The Effect of Leadership and Employee Competence on Employee Performance at the Regional Staffing Agency of Lampung Province

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Abstract

This study aims to identify and analyze whether Leadership and Employee Competence affect Employee Performance at the Lampung Province Regional Staffing Agency both partially and simultaneously, and to identify which independent variable has the most dominant effect on the dependent variable. The research methods used in this research are descriptive research and quantitative data analysis. The population in this study consisted of 77 respondents, all of whom were employees of the Regional Staffing Agency of Lampung Province. Data collection techniques in this study were observation, giving questionnaires to respondents, and documentation. The results of hypothesis testing in the t test (partial) show that there is a positive and significant effect of each independent variable, namely Leadership and Employee competence, on employee performance (Y) at the Lampung Province Regional Staffing Agency. The simultaneous test results show that F-count ≥ F-table ($49{,}955 \geq 3{,}120$) is obtained with a significant level of probability 0.05 ($0.000 \leq 0.05$). Thus, the results of hypothesis testing in the F test (simultaneously) show that there is an effect of leadership (X1) and Employee Competence (X2) together (simultaneously) on employee performance (Y) at the Lampung Province Regional Staffing Agency. In general, the results of this study, among others, show that leadership has a positive and significant effect on employee performance at the Lampung Province Regional Civil Service Agency; Employee Competence has a positive and significant effect on employee performance at the Lampung Province Regional Civil Service Agency; and Leadership and Employee Competence together have a positive and significant effect on employee performance at the Lampung Province Regional Civil Service Agency.

Keywords: *Leadership, Employee Competence and Employee Performance.*

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1. Introduction

The main role or actor in running an organization is human resources. Human resources are a determining factor for success in achieving goals (Fadhil, 2016). It is anticipated that organizational objectives can be met with adequate and qualified personnel to fulfill their roles and obligations. Of course, the performance of these employees will increase because an organization will not function properly in achieving its goals without the support of good human resources (Barusman & Mihdar, 2014). According to Anwar *et al.*, (2012), performance is the result of an employee's work in accordance with his job function over a certain period of time. Performance is influenced by several variables, including competence, leadership, work environment, and others. However, the focus of this study is on leadership and employee competence.

Good leadership certainly has a significant influence on decision-making and in influencing employees to do work more efficiently and effectively to achieve good employee performance (Barusman & Habiburrahman, 2022). The leadership applied by superiors at the Lampung Province Regional Staffing Agency has not been effective, this can be seen in giving orders, superiors do not provide clear instructions or directions, superiors do not involve employees in making decisions and office policies and superiors are also less sensitive if employees make suggestions and superiors are less cooperative if employees consult about their work.

Furthermore, the influence of competence in a job is also one of the factors that must be considered by an institution to be able to make employees knowledgeable about their work (Kim et al., 2016). The competence of employees at the Regional Staffing Agency of Lampung Province is not optimal. This can be seen from the lack of understanding of employees in carrying out their work, so that the work carried out is not effective and efficient.

In fact, with a positive influence in leadership as well as employee competence, it will support job satisfaction. Moreover, if employees can work in accordance with the direction and goals of the organization through the leadership, it is believed that it will be able to improve employee performance and result in employee job satisfaction (Barusman & Virgawenda, 2019). Therefore, related to the topic of leadership and employee competence, the author, through this thesis, is interested in conducting this research with the title: The Effect of Leadership and Employee Competence on Employee Performance at the Regional Staffing Agency of Lampung Province.

