

The Influence of Leadership and Competence on Employee Performance at the Workshop Department of PT. Pupuk Sriwidjaja Palembang

Rahmat Dwi Satryo, Yudha Mahrom DS., Anggraeny Hustia & Ega Dwi Ananti

Faculty Economics and Business, University of Muhammadiyah Palembang, Indonesia

Email: rahmatdwisatryo@gmail.com, yudha_mahrom@um-palembang.ac.id,
anggreany_hustia@um-palembang.ac.id, egadwiananti@gmail.com

Abstract

This study aims to determine the effect of Competency Leadership on Employee Performance at PT Pupuk Sriwidjaja Palembang. The type of research used is associative research. Data collection techniques by distributing questionnaires. The population of this research is 74 employees and the sample is 43 employees. The data analysis used is qualitative and quantitative analysis by testing using a cluster sampling technique with a significant level of 5%. The results showed that there was a positive and significant influence on Leadership, Employee Performance Competence in the Workshop Department with an F Count of $45.981 > F$ Table of 2.70 with a significant level of $F 0.000 < Sig$ a 0.05. Leadership has a positive and significant effect on employee performance with a t-value of 2.304 tables of 1.983 or a significant level of performance of 0.05. Competence has a positive and significant effect on employee performance with a tcount value of 0.023 of 4.826 > table of 1.983 or a significant level of tcount 0.000 0.05. The Coefficient of Determination Test shows that the variable Leadership, Competence on Employee Performance at the Workshop Department of PT Pupuk Sriwidjaja is 57% while the remaining 43% is explained by other variables not included in this study.

Keywords: leadership, competence, employee performance.

1. Introduction

Improving employee performance, companies must have leadership and maintain the competence of their employees, by taking methods such as through education, training. Through these processes, employees are expected to maximize responsibility for their work because employees have been provided with education and training appropriate to their work and also leaders are able to control their subordinates and convey their ideas and make decisions to speed up the completion of work so that company goals can be achieved. Leadership is a determining factor in a company. Success or failure of a company in achieving a goal is influenced by the way a leader. A leader in a company can be effective if the leader is able to manage the company and influence the behavior of subordinates so they want to work together in achieving company goals. The definition of leadership according to (2009:170) leadership is the way a leader influences the behavior of subordinates, so they want to work together and work productively to achieve company goals. According to Edy Sutrisno (2009: 213) leadership is a process of one's activities to move others by leading, guiding, influencing, other people to do something in order to achieve the expected results.

Effective leadership must have an impact on all work in achieving company goals. Without leadership or guidance, the relationship between individual goals and

organizational goals may become tenuous (weak). This situation creates a situation where individuals work to achieve their personal goals, while the whole organization becomes inefficient in achieving its goals, leadership is an activity of influencing people so that they want to work together to achieve employee goals. which are desired.

Leadership is needed if an organization is to be successful. What's more, good employees always want to know how they can contribute to achieving goals and at least 2 employees need leaders who have the ability to make decisions to keep their goals going according to plan with organizational goals. The success of a leader is inseparable from the ability of a leader to communicate with his subordinates and the help of those around him. as well as in the ability to control these subordinates to agree on what the leader expects in achieving its goals. As for other things that need to be considered by the company, namely competence, the concept of competence is actually not a new thing. That the results of attitudes and knowledge tests, school achievement and diplomas cannot predict performance or success in life. Increasing competence is a strategy directed at increasing efficiency, effectiveness, and responsiveness in order to improve organizational performance regardless of its dimensions which can be in the form of efforts to develop human resources, organizational knowledge, and institutional reform. Competence is an ability that is based on skills and knowledge supported by work attitude and its application in carrying out tasks and work in a place that meets the specified work requirements Edy Sutrisno (2019).

Workshop Department: PT. Pupuk Sriwidjaja Palembang is part of a company whose role is to maintain various factory equipment. The head of the workshop department at PT. Pupuk Sriwidjaja. Palembang needs to know the influence of leadership on employees to be able to provide ideas, communicate, and control their subordinates as well as competence to improve employee performance, because a leader must be able to set a good example for employees and apply an optimistic way of thinking in order to comply with company regulations so as to improve employee performance.

