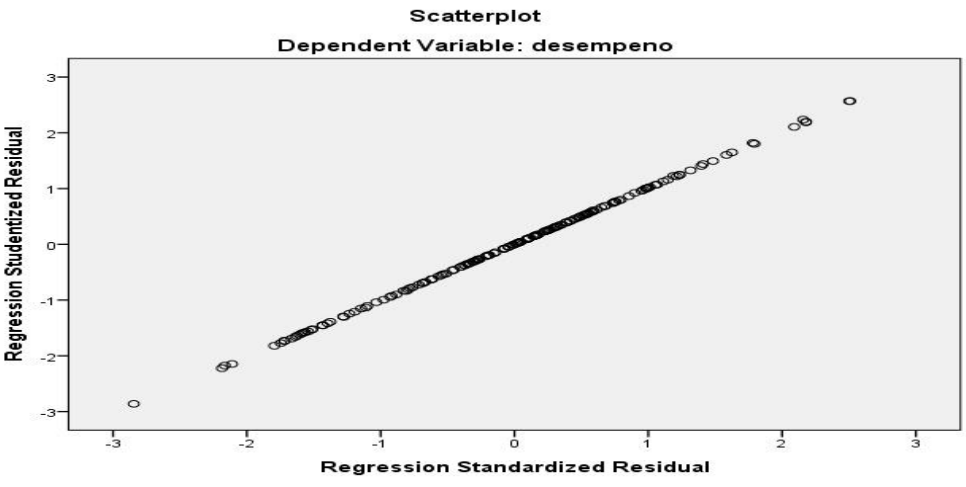
b.Teste Multikolonearidade

Tabela 4.6 ModelCoefficientsa

		Collinearity Statistics	
		Tolerance	VIF
The impact of leadershp competence Leadership Strategy Ledershhp functio Efficient and effective administration		.929	1.076
		.833	1.200
		.864	1.157
Dependent Variable: Work Performance.			

Based on the table above, it can be concluded that the regression model in this research does not have a problem of multicollinearity, as the VIF value is 1.076, which is smaller than 10, and the Tolerance value is 0.929, which is larger than 0.10. Therefore, the data based on Leadership Competence Influence, Leadership Strategy, and Effective and Efficient Administration can provide information that differs for each independent variable's performance.

c.Test Heteroskadastisidade



The a ession mode ine both on the d. Au

Tabela 4.7

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.424[a]	.180	.166	2.648	1.640

a.Predictors: (Constant), education level and experience, leadership competence, leadership strategy

b. Dependent Variable: Performance The Durbin Watson statistical value of 2.094 is between -2 and +2, therefore there is no problem of autocorrelation in the data of this research

Conclusion

CONCLUSION

Conclusion Based on the discussion above, the following conclusions can be drawn: The variable of leadership competencies has a positive impact on performance, based on research and performance models with a value of t = 6.273 or> a large P value of 2.004 and a positive coefficient of 0.02 <0.05. This research proves that the impact of leadership competencies is done by leadership and its impact on the organization, giving advantages over other organizations. Leadership has a role and success in achieving organizational goals.

The variable of leadership strategy is positively related to influence and significant performance, as shown by a significant value of t = 4.140> 2.004 and a significant value of 0.00 <0.05. The efficient administrative function variable has a positive influence on performanc e because the statistical value = 4.512 <the< span="" style="box-sizing: inherit; transition: all 0.3s ease-in-out 0s; margin-bottom: 0px;">t-table value of 2.004 with a significant value of 0.005.

The relationship between leadership competencies, leadership strategies, and efficient administrative functions for performance in the National Police Command in Timor-Leste has a high correlation coefficient of 0.948 or 94.8%, and the contribution of leadership type, work , and organizational culture for service performance in Timor , Dili Timor-Leste is a correlation coefficient of 0.893 or 89.3%, with the residual value (100% - 89.3%) = 10.7% explained by other variables outside the model.

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