2. Literature review

Leadership

Leadership is defined as the process of influencing the activities of individuals and groups to achieve goals in certain situations (Babalola, 2016). According to Sharma & Shilpa (2013), leadership is a process by which a person influences others to achieve common goals and directs them to work more cohesively and coherently. This ability to influence will have a significant impact on the organization, indicating that the leader can fulfill his responsibility to move, direct, and coordinate various other components in the organization to improve organizational performance (Atmojo, 2012). A successful leader must possess leadership qualities and the capacity to shape the attitude or opinion of an individual or group of individuals without seeking justification in order to realize a shared objective (Khikmawati *et*

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al., 2020). According to Purnomo (2018), effective leadership must provide direction to the efforts of all workers in achieving organizational goals. According to Mosley (2002), there are obvious characteristics of a leader to achieve effective leadership, including:

a. Organizing skills: include skills in giving direction to subordinates strategically by determining when and to whom authority and responsibility should be assigned. When subordinates perform office work, supervisors provide instructions, guidance, and direction to those delegated tasks and authority.

b. The ability to make subordinates feel at home: leaders must be able to make subordinates feel at home, have intelligence in dealing with subordinates, and be able to make subordinates feel happy and satisfied at work.

c. Communication: the process of leadership that transfers one's ideas to others for use in their functions of leading the work.

d. Democracy: this leadership pattern implies that the superior conducts deliberations and discussions and listens to the opinions of subordinates when making a policy or decision.

e. Policy: the ability to make decisions and solve problems by involving employees.

f. Supervision: the ability to provide supervision of employees' work activities.

Employee Competence

Competence is a basic trait possessed or a deep and inherent part of a person's personality and predictable behavior in various circumstances and job tasks as an impetus for achievement and the desire to strive to carry out tasks effectively (Arifin, 2014). Competence relates to the ability of each person to carry out tasks or make decisions related to their experience, knowledge, and talents appropriate to their position in the organization (Barusman *et al.*, 2020). The competence of each employee must be sufficient to enable the organization to implement its strategy and accommodate management changes (Rantesalu *et al.*, 2017). Utilizing work knowledge and skills to achieve good performance is the key to competence. The aspects contained in the concept of competence are as follows (Sutrisno, 2010):

a. Knowledge, understanding in the cognitive domain. for example, how to identify learning and how to implement efficient learning according to organizational needs.

b. Understanding is the capacity for knowledge and emotion that each person has. For example, in order to learn effectively and efficiently, an employee needs to have a strong understanding of the nature and requirements of the job.

c. Understanding is the capacity for knowledge and emotion that each person has. For example, in order to learn effectively and efficiently, an employee needs to have a strong understanding of the nature and requirements of the job.

d. Capability is the quality a person possesses that enables them to complete the tasks or jobs delegated to them as workers. For example, the behavior of employees when choosing more productive and efficient work procedures.

e. An attitude is a sensation (pleasure-displeasure, like-dislike) or response to an external impulse. For example, attitudes about salary increases and the economic crisis.

f. Interest is the propensity for someone to take action. Performing a task at work is an example.

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Employee Performance

Performance is the result of an employee's work in accordance with his job function over a certain period of time (Oktaviannur & Pratama, 2016). In contrast to the opinion of Inuwa, (2016), performance refers to both qualitative and quantitative results achieved by human resources within a certain period of time while carrying out the assigned tasks at work. In other words, performance is carrying out plans that have been made by human resources, who have skills, knowledge, and competence. If each component of the organization is able to carry out its function and is well integrated, then high employee performance can be achieved. According to (Dwiyanto, 2009), there are indicators to measure employee performance, namely:

a. Work discipline: employees who are disciplined towards work always come and go at the specified working hours, follow the SOPs that have been set, and remain enthusiastic in carrying out their duties despite facing various challenges.

b. Attitude: being a good listener and communicating to build good relationships with others.

c. Cooperation: employees who have the ability to work together or social skills can get along with anyone and are pleasant and tolerant of others who are different from themselves.

