

The Implications Of Competence And Leadership On Employee Performance Through Work Motivation

Lukman Yahya* Harlindah Harniati Arfan** Ahmad Firman** Maryadi**

*Post Graduate Faculty of Human Resource Management Institute Technology and Business Nobel Indonesia

**Lecturer Institute Technology and Business Nobel Indonesia

DOI: 10.29322/IJSRP.13.02.2023.p13435
<http://dx.doi.org/10.29322/IJSRP.13.02.2023.p13435>

Paper Received Date: 10th January 2023
Paper Acceptance Date: 10th February 2023
Paper Publication Date: 25th February 2023

Abstract- This study aims to find out and analyze whether (1) Competence influences employee motivation, (2) Leadership influences employee motivation, (3) Motivation influences employee performance, (4) Leadership influences performance, (5) Competence influences employee performance, (6) Competence influences employee performance through employee motivation, (7) Leadership influences employee performance at Van Laar Maritime in Jakarta. The population in this research total of 125 employees at Van Laar Maritime in Jakarta. The results show that (1) Competence has a positive and significant effect on employee motivation, (2) Leadership has a positive and significant effect on employee motivation, (3) Competency has a positive and significant effect on employee performance, (4) Leadership has a positive and significant effect on employee performance, (5) Motivation has a positive and significant effect on employee performance, (6) Competence has a positive and significant effect on employee performance through employee motivation, (7) Leadership has a positive and significant effect on employee performance through employee motivation at PT. Van Laar Maritime in Jakarta.

Index Terms- Competency, Leadership, Motivation, and Performance

I. INTRODUCTION

Implementation of maximum effectiveness and efficiency of employee performance is expected to be maintaining even increased in order to be able to support the company's growing development and in order to become more competitive amidst the increasingly fierce competition in the service market particularly in offshore project. One of the main subjects to be flashing out is about human resources. Effectiveness and efficiency of the management of human resources within the company will encourage employees to work with their max in order to achieve the company's goal.

Currently PT. Van Laar Maritime has 32 ships within the fleet, with a total of 125 personnel. The Company is specialize for utility and maintenance of offshore projects, such as underwater power cable installation, underwater internet cable installation, windmill installation as a power plant and natural gas sea surveys. The research will focus on find out about the effect of competence and leadership on employee performance through work motivation.

II. LITERATURE REVIEW

Organizations that are successful in achieving their goals and are able to fulfill their social responsibilities will be very dependent on their leaders. If the leadership is able to perform his leadership well, it is very likely that the organization will achieve its goals. An organization needs effective leadership, which has the competence to influence the behavior of its members or subordinates.

The role of leadership which is very strategic and important for the achievement of the mission, vision and goals of an organization, is one of the motives that encourages people to always investigate the intricacies associated with leadership. The quality of a leader is often considered the most important factor in the success or failure of an organization (Bass, 2010, in Menon, 2010) as well as the success or failure of an organization, both business and public oriented, usually perceived the role of the leader so that issues regarding focus of the leader attract attention. Researchers in the field of organizational behavior. Leaders play a key role in formulating and implementing organizational strategy. (Su'ud, 2010).

The Motivation is not a simple matter, both in understanding it and how to apply it. However, various reasons and considerations that must be used as a reference, with the right motivation, employees will be encouraged to do their best in carrying out their duties because if they believe that with the success of the organization in achieving its goals and objectives, the personal interests of the members will also be maintained (Siagian: 2010). The leader of the organization has to provide opportunities for each employee to

improve performance through motivation and training in each work unit in their respective fields. Employee performance affects how much they contribute to the organization, including: quality and quantity, output, cooperative attitude, long term and attendance at work. Mathis and Jakson, (2010:65).