Table 1. Results of Employee Job Implementation Workshop Department

Year	Job Orders	Job Realization	Percentage (Accomplishment)	Percentage (not yet reached)
2019	24,931	21,234	85%	15%
2020	25.123	21,911	87%	13%
2021	23,667	20,454	86%	14%

Data source PT PUSRI Workshop Department

Based on the results of observations, there are still employees who have inconsistent performance. This can be seen from table 1.1 where employees have not been able to perform optimally, because the placement of employees in this company is not in accordance with their expertise, because the expertise possessed by employees can

determine the quality produced by employees in the company. In addition to quality, the quantity of work produced by employees has not been able to achieve work realization, because employees often delay work so that work is not completed on time. This has been proven in 2021 where the percentage of achievement is only in the range of 86 percent. The working time given by the company to complete the target is also sufficient to complete the target, but employees have not been able to reach the target set by the company due to lack of supervision from superiors so that it has decreased every year. Companies must improve the performance of employees in completing targets with the timeliness specified by the company, so that everything the company wants is achieved.

The next obstacle faced by the workshop department of PT. Pupuk Sriwidjaja Palembang can be seen from the leadership and decision-making factors of the leaders who are not quite right which makes many work targets not on point. Another problem is that the leadership is still lacking in creating communication such as conveying ideas and giving them to them. message to his subordinates so that the subordinates lack or cannot understand the intent by means of a general term that is good, besides that there is a lack of ability to control subordinates, namely using personal power or position power effectively and in its place for the long term interests of the company. This includes telling subordinates what to do in a tone that varies from assertive to demanding or even threatening, the goal is to get tasks done properly. Leadership, competence also needs to be highlighted because of the nature of employees where some employees often seem to talk too long and forget responsibilities according to their expertise, then employees still do not have good knowledge at work, due to lack of training and certification from the company to increase insight and skills or employee skills, causing employees not to have qualified skills in operating a tool that is in the company so as to make the job completion time longer.

Based on the background description above, the importance of leadership and employee competence to achieve company goals at PT. Pupuk Sriwidjaja Palembang, the researcher is interested in discussing and conducting research with the title influence of leadership and competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. This study aims to determine the effect of leadership and competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang.

2. Literature Review

Employee Performance. According to Wibowo (2014) Performance is the implementation of the plans that have been prepared, the performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. According to Mangkunegara (2013) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned. Meanwhile, according to Rivai (2013), performance is a general term used part or all of the actions or activities of an organization in a period with a reference to a number of standards such as past costs projected on the basis of efficiency, accountability or management accountability and the like. Performance factors according to Pandi Afandi (2021) set work requirements. Competence includes: 1) Ability, 2) Clarity and acceptance. The level of worker motivation, namely the energy that drives, 4) Competence 5) Facilities. 6) Work culture 7) Leadership. 8) Work discipline. According

to Kasmir (2019), employee performance indicators include: 1) Quality of work, 2) Quantity of work, 3) Timeliness, 4) Responsibility. 5) Liveliness.

Leadership. According to Hersey and Blanchard (Sunyoto, 2016), Leadership is every effort of someone who tries to influence the behavior of a person or group, efforts to influence this behavior aim to achieve individual goals, friends goals, or together with possible organizational goals. same or different". Meanwhile, according to Effendi (2014) Leadership is an activity influencing research Previously with the ability to convince others to direct the process of achieving predetermined organizational goals. In other words, leadership is defined as a series of structuring activities in the form of: the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve the goals that have been set. According to Taryaman (2016) in general it can be said that leadership is a science and art to influence other people or a group of individuals to work together, not bringing each other down in order to achieve organizational goals. According to Kartono (2014), a person's leadership can be seen and assessed from several indicators as follows: 1) Ability to Make Decisions. 2) Motivating Ability. 3) Communication Skills. 4) Ability to Control Responsibilities of Subordinates. 6) Ability to Control Emotional.

Competence. Sutrisno (2019) competence is an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the specified work requirements. Spencer in Mocheriono (2012) competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or individual characteristics that have a causal or causal relationship with the criteria used as a reference, effective or superior performance at work in certain situations. Wibowo (2016) competence is an ability to carry out or perform. a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Competency indicators according to Gordon in Sutrisno (2019) are as follows: 1) Motivations. 2) Traits. 3) Self-concept, Knowledge, 5) Skills.

Efry Kurnia's research, Raihanah Daulay (2021) conducted research with the title analysis of the impact of leadership and competence on employee performance. The results of the study prove that partially leadership has no effect on employee performance. Partially competence has a significant influence on employee performance. Simultaneously leadership and competence has a significant influence on employee performance.

Syopwani's research (2017) conducted research with the title influence of leadership and competence on the performance of employees of the South Jakarta Pancoran sub-district office, the results of the study proved that the leadership of the sub-district head had a positive and significant influence on employee performance, the leadership of the sub-district head had a positive and significant influence on performance employee.