d. Knowledge: employees must understand the field of work and have adequate knowledge so that they can work optimally in order to achieve organizational goals; thus, it is expected to improve performance.
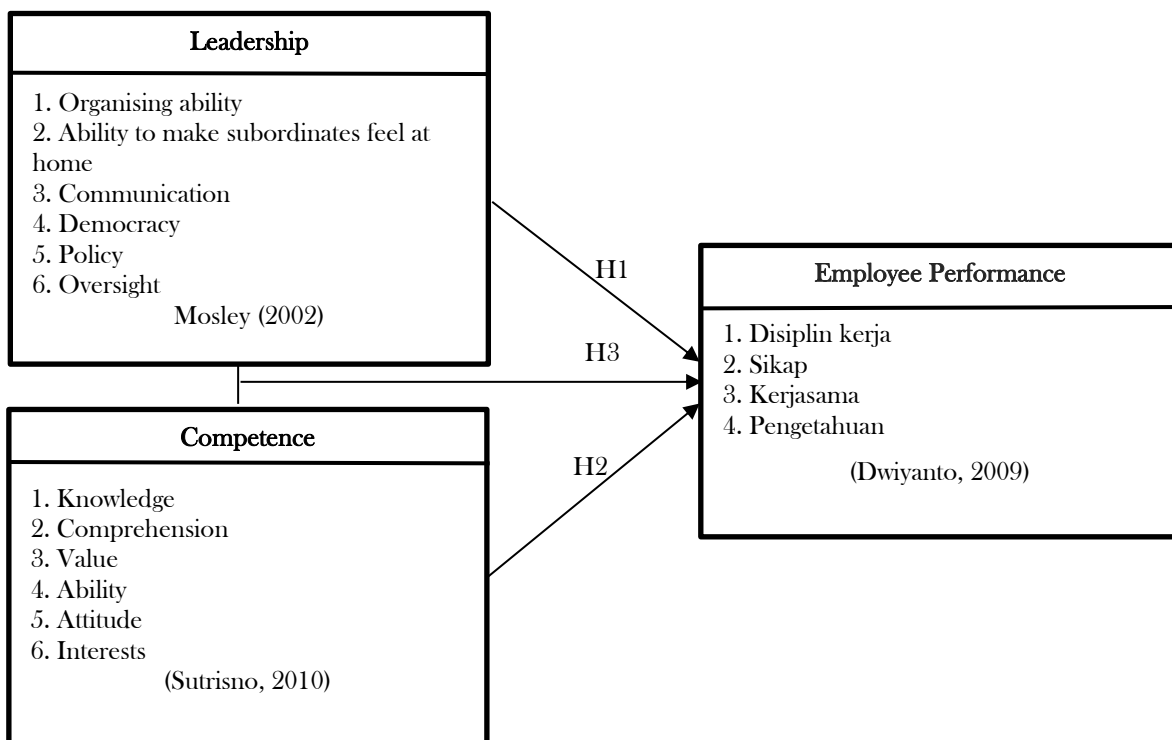
Research Framework

Figure 1. framework

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Hypothesis

Based on the research and description above, this study proposes the following hypotheses, namely:

1. Leadership has a positive and significant effect on employee performance at the Lampung Province Regional Staffing Agency.
2. Employee competence has a positive and significant effect on employee performance at the Regional Staffing Agency of Lampung Province.
3. Leadership and employee competence together have a positive and significant effect on employee performance at the Regional Staffing Agency of Lampung Province.

3. Methodology

The design of this study is to use analytical techniques with a quantitative approach to determine and test the truth of the hypothesis that there is an influence between leadership and employee competence on employee performance at the Lampung Province Regional Staffing Agency, either partially or simultaneously. The associative descriptive approach, which is analyzed descriptively based on known data, is the methodology employed in this study. The population in this study consisted of 77 employees of the Regional Staffing Agency of Lampung Province. According to (Sinulingga, 2014), if the subject to be studied is 100, then between 10-15% or 20-25% can be taken. However, if the subject to be studied is ≤ 100, the sample used is the whole. For this reason, the sample taken in this study was 77 employees at the Regional Staffing Agency of Lampung Province. The measuring instrument used in the study is a questionnaire in the form of a Likert scale compiled by the researcher based on the theories of leadership, employee competence, and employee performance, where each variable has 10 items so that the validity and reliability values are known. The data analysis methods used to evaluate the hypothesis include the coefficient of determination, multiple linear regression analysis, and the t test (to determine whether the hypothesis is true). The correlation coefficient is an analysis to determine the relationship between leadership and employee competence on employee performance in part, and the coefficient of determination is an analysis to determine the percentage level of the influence of leadership and employee competence on employee performance. And the operational definitions of the variables in this study are presented as follows:

