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The Role of Competence on Performance Leadership Style as an Intervening Variable

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ABSTRACT

This study aims to analyze the effect of employee competence on their performance in the company through the leadership style in the company, while the following research uses a quantitative method that uses a population of employees of the Plastic Woven Packaging Manufacturing Company using a sample of the production department of 100 respondents. The following research results show that the influence of (1) employee competence has a significant influence on performance, (2) employee competence has a significant influence on leadership style, (3) leadership style has a significant influence on performance, while profit sharing has an indirect effect through the mediating variable style (4) Competence has a significant direct effect in order to provide an increase in employee performance even though it is not through Leadership Style as a mediating variable. The company should pay attention and provide an increase in the competence that can affect employee performance.

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INTRODUCTION

The business world in the era of the industrial revolution 4.0 is increasingly competitive, especially in business manufacturing Strategy In marketing for the sale of products, attention needs to be paid to existing competitiveness, seen from the production costs that must be competitive, and this depends on increasing the quality of resources by developing and regenerating efficiently and effectively [1]. Preparing new professional human resources with quality individual characteristics, ready to create and provide added value for the company, especially in improving the performance of its employees conveyed that good performance improvement in the development of competition in the company is highly demanded, in order to achieve the desired goals, and an effort is needed from the human resources owned by the company, because the problem itself in the field of human resources is a problem. among several aspects or supports that are important for a company organization and also conveyed) that HR is very important and valuable to control and manage in order to achieve company goals [2], [3].

Plastic Woven Packaging Manufacturing Companies, have problems with a decrease in the performance of their employees, and this can be seen in their productivity results, which have decreased in the last 3 years, from 2018 to 2020 and can be seen in figure 1 below.

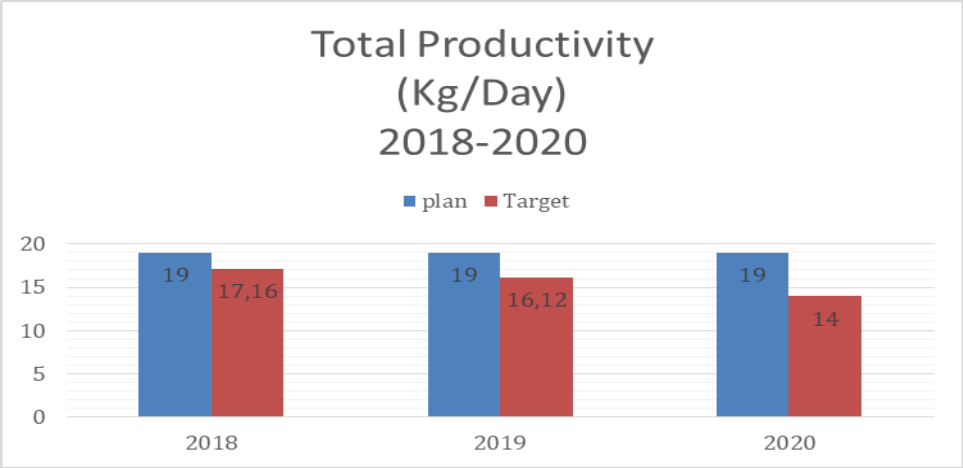

Figure 1. Total Productivity

The results of the data above appear to be far from what was expected, so this condition is thought to affect employee performance. From observations and interviews with management that there is indeed a decrease and Employees have inadequate competence in maintaining productivity quality, resulting in inconsistent and decreasing work results. This is evident from the still high amount of waste produced.

Employee competence is very necessary in improving performance, because the running of activities in the company needs good and adequate competency support so that smooth production can be overcome conveyed that employee performance is the result of work that has been done and is used as a basis for evaluating the employee or the company where he works. The achievement of a company's goals is determined by how well the performance results of all employees

in it are, so there needs to be efforts to improve employee performance [4], [5].

The competence of each employee is also considered to be a factor that influences performance. Based on the opinions of several experts that superior human resources at least meet 4 criteria, namely (1) having sufficient competence *(knowledge, abilities, experience and skills)* (2) being committed to the company where he works (3) In carrying out activities must always think about *cost-effectiveness* (4) *congruence of goals* same direction between personal and organizational goals[6], [7].

The initial observation by the researcher shows that besides the decrease in production, the high level of waste production also indicates a low level of employee competence, which affects their performance and work results. Employees have minimal abilities and lack awareness to work well, which is far below the company's standards [8]. Based on the diagram in Figure 2, it is explained that the total *waste* generated every year is always greater than the target set by the company. In 2018 the total *waste* was 11.89%, in 2019 it increased by 1.64% and in 2020 it was 14.71%.