Erfan Esnawan, Donny Dharmawan (2019) conducted research with the title influence of leadership and competence on the organizational performance of PT. SAMICK INDONESIA,. The results of the research show that the leadership and competence variables have a positive and significant effect on the organizational performance variables of PT. Samick Indonesia.

Sangkot Idris Ritonga, Wahyu Azhar Ritonga. Syafaruddin, Ali Mukti Tanjung. M.Ali

Musti (2020) conducted research with the title influence of the leadership and competency of the school principal on teacher performance at Harapan Al-Washliyah Sigambal Vocational School, Labuhanbatu Regency. , the magnitude of the influence of competency on teacher performance at Harapan Al Washliyah Sigambal Vocational School, Labuhanbatu Regency, the magnitude of the influence of principal leadership and teacher competency on Harapan Al-Washliyah Sigambal Vocational High School, Labuhanbatu Regency, The results prove the magnitude of the influence of the principal's leadership on teacher performance at Harapan Al SMKS -Washliyah Sigambal, Labuhanbatu Regency, the magnitude of the influence of competence on teacher performance at SMKS Harapan Al Washliyah Sigambal, Labuhanbatu Regency, the magnitude of the influence of the principal's leadership and simultaneous teacher competence on teacher performance at SMKS Harapan Al-Washliyah Sigambal, Labuhanbatu Regency.

3. Research Method

This type of research uses associative research. The population is 74 employees with a total sample of 43 employees. The sampling technique is cluster sampling technique. The data used is primary data cluster sampling technique. The data used is primary data. Methods of data collection using a questionnaire and in the form of documentation. The analysis technique uses multiple linear regression.

4. Findings and Discussions

Table 1. Multiple Linear Regression Analysis

Model	<i>Unstandardized</i>		<i>Standardized</i>
	<i>Coefficients</i>		<i>Coefficients</i>
	<i>B</i>	<i>Std. Error</i>	<i>Betas</i>
1 (Constant)	0.165	0.268	
Leadership (X1)	0.439	0.125	0.410
Competency (X2)	0.500	0.118	0.496

Based on the table, the constant value is 0.165 (positive). The coefficient value of the leadership variable is 0.439 (positive), The coefficient value of the competency variable is 0.500 (positive), From the simultaneous coefficients an equation can be formed as follows: $Y = 0.165 + 0.439 X_1 + 0.500 X_2$. The results of the multiple linear regression analysis above show that the competency variable is more dominant in influencing employee performance than leadership, meaning that competence has the most impact on employee performance Workshop Department PT. Pupuk Sriwidjaja.

Table 2. F test results

Model	<i>Sum of Df</i>	<i>MeanSq</i>	<i>F</i>	<i>Sig.</i>
	<i>Squares</i>	<i>uare</i>		

1	Regression	24,071	2	12,036	40,984	0.000
	residual	11,747	40	0.294		
	Total	35,818	42			

Based on the Anova table, it can be seen that the value of Fcount is $40.984 > F$ Table 2.44, with a sig F level of 0.000 0.1 (significant), then H_{01} is rejected and H_{a1} is accepted, meaning that there is a significant influence of leadership and competence on the performance of the PT Fertilizer workshop employees Sriwijadja Palembang.

Table 3. t test results (partial)

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
1 (Constant)	0.165	0.268		0.616	0.542
Leadership	0.439	0.125	0.410	3,507	0.001
Competence	0.500	0.118	0,496	4.96	0.000

The calculated t value for leadership is $3.507 > t_{table} 1.683$, with a sig level of 0.001 < 0.1 (significant), then H_{02} is rejected and H_{a2} is accepted, meaning that there is a significant influence of leadership on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. The calculated t value for competency is $4.235 > t_{table} 1.683$, with a sig.t level of

0.000 0.1 (significant), then H_{03} is rejected and H_{a3} is accepted. Meaning that there is a significant effect of competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang

Table 4. Determination Coefficient Results Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.820a	0.672	0.656	0.54191

Based on the calculation results in the table, the adjusted R Square value (coefficient of

determination) is 0.656 or 65.6%, meaning that the leadership and competence variables can contribute to the ups and downs of employee performance, with the magnitude of the change caused by 65.6%. While the remaining 34.4% is explained by other variables not included in this study.