Table 1. Operational Definition of Variables

Variable	Dimensions	Indicator	Number of Statements
Leadership	1. Organising	Leaders have expertise in organising subordinates	1
		The leader moves subordinates wisely.	2
	2. Able to make subordinates feel at home	Leaders are good at understanding the characteristics of employees.	3
		Leaders are able to make subordinates feel at home and satisfied at work.	4
	3. Communication	Leaders foster good communication with staff	5
		Leaders remind others of tasks that must be done in accordance with their duties and functions.	6
	4. Democracy	Superiors conduct deliberations and discussions.	7

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			Superiors listen to subordinates' opinions in decision-making.	8
	5.	Policy	Superiors listen to subordinates' opinions in decision-making.	9
	6.	Surveillance	My leader conducts regular supervision.	10
Employee competence	1.	Knowledge	Employees have knowledge that masters the field of work in accordance with duties and responsibilities.	1
			Employees are able to solve problems by providing effective solutions to every problem faced by the office.	2
	2.	Understanding	Employees carry out their duties effectively and efficiently with a good understanding of working conditions.	3
			Employees, in carrying out their duties, have a good understanding of the characteristics of service users.	4
	3.	Value	Every employee prioritizes providing the best service to fulfill stakeholder satisfaction.	5
			In their work, employees have upheld the value of integrity (being honest and trustworthy).	6
	4.	Ability	Employees have the skills to complete office work within one working day.	7
			Employees have the skills to complete tasks given by superiors properly and correctly and are able to follow up on these tasks.	8
	5.	Attitude	Employees work in accordance with applicable SOPs when conducting inspections of other agencies.	9
	6.	Interests	Employees work in earnest.	10
Employee Performance	1.	Work discipline	Employees obey orders.	1
			Employees arrive and leave according to office hours.	2
	2.	Attitude	Staff are friendly	3
			Employees value feedback, suggestions, and complaints.	4
	3.	Cooperation	Employees help each other and their colleagues.	5
			Employees establish good cooperation	6
			Employees communicate with superiors.	7
	4.	Knowledge	Employees have sufficient knowledge about their field of work.	8
			Employees have sufficient knowledge about their duties and functions.	9
			Employees have the skills to get the job done.	10

Source: Data Processed, 2023

4. Research Results and Discussion

Descriptive Analysis of Research Variables
Leadership Variable

Table 2. Frequency Distribution of Leadership Variables

Number	Indicator	Score Real	Score Max	Percentage (%)	Criteria
1	Organising	260	385	67.5	Moderate
2	Ability	255	385	66.2	Moderate

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3	Able to make subordinates feel at home	273	385	70.9	Good
4		256	385	66.4	Moderate
5	Communication	264	385	68.5	Good
6		275	385	71.4	Good
7	Democracy	285	385	74	Good
8		274	385	71.1	Good
9	Policy	257	385	66.7	Moderate
10	Surveillance	267	385	69.3	Good
	Amount	**2666**	**3850**	**69,2**	**Good**

Source: Data Processed, 2023

Based on table 2, it can be seen that in the Leadership variable (X1) seen from the 6 indicators used in the variable, the highest indicator is obtained, namely democracy with a real score of 285 maximum score 385 with a percentage achievement of 74% with good criteria, while the lowest indicator is the ability to organize with a real score of 255 maximum score 385 with a percentage achievement of 66.2% with fairly good criteria.