Every human being has potential, therefore potential becomes a consideration in improving and increasing the competence of human resources. The core competencies developed according to self-access theory introduced by Morgan in Hasibuan (2014: 19) state that every individual has equal opportunity to gain knowledge, skills, experience in life, and future orientation. This theory is then simplified that the elaboration of knowledge will be achieved through education. Each skill is determined by the level of skill. Competency is can be consist of three indicators, namely:

a. Knowledge

Hasan (2011) suggests the importance of knowledge in improving human resources is needed. Given that knowledge contributes to empowering organizations or empowering communities. Knowledge is inseparable from three elements, namely: The level of education completed, the educational background possessed, and the scientific disciplines been taken.

b. Proficiency

Skills are the ability to carry out certain physical tasks or certain mental tasks Widya (2015: 66).

According to Sudirman the importance of skills for employees is to increase their potential and competence in producing effective and efficient employee work as part of supporting the realization of work productivity for an organization. Understanding the importance of skills in an organization, then what is an alternative for an organization to continue to improve the performance of its employees through providing opportunities for leadership policies to include employees in skills training.

c. Character

According to Wahid (2015) that attitude is someone who can plan the work which to be done, able to develop and carry out work according to plans prepared with full responsibility, compile reports of the work which has done, able to carry out self-development, discipline and independence. Furthermore, according to personal traits (personal attributes) are the characteristics and qualities of a person who is brought into the workplace such as honesty, empathy and stamina.

Sondang P. Siagian mentions the characteristics of leadership as follows: Extensive public education. Have extensive knowledge both obtained formally and non-formally, Analytical ability. Leaders are able to analyze in determining the steps in achieving goals, Communication skills. Have good communication skills in delivering orders to subordinates or employees, Rationality and objectivity. Leaders in setting goals must be rational and in assessing their subordinates should be objective, Programmatic. Leaders in compiling steps in the process of achieving goals must be programmed, structured and conceptualized, Simplicity. Leaders should be able to set an example with simplicity for employees so they are not too royal, Courage to make decisions. In the implementation of decision-making leaders dare to take risks, Ability to hear suggestions. Democratic leaders must be willing to listen to their subordinates in order to avoid authoritarianism, Adaptability and flexibility. A leader must be able to adapt to his environment in order to be able to create a conducive work environment.

Indicator of the work performance are: Quality of work is the quality of work results based on established standards, usually measured by accuracy, thoroughness, skill, and work success, The quantity of work is the amount of work in accordance with the existing working time, Discipline at work is that employees must be disciplined in themselves, their duties, and comply with applicable regulations, Initiative is the ability to recognize problems and take corrective action, provide suggestions for improvement and accept responsibility for completing tasks that have not been given, Responsibility is the willingness of employees to be accountable for their policies, their work, the facilities and infrastructure they use and their work behavior.

III. RESEARCH METHODS

The research method used in this study is a survey method with a cross sectional study approach. In the Survey Method the researcher will describe quantitatively through numbers: the tendencies, behaviors or opinions of a population, research subject only observed once, collecting data in this study using a questionnaire. The respondent which is taken part on this research consists of 125 people. In order to have a clear value as guidance in interpretation of the later result from the questioners then the researcher makes categorization for each variable based on the respondent answers.

$$\begin{aligned} \text{Interval} &= [\text{maximum value} - \text{minimum value}] : 5 \\ &= [5 - 1] : 5 = 0.8 \end{aligned}$$

No.	Value	Criteria
1	1.0 – 1.80	Very bad
2	1.81 – 2.60	Bad
3	2.61 – 3.40	Sufficient
4	3.41 – 4.20	Good
5	4.21 – 5.00	Very good

Testing carried out in two stages where in the first stage will be tested the effect of competence and leadership on work motivation. Then in the second stage will be tested the effect of competence leadership and work motivation on employee performance. The equation model in this study can be formulated into 2 structural equation forms as follows:

- First Sub-Structure Path Equation $Y_1 = \rho_{Y_1X_1}X_1 + \rho_{Y_1X_2}X_2 + \varepsilon_1$
- Second Sub-Structure Path Equation $Y_2 = \rho_{Y_2X_1}X_1 + \rho_{Y_2X_2}X_2 + \rho_{Y_2Y_1}Y_1 + \varepsilon_2$

Note:

- Y1 : Motivation
- Y2 : Performance
- X1 : Competence
- X2 : Leadership

With 125 peoples as respondent the researcher will use value 0.176 as the reference for the *r table* and 0.6 for the *cronbach alpha*.