The Influence of Leadership and Competence on Employee Performance. Based on the results of the simultaneous joint analysis that has been carried out in this study, it proves that there is a positive and significant influence of leadership and competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. This means that leadership and competence have a relationship and have a positive or unidirectional linear relationship with employee performance variables. These results explain that every time there is an increase in good leadership and competence in a better direction, it will lead to an increase in employee performance which is getting better. These results are supported by the theory stated by Pandi Afandi (2021), the factors that influence employee performance, some of which are leadership and competence as in the theory and its compatibility with the results of this study which prove that leadership and competence affect employee performance. The results of this study are in line with research conducted by Efry Kurnia and Raihanah Daulay (2021), Syarwani (2017), Efran Emawan and Donny Dharmawan (2019), Sangkot Idris Ritonga, Wahyu Azhar Ritonga, Syafaruddin Ali Mukti Tanjung and M. Ali Musti (2020), as well as research by Lily Desianti Permatasari and Agus Hermani DS (2019), with the results of their research proving that leadership and competence have a significant effect on employee performance. The similarities between this research and previous studies lie in similar research variables, namely leadership and competence as independent variables, and performance as the dependent variable. The results of this study and previous studies have similar results which both prove that there is a significant influence of leadership and competence on performance. The difference between this research and previous research lies in the object of research and the number of samples used. This result is reinforced by the frequency of respondents' answers in Table leadership and Table competence which shows the low level of leadership and competence of employees in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. In this regard, the respondents also acknowledged that the performance of employees in the Workshop Department of PT. Pupuk Sriwidjaja Palembang is still relatively low through relatively high disagree answers (Table IV3 employee performance). So the results of the respondents' answers can be said to be interrelated and reciprocal, which means that if leadership and competence can be increased to a positive or much better level, then this will trigger an increase in employee performance to be more.

The Influence of Leadership on Employee Performance. Based on the partial analysis results has been carried out in this study, proving that there is a positive and significant influence of leadership on employee performance in the Workshop Department of PT Pupuk Sriwidjaja. This means that leadership is related and has a positive or direct linear relationship with employee performance variables. These results explain that every time there is an increase in leadership in a better direction, it will lead to an increase in employee performance which is getting better. These results are supported by the theory stated by Pandi Afandi (2021), one of the factors that influence employee performance is leadership. As in this theory and its suitability with the results of this study which proves

that leadership has an effect on employee performance. The results of this study are in line with research conducted by Efry Kurnia and Raihanah Daulay (2021), Syarwani (2017), Efran Esnawan and Donny Dharmawan (2019), Sangkot Idris Ritonga, Wahyu Azhar Ritonga, Syafaruddin Ali Mukti Tanjung and M. Ali Musri (2020), as well as research by Lily Desianti Permatasari and Agus Hermani DS (2019), with the results of their research proving that leadership has a significant effect on employee performance. The similarities between this research and previous studies lie in similar research variables, namely leadership as the independent variable, and performance as the dependent variable. The results of this study and previous studies have similar results which both prove that there is a significant influence of leadership on performance. The difference between this research and previous research lies in the object of research and the number of the sample used. PT. Pupuk Sriwidjaja Palembang, it can be explained based on the statements put forward by respondents in the following indicator: The ability to make decisions, the leadership takes inappropriate actions, so that employees do not feel helped by the leadership's decisions. As a result, decisions taken by the leadership cause conditions that make it difficult for employees, so that the implementation of employee work becomes hampered and affects their performance which is not optimal. The communication skills of the leadership convey ideas/ideas that are not clear, so that employees find it difficult to understand what is being conveyed from the leadership. As a result, employees become confused because they cannot understand the instructions conveyed by the leadership. leadership, so that the performance achieved by employees becomes less good. The ability to control the leadership's subordinates who cannot manage employees according to the directions they give, because the employees have not done the work according to the leadership's directions. As a result, employees become less coordinated and not well directed, so that the results of the work carried out by employees will deviate from what was planned and have an impact on the resulting performance.

The Effect of Competence on Employee Performance. Based on the results of the partial analysis that has been carried out in this study, it proves that there is a positive and significant influence of competency on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. This means that competence has a relationship and has a positive or direct linear relationship with employee performance variables. These results explain that every time there is an increase in competence in a better direction, it will lead to an increase in employee performance which is getting better. These results are supported by the theory stated by Pandi Afandi (2021: 86), one of the factors that affect employee performance is competence. As in this theory and its suitability with the results of this study which proves that competency affects employee performance. The results of this study are in line with research conducted by Efry Kumis and Raihanah Daulay (2021), Syarwani (2017), Efran Esnawan and Donny Dharmawan (2019), Sangkot Idris Ritonga, Wahyu Azhar Ritonga, Syafaruddin Ali Mukti Tanjung and M. Ali Musri (2020), as well as research by Lily Desianti Permatasari and Agus Hermani DS (2019), with the results of their research proving that competency has a significant effect on employee performance. The similarities between this research and previous studies lie in similar research variables, namely competency as the independent variable, and performance as the dependent variable. The results of this study and previous studies have similar results which both prove that there is a significant influence

of competence on performance. The difference between this research and previous research lies in the object of research and the number of samples used.