Employee Competency Variable

Table 3. Frequency Distribution of Employee Competency Variables

Number	Indicator	Score Real	Score Max	Percentage (%)	Criteria
1	Knowledge	249	385	64.68	Moderate
2		260	385	67.53	Moderate
3	Understanding	262	385	68.05	Good
4		258	385	67.01	Moderate
5	Value	267	385	69.35	Good
6		272	385	70.65	Good
7	Ability	289	385	75.06	Good
8		297	385	77.14	Good
9	Attitude	314	385	81.56	Good
10	Interests	314	385	81.56	Good
	Amount	**2782**	**3850**	**72.60%**	**Good**

Source: Data Processed, 2023

Based on table 3, it can be seen that in the Employee Competency variable (X2), seen from the 5 indicators used in this variable, the highest indicator is obtained, namely the Self-Actualization Needs with a real score of 314 maximum score 385 with a percentage achievement of 81.5% with good criteria, while the lowest indicator, namely the Physiological Needs with a real score of 249 maximum score 385 with a percentage achievement of 64.6% with fairly good criteria.

Employee Performance Variable

Table 4. Frequency Distribution of Employee Performance Variables

No	Indicator	Score Real	Score Max	Percentage (%)	Criteria
1	Work	255	385	66.2	Moderate
2	Discipline	253	385	65.7	Moderate
3	Attitude	255	385	66.2	Moderate
4		265	385	68.8	Good
5	Cooperation	254	385	65.9	Moderate
6		245	385	63.6	Moderate

7		263	385	68.3	Good
8		269	385	69.8	Good
9	Knowledge	286	385	74.2	Good
10		281	385	72.9	Good
	Amount	**2626**	**3850**	**68,2%**	**Good**

Source: Data Processed, 2023

Based on table 4, it can be seen that in the Employee Performance variable (Y), seen from the 4 indicators used in this variable, the highest indicator is obtained, namely Knowledge with a real score of 286 maximum score 385 with a percentage achievement of 74.2% with good criteria, while the lowest indicator, namely Cooperation with a real score of 245 maximum score 385 with a percentage achievement of 63.6% with fairly good criteria.

Validity Testing

This validity test is carried out by comparing the r-count value with the r-table. If r-count ≥ r-table and the significance level is determined by the author at 5% or 0.05, which means the level of confidence is 95% and 5% of the error rate, and is positive, then the item of the statement or indicator used is declared valid. Conversely, if r-count ≤ r-table, then the item of the statement or indicator is declared invalid (Barusman, 2019).

Leadership Validity Test

Table 5. Leadership Validity Test Results

Instrument Statement	r-count	r-table	Description
Item_1	0.851	0,851	Valid
Item_2	0,891	0,891	Valid
Item_3	0,649	0,649	Valid
Item_4	0,909	0,909	Valid
Item_5	0,888	0,888	Valid
Item_6	0,893	0,893	Valid
Item_7	0,867	0,867	Valid
Item_8	0,87	0,87	Valid
Item_9	0,853	0,858	Valid
Item_10	0,844	0,844	Valid

Source: Data Processed, 2023

Based on table 5, the results show that the value of r-count ≥ r-table means that all statement items on the leadership variable are declared valid.

Employee Competency Validity Test

Table 6. Result of the Employee Competency Validity Test

Instrument Statement	r-count	r-table	Description
Item_1	0.892	0,2242	Valid
Item_2	0,873	0,2242	Valid
Item_3	0,85	0,2242	Valid
Item_4	0,896	0,2242	Valid
Item_5	0,88	0,2242	Valid
Item_6	0,863	0,2242	Valid
Item_7	0,876	0,2242	Valid
Item_8	0,758	0,2242	Valid
Item_9	0,744	0,2242	Valid
Item_10	0,725	0,2242	Valid

Source: Data Processed, 2023

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Based on table 6, the results show that the value of r-count ≥ r-table means that all statement items on the employee competency variable are declared valid.