IV. RESEARCH AND DISCUSSIONS

a. Descriptive analysis

Data result from the questioners shown in below table:

Variables	Average value	category
Competence (X ₁)	4.21	Very good
Leadership (X ₂)	3.88	Good
Work Motivation	3.86	Good
Employee Performance	4.03	Good

Validity test

All the questioners' validity has been tested and the result shown in below table:

Variables	Result
Competence (X ₁)	Valid
Leadership (X ₂)	Valid
Work Motivation (Y ₁)	Valid
Employee Performance (Y ₂)	Valid

The questioners been given valid result if the t calculated is higher that the t table 0.176 values.

Reliability test

All the questioners' reliability has been tested and the result shown in below table:

Variables	Cronbach Alpha Value	Result
Competence (X ₁)	0.948	Reliable
Leadership (X ₂)	0.944	Reliable
Work Motivation (Y ₁)	0.889	Reliable
Employee Performance (Y ₂)	0.911	Reliable

The questioners been given Reliable result if the cronbach alpha above 0.6 value.

b. Analysis Verificative

1) First Sub-Structure Path Equation

			ρ	T calculated	p-value	Label
Competence	→	Work Motivation	0.517	8.683	0.001	Significant
Leadership	→	Work Motivation	0.504	8.456	0.001	Significant

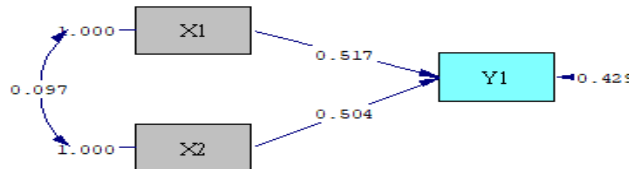
The Effect of Competence (X₁) Leadership (X₂) Through Motivation (Y₁)

Variables	Coefficient path	C _{calculated}	P-value	R ²
Competence (X ₁)	0.517	8.683	0.001	0.571
Leadership (X ₂)	0.504	8.456	0.001	

From the table shown that the total effect of competency (X₁) and leadership (X₂) on work motivation (Y₁) is 0.571 or 57.1% while the remaining 42.9% is the effect of other factors outside of the two variables.

$$Y = 0.517X_1 + 0.504X_2 + \epsilon_1$$

The relation between variables can be seen on below drawing.



2) Second Sub-Structure Path Equation

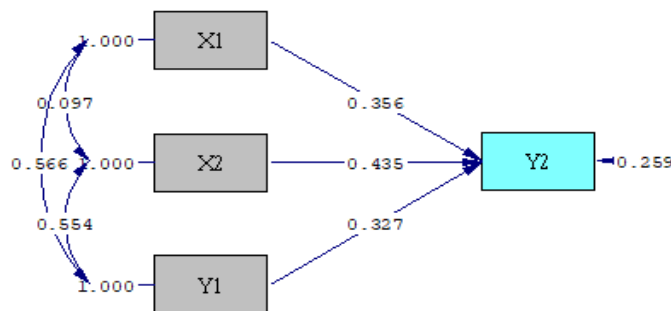
			ρ	T calculated	p-value	Label
Competence	→	Performance	0.356	6.013	0.001	Significant
Leadership	→	Performance	0.435	7.420	0.001	Significant
Work Motivation	→	Performance	0.327	4.626	0.001	Significant

The Effect of Competence (X₁) Leadership (X₂) Motivation (Y₁) to Employee performance (Y₂)