Based on the results of research that proves that there is a significant effect of competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang, it can be explained based on the statements put forward by respondents in the following indicators: Traits: employees have not been able to analyze the problems they face and are unable to solve problems on their own and do not work well, besides that employees give an attitude that is not responsive in carrying out work. As a result, employees become sluggish and work, so that work processes become more time-consuming, thus the work results achieved by employees are not optimal and result in low performance. Employee knowledge lacks knowledge about the objectives of the Workshop Department, because employees lack supporting experience (knowledge) in completing work. As a result, employees do not have a clear direction for achieving work that must be achieved, so that the process of achieving performance is low. Employee skills have not been able to complete the job with the skills they have, because the standard skills of employees in choosing work methods are not yet effective and efficient. As a result, the resulting performance is low, inadequate work skills can result in work implementation not being optimal because there are many errors in the work process.

5. Conclusion

Based on the results of research and discussion, it can be concluded, as follows: (1) There is a significant influence of leadership and competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. (2) There is a significant influence of leadership on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. (3) There is a significant effect of competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. Based on the conclusions obtained, the following suggestions can be put forward: Workshop Department PT. Pupuk Sriwidjaja Palembang is expected to be able to improve leadership problems that are still not optimal in leading employees, because one of the causes of low employee performance is leadership. The leadership issues that need attention include increasing the ability of leaders to make decisions that are able to support the implementation of the work of employees, improving communication from leadership to employees so that the instructions given are clear, as well as the ability of leaders to control employees so that employees become more coordinated in carrying out their work. Workshop Department PT. Pupuk Sriwidjaja Palembang is expected to be able to increase employee competence so that it is more optimal in carrying out its work, because inadequate competence is also the cause of low employee performance. The issues of employee competence that need attention include: encouraging the formation of positive attitudes of employees in carrying out their work, increasing employee knowledge related to their field of work, and increasing employee skills in the carrying out their work.

References

- Afandi, P. (2021). *Manajemen sumber daya manusia*. Pekanbaru: Zanafra Publishing.
Agus Setiawan Bahar dan Abd. Muhith. (2013). *Transformational Leadership*. Jakarta: P T Raja Grafindo Persada.
Asiati, dkk. (2019). *Metodologi Penelitian Bisnis*. Palembang.

NoerFikri Edy Sutrisno, (2019). *Manajemen Sumber Daya Manusia Cetak ke sebelas*. Jakarta: Prananda Media Group.

Iqbal, Hasan, (2017). *Pokok-Pokok Materi Statistik I*. Jakarta: Bumi Aksara.

Kartono, Kartini. (2014). *Pemimpin dan Kepemimpinan*. Jakarta PT. Raja Grafindo Persada. Kasmir.(2019). *Manajemen Sumber Daya Manusia(Teori dan Praktik)*. Jakarta:Raja Grafindo Persada.

Lily Desianti Permatasari, Agus Hermani D.S (2019) *pengaruh kepemimpinan dan kompetensi terhadap kinerja karyawan CV. Indonesia Live Garment Bidang Produksi Bagian Sewing Kabupaten Sragen*.

Sangkot Idris Ritonga, Wahyu Azhar Ritonga, Syafaruddin, Ali Mukti Tanjung, M.Ali

Musri,(2020) *pengaruh kepemimpinan dan kompetensi kepala sekolah terhadap kinerja guru pada Smks Harapan Al-Washliyah Sigambal Kabupaten Labuhanbatu*.

Sugiyono, (2020). *Metode Penelitian Kualitatif*. Bandung: Alfabeta.

Sutrisno, E. (2019).*Manajemen Sumber Daya Manusia*. (Pertama) PRENADAMEDIA GROUP.

Syopwani (2017) *pengaruh kepemimpinan dan kompetensi terhadap kinerja pegawai kantor kecamatan pancoran kota administrasi jakarta selatan*.

Taryaman, E. (2016). *Manajemen Sumber Daya Manusia*. Yogyakarta: Deepublish, edisi pertama.

Veithzal Rivai. (2013). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktek*. Bandung: Rajagrafindo persada Wibowo (2014). *Manajemen Kinerja*, Edisi Keempat. Jakarta: Rajawali Pers.

Wibowo. (2016) *Manajemen Kinerja*. Edisi Kelima. Jakarta: PT. Rajagrafindo Persada.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)