Employee Performance Validity Test

Table 7. Employee Performance Validity Test Results

Instrument Statement	r-count	r-table	Description
Item_1	0,732	0.2242	Valid
Item_2	0,795	0.2242	Valid
Item_3	0,88	0.2242	Valid
Item_4	0,836	0.2242	Valid
Item_5	0,856	0.2242	Valid
Item_6	0,807	0.2242	Valid
Item_7	0,869	0.2242	Valid
Item_8	0,798	0.2242	Valid
Item_9	0,703	0.2242	Valid
Item_10	0,685	0.2242	Valid

Source: Data Processed, 2023

Based on table 7, the results show that the value of r-count ≥ r-table means that all statement items on the employee competency variable are declared valid.

Reliability Testing

Reliability testing in this study is used to show the level of reliability and consistency of a statement construct used. Reliability testing can only be done after an instrument has been confirmed as valid. The calculation of the reliability test of this research instrument uses the Cronbach's Alpha method formula. The following are the results of the reliability test:

Table 8. Reliability Test Results

Reliability Statistics

Variable	Cronbach's Alpha	Reliability Limit	Description
Leadership (X1)	. 956	0,60	Reliabel
Employee Competence (X2)	.952	0,60	Reliabel
Employee Performance (Y)	.935	0,60	Reliabel

Source: Data Processed, 2023

Based on table 8, it can be seen that the Alpha coefficient value of the Leadership variable (X1) shows a Cronbach Alpha result of 0.956, the Employee Competency variable (X2) shows a Cronbach Alpha result of 0.952, and the Employee Performance variable (Y) shows a Cronbach Alpha result of 0.935. Based on the values obtained by the three variables, the Cronbach's Alpha results have shown ≥ 0.60. Thus, it can be concluded that the measuring instrument used in this study is reliable, and this measuring instrument also has the ability to provide consistent measurement results when measuring the same symptoms.

Multiple Linear Regression Analysis

Coefficient of Determination (R)

In order to see how much the percentage of impact contribution given by the independent variables (X) concurrently influences the dependent variable (Y), simultaneous determination analysis is used to determine the effect between two or more variables.

Table 9. Results of the Coefficient of Determination X1 and X2 Against Y

Model	R	R Square	Adjusted R Square	Std.Error of The Estimate
1	.758ᵃ	.574	.563	5. 115

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Source: Data Processed, 2023

Based on the results of calculations using the SPSS program, in Table 9, it can be seen that the resulting correlation coefficient (R) value is 0.758. If this value is measured based on the level of relationship between variables, it is in the interval (0.601–0.800) and is in the high category.

The coefficient of determination (R squared) is 0.574. This means that leadership (X1) and Employee Competence (X2) affect Employee Performance by 57.4%, and the remaining 42.6% is influenced by other variables, such as work environment, work culture, work discipline, organizational behavior, and so on.

Hypothesis Testing

The formulation of the hypothesis tested with the significance level used in this study is 5% or α = 0.05, and the results of testing the hypothesis are as follows:

t-Test

The significance of the effect of the independent variable on the dependent variable is assessed using the t-test in the developed regression model. To compare each independent variable to the dependent variable, the t test is utilized.

Table 10. t-Statistic Test Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.804	2.419		4.466	.000
	Leadership	.307	.108	.379	2.836	.006
	Employee competence	.351	.113	.415	3.111	.003

a. Dependent Variable: Employee Performance
Source: Data Processed, 2023

The t test results in table 10 obtained the tcount value of the leadership variable (X1), which is 2.836, and a significant level of 0.006. Because the tcount value ≥ ttable with a significance value (sig) ≤ probability 0.05, namely 2.836 ≥ 1.992 with a significant level of 0.006 ≤ 0.05, it can be concluded that the First Hypothesis is accepted or Ha is accepted and rejects Ho or Leadership (X1) has a significant effect on Employee Performance (Y). Obtained the tcount value of the Employee Competency variable (X2), which is 3.111 with a significant level of 0.003. Because the tcount value ≥ ttable with a significance value (sig) ≤ probability 0.05, namely 3,111 ≥ 1,992 with a significant level of 0.003 ≤ 0.05, it can be concluded that the Second Hypothesis is accepted, or Ha is accepted and rejects Ho, or Employee Competence (X2) has a significant effect on Employee Performance (Y).