Figure 2. Total Waste Diagram
Source: Data from the Production Department

The role of a leader with good leadership, who is able to grow the potential that exists in employees is also needed. Leadership style is how the leader influences, provides direction and motivation and how to control employees so that they can get the job done well. The success of a company does not only depend on the performance of its employees, but by being a warm leader and being a role model for employees is also one of the factors [9], [10], [11]. In manufacturing companies This decline in performance is also seen from the total violations in Department which are increasing year by year. It can be concluded that the lack of poor competence causes the high number of violations committed by employees, coupled with *leadership* applied to the department that is less relevant to the characteristics of the employees they lead.

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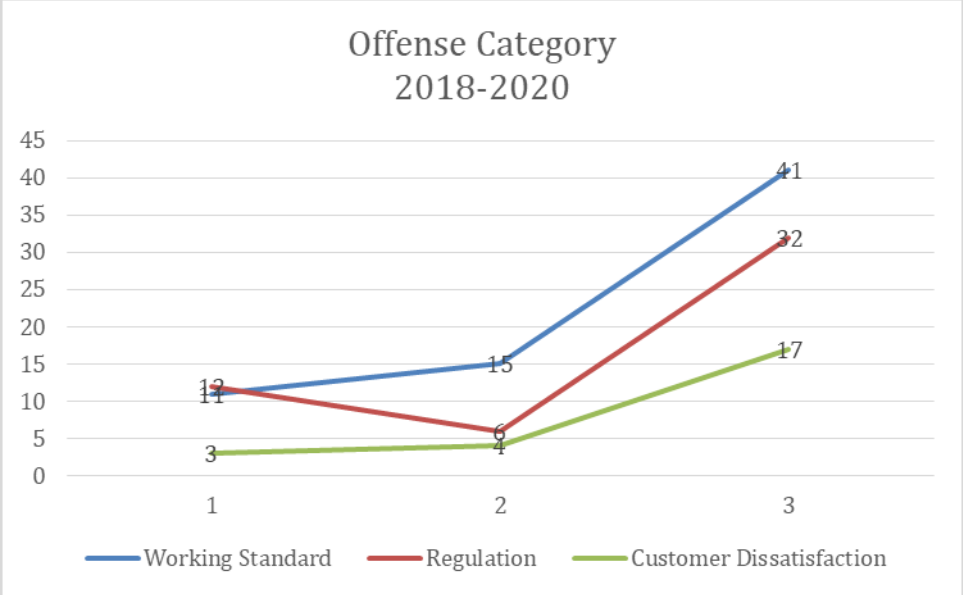

Figure 3. Category Diagram
Department Production

In Figure 3 describes the Categories of Types of Violations committed by Department Production Violations are divided into 2, namely Internal Violations and External Violations. The category Standard Violation and Rule Violation are included in the Internal Violation Type, while the *Customer Satisfaction* is included in the External Violation Type, because this Type of Violation has involved other parties outside the Company. The type of External Violation is a type of serious violation, because it directly affects the level of *customer* and decreases the credibility and profits obtained by the company because it causes *customers* not to *repeat orders* or lose *customers* [12]. The gaps that occur in Gresik manufacturing companies are found: Hermawan et al (2020) [13] and Hamzah et al. (2020) [14] argued that employee performance is influenced by employee competence, and the higher the employee competency, the higher the resulting performance. This is supported by the findings of Dafit et al. (2021) [15] and Callista (2016) [16]. However, according to Batubara (2020) [17], Basori et al. (2017) [18], and Hertina et al. (2023) [8], employee performance is not affected by competence. They argue that increased competency does not lead to increased employee performance or have any impact on it.

METHODS

Research Design

This study uses a quantitative approach to evaluate the impact of competency on employee performance with a leadership style as a mediator. The analytical method used in this study is Smart PLS. A quantitative approach is a type of research that collects data in the form of numbers and uses statistical procedures to analyze the data. The purpose of this study was to examine the causal relationship between the variables studied [19]

Population and Sample

Population is all aspects or elements to be examined from the results of quantitative or qualitative counting or measurements of a complete and clear collection of objects.

Respondents used in this study were 75 respondents.

Data Analysis

Data analysis is to decompose everything into a smaller component in order to know the dominant component, make comparisons between one component using another component, and make comparisons of one or more components as a whole. Data analysis techniques are used to provide answers to the formulation of the problem or to test hypotheses that have been formulated. The data management in the following research utilizes *SmartPLS 3 Software* [20]

Research Results and Interpretation

Partial Least Square (PLS) Model Schematic

In the following study, hypothesis testing uses analytical techniques using the Smart PLS 3.0 program, and can be seen in the PLS 3.0 program model schema being tested.