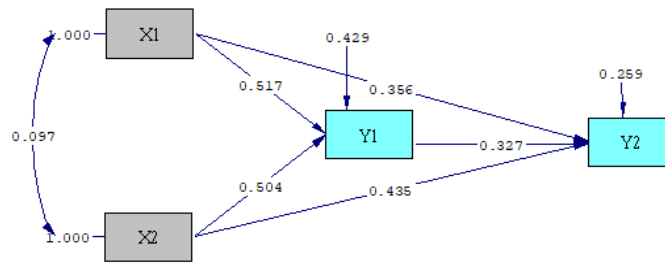
	ρ	T calculated	p-value	R ²
Competence	0.356	6.013	0.001	0.741
Leadership	0.435	7.420	0.001	

The table shown that the total effect Leadership (X₁) and leadership (X₂) work motivation (Y₁) to Employee performance (Y₂) is 0.741 or 74.1% while the remaining 25.9% is the effect of other factors outside of the three variables.

$$Y_2 = 0.356X_1 + 0.435X_2 + 0.327Y_1 + \epsilon_2$$



The whole path analysis model



Sobel test

The Sobel test is used to determine whether a variable carries (or mediates) the effect of an independent variable to the dependent variable. In this research is by testing how much the effect of the work motivation as mediates to the employee performance.

Input:		Test statistic:	ρ -value:
t_a	8.683	Sobel test:	4.08272748
t_b	4.626	Aroian test:	4.0617998
		Goodman test:	4.10398201
			0.00004451
			0.0000487
			0.00004061
		Reset all	Calculate

The Sobel test shown that there is a value 4.0827 which is above 1.980 from the t table which is mean that the work motivation is able to mediate between the competence and employee performance.

The Sobel test is also applied to calculate whether work motivation is able to mediates leadership to employee performance.

Input:		Test statistic:	ρ -value:
t_a	8.456	Sobel test:	4.05839053
t_b	4.626	Aroian test:	4.03672339
		Goodman test:	4.08041035
			0.00004941
			0.0000542
			0.00004496
		Reset all	Calculate

The Sobel test shown that there is a value 4.0583 which is above 1.980 from the t table which is mean that the work motivation is able to mediate between the leadership and employee performance.

On the site where the researcher worked noticed that an employee with good excellent competence is more likely to easily accept any job being given by the company and able to complete the job well than the one who has less competence. A competence employee is also more likely to quickly adapt to the working environment since the type of the job is always different from time to time. According to the calculated statistic competence has the highest influence to the employee performance. Other matter than competence is a leadership. Leadership is also playing a very important role in increasing employee performance where according to the calculated statistic there is a value of 7.4 from t calculated which is mean the effect in significant. A good leadership will able to identified the problem occurred, he is able to analyze the problem based on observation and theoretical matter, he will able solve the problem with good solution and in the end makes a final decision based on the facts being investigated. A good leadership will always think systematically without losing his common sense. Variable competence has 6.013 $t_{calculated}$ value to employee performance but in another hand when mediates with variable work motivation the $t_{calculated}$ value is 4.082. The researcher conclude competence is always has significant effect to employee performance and with work motivation the performance will increase more. The same path is goes for the effect of leadership to employee performance and with the work motivation as mediator. According to researcher as was being part of the employee can stated that the Motivation itself can be boosted by providing a sufficient salary to the employee, giving the same career opportunity to all good employee for promotion and created an environment within the organization where the employee is an important individual and part of the organization. The sense of belong to the organization will more likely create a loyalty within the employee and in the end increase the performance.