F-Test

In the table below, it can be seen the F test to test all independent variables of influence Leadership (X1) and Employee Competence (X2) which will affect the Employee Performance variable (Y).

Table 11. F -Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regresion	965.062	3	321.687	40.891	.000[b]

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Residual	377.611	48	7.867
Total	1342.673	51	

a. Predicators: (Constant), Employee Compentence, Leadership
b. Dependent Variable: Employee Performance
   Source: Data Processed, 2023

Based on the results of the F test in table 11, the F count is 49.955 with a significant level of 0.000. Because the value of Fhitung $\geq$ Ftabel has a significance value (sig) $\leq$ probability 0.05, namely $49.955 \geq 3.120$ with a significant level of $0.000 \leq 0.05$, it can be concluded that the Third Hypothesis is accepted, or Ha is accepted and rejects Ho, or leadership and Employee Competence together have an effect on employee performance.

Discusion

The findings of the statistical test show unequivocally that all independent factors influence the dependent variable either simultaneously or partially. Positive results are provided by the two independent variables in question, which translate to increasing employee motivation and skill levels as well as increasing employee productivity. The explanation of the influence of each variable is explained as follows:

a. The first hypothesis (H1) has been investigated, and the results show that the leadership variable (X1) affects employee performance (Y). This is evidenced by the t test, where the t-count value is greater than the t table value. It can be stated that Leadership (X1) and Employee Performance (Y) have a positive and significant effect.

b. The results of the second hypothesis test (H2), prove that there is a positive and significant influence between the Employee Competency variable (X2) and Employee Performance (Y). The results showed that the t-count value is greater than the t-table. Therefore, there is a positive and significant relationship between Employee Competence (X2) and Employee Performance (Y).

c. The results of the second hypothesis test (H2), prove that there is a positive and significant influence between the Employee Competency variable (X2) and Employee Performance (Y). Employee performance is influenced by the link between leadership and employee competency. This is demonstrated by the F-test, which produced the results F-count = 49.955 and F-table = 3.120, whit a significance level of 0.000. It is evident that the value of F-count is greater than F-table or the sig t-value=0.000, which is smaller than $\alpha = 0.05$. Thus, it can be shown that there is a positive and significant influence between leadership (X1) and employee competence (X2) on employee performance (Y) at the Lampung Province Regional Staffing Agency.

5. Conclusions and Implication
Conclusion
The following conclusions are drawn from the study findings and discussion:

1. Leadership partially has a significant effect on Employee Performance at the Lampung Province Regional Staffing Agency.
2. Employee Competence partially has a significant effect on Employee Performance at the Regional Staffing Agency of Lampung Province.
3. Leadership and Employee Competence simultaneously have a significant effect on Employee Performance at the Regional Staffing Agency of Lampung Province.

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Implication

1. Based on the results of this study, there are implications that can be proposed, namely: 1. Based on the results of the assessment per indicator of leadership, the smallest organizing ability indicator is obtained compared to other indicators. Therefore, leaders at the Lampung Province Regional Staffing Agency should be more skilled in organizing and mobilizing their subordinates wisely with precision and knowing when and to whom responsibilities and work are delegated or dispensed.

2. Based on the assessment criteria per indicator of employee competence, the lowest "knowledge" indicator is obtained compared to other indicators. The Regional Staffing Agency of Lampung Province should further improve the HR development program, for example, by holding training and workshop seminars related to the duties and functions of each employee; thus, it is hoped that employee knowledge in carrying out work can be further increased.

3. Based on the results of the assessment per indicator of employee performance, the smallest cooperation indicator is obtained compared to other indicators. Therefore, employees at the Lampung Province Regional Staffing Agency should be able to establish harmonious cooperation between fellow employees in completing office work, one of which is by increasing the intensity of interaction between fellow employees in completing office work in the form of discussions or meetings.

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