V. CONCLUSIONS

Based on the results of the analysis and discussion, the following conclusions are drawn: *first* Competence has a positive and significant influence on work motivation of employees, *second* Leadership has a positive and significant influence on work motivation of employees, *third* Competence has a positive and significant influence on Employee Performance, *fourth* Leadership has a positive and significant influence on the performance of employees, *fifth* Work Motivation has a positive and significant influence on the performance of employees, *sixth* Competence has a positive and significant effect on employee performance through work motivation of employees, *lastly* Leadership has a positive and significant effect on Employee Performance through the Work Motivation of employees of PT. Van Laar Maritime.

VI. LIMITATION IN THE RESEARCH

Due to the geographical location of the locus research the respondent on this research is limited to the Indonesian employees.

REFERENCES

- [1] Dewi. 2013. *Gaya Kepemimpinan dan Budaya Organisasi Pengaruhnya Terhadap Karyawan BPKP Provinsi Sulawesi Utara: Universitas Sam Ratulangi Manado.*
- [2] Edwin B. Lippo. 2015. *Manajemen Personalialia.* Jakarta :Penerbit Erlangga
- [3] Hasibuan SP, Melayu, 2010. *Manajemen Budaya Organisasi .*Bumi Aksara. Jakarta.
- [4] Hasibuan, Malayu, S.P. 2012. *Manajemen Sumber Daya Manusia.* Edisi Revisi. Jakarta : Bumi Aksara.
- [5] Jurnal Ekonomi, Bisnis dan Entrepreneurship Vol. 7, No. 2, Oktober 2013, 64-73 ISSN 2443-0633 Thesis
- [6] Kartini, Kartono. 2014. *Pemimpin dan Kepemimpinan Apakah Kepemimpinan Abnormal itu?.* Jakarta: Raja Grafindo Persada.
- [7] Mangkunegara, A.A. Anwar Prabu. 2009. *Manajemen Sumber Daya Manusia.* PT. Refika Aditama – Bandung
- [8] Robbins. P Sthephen. 2015. *Organization, Behavior, Concept, Controversies, Application, Seventh Edition,* By Prencice Hall. Inc.
- [9] Sabir, M. 2020. *Pengaruh kompetensi individu, disiplin kerja dan pengawasan terhadap produktifitas kerja pegawai dinas koperasi UKM dan perdagangan kabupaten Barru.* Makassar, Jurnal Nobel management review.
- [10] Sugiyono. 2014. *Metode Penelitian Kuantitatif, Kualitatif dan RD.* Bandung: Alfabeta
- [11] Rahman, dkk. 2014. *Pengaruh Kompetensi dan Kepemimpinan Terhadap Kinerja karyawan Dengan Motivasi Sebagai Variabel Intervening (Studi Kasus Pada karyawan Bagian Pabrik PT. JEMBER INDONESIA).* Jember : Fakultas Ekonomi Universitas Jember.
- [12] Rivai, Veithzal dan Mulyadi, Deddy. 2010. *Kepemimpinan dan Perilaku Organisasi.* Edisi ketiga. Cetakan ke sepuluh. Jakarta : PT. Raja Grafindo Persada.
- [13] Stoner A.F. James. 2012. *Manajemen Organisasi.* Jakarta. Erlangga.
- [14] Tanto dan Fransisca, 2015. *Pengaruh Motivasi dan Potensi Terhadap Kinerja Karyawan Pada PT.* Sinar Jaya Abadi di Surabaya. Universitas Kristen Petra Surabaya.
- [15] Warsito, dkk. 2016. *Pengaruh Motivasi, Kompetensi, dan Lingkungan Kerja Terhadap Kinerja Perangkat Desa di Kecamatan Colomadu Kabupaten Karanganyar: Universitas Slamet Riyadi Surakarta.*

AUTHORS

First Author – Lukman Yahya Lukmanyahya215@gmail.com

Second Author – Harlindah Harniati Arfan harlinda@nobel.ac.id

Third Author – Ahmad Firman a_firman25@yahoo.com

Fourth Author - **Maryadi** ahmadmaryadi@gmail.com,

Correspondence Author – Ahmad Firman a_firman25@yahoo.com [+6281241643553]