Table 1. *Convergent*

Variable	Indicator	X	Z	Y
Competence	X1	0,827		
	X2	0,841		
	X3	0,808		
Leadership	Z1		0,734	
	Z2		0,782	
	Z3		0,766	
	Z4		0,755	
	Z5		0,802	
	Z6		0,774	
	Z7		0,732	
Y1		0,836		
Y2		0,814		
Y3		0,661		
Y4		0,769		
Y5		0,813		
Y6		0,903		
Y7		0,753		

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The Validity the data in table 1., it can be observed that each indicator of the research variable has a value of outer loading > 0.7. However, it can be observed that there are still indicators that have an outer loading value of < 0.7. (Latan and Ghozali, 2016), the *outer loading* between 0.5 and 0.6 is considered sufficient to fulfill the *convergent validity*

Discriminant Validity

Discriminant validity is the value of the *factor* which has the benefit of knowing whether a construct has sufficient discriminant, namely by comparing the loading value in the intended construct, more comparisons should be made with other values. Using standard value for each construct should be more than 0.7. based on table 1. the value of *cross loading* in each construct has a value of more than 0.7. The following problem shows that the manifest variable in the following study is appropriate to provide an explanation and the latent variable also provides evidence that the entire item itself is valid. Below in table 2 is the value of the *cross loading* of each indicator":

Table 2. *Cross*

Code	X	Z	Y
X1	0,827	0,646	0,699
X2	0,841	0,642	0,704
X3	0,808	0,623	0,674
Z1	0,523	0,734	0,714
Z2	0,564	0,782	0,681
Z3	0,584	0,766	0,653
Z4	0,542	0,755	0,658
Z5	0,651	0,802	0,674
Z6	0,551	0,774	0,651
Z7	0,697	0,732	0,647
Y1	0,672	0,733	0,836
Y2	0,673	0,721	0,814
Y3	0,457	0,529	0,661
Y4	0,565	0,697	0,769
Y5	0,642	0,708	0,813
Y6	0,815	0,829	0,903
Y7	0,787	0,618	0,753

On that each indicator of the research variable has the *cross loading* value for the formed variable, a comparison is made with the *cross loading* of the other variables. Based on the results obtained themselves, it can be said that some of the indicators used in the following research already have *discriminant validity* for compiling each variable. In addition to observing the *loading*value, *validity* can also be determined using another method, namely by observing the *average variant extracted (AVE*) value (Fornell and Larcker, 1981). In (Latan and Ghozali, 2016) describes another test to provide an assessment of the validity of the construct by observing the AVE value. The model is said to be good if the AVE of each construct is more than 0.50."

Table 3. Value of *Average Variant Extracted (AVE*)

Variable	Value of *Average Variant Extracted*
Competence	0.682
Leadership Style	0.584
Employee Performance	0.633

Based on the presentation of data in table 3 it can be seen that each research variable has an *Average Variant Extracted* (AVE) is greater than 0.5. Through this, it can be said that each variable already has *discriminant validity* .

Composite Reliability

"Composite Reliability is a part that is used to test the reliability value of several indicators to a variable. A variable can be said to provide fulfillment of *composite reliability* if it has a *composite reliability*> 0.6. The table below is the *composite reliability* based on each of the variables used in the following research.

Table 4. *Composite Reliability*

Variable	Value *Composite Reliability*
Competence	0.865
Leadership Style	0.907
Employee Performance	0.923

Based on the presentation of data in table 4, it can be observed that the *composite reliability* all research variables > 0.7. The construct is declared reliable if the *composite reliability* and *Cronbach alpha* above 0.70 (Latan and Ghozali, 2016). The following results show that each variable has fulfilled the *composite reliability* which makes it possible to conclude that all variables have a high level of reliability.

Cronbach Alpha

Testing reliability using *composite reliability* can be supported by using the *Cronbach alpha*. A variable can be said to be reliable or provide fulfillment to *Cronbach Alpha* if it has a *Cronbach Alpha* > 0.7. The table below in table 5 is the cronbach alpha value of each variable":

Table 5. Cronbach's Alpha

Variable	Value *Cronbach's Alpha*
Competence	0,766
Leadership Style	0,881
Employee Performance	0,902

Based on the data presented above in table 5. it can be seen that the Cronbach alpha value of each research variable is > 0.7. The construct is declared reliable if the composite

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reliability and Cronbach alpha values are above 0.70 (Latan and Ghozali, 2016). Through this, the following results can show that each research variable has fulfilled the requirements for the Cronbach alpha value, which makes it possible to conclude that all variables have a high level of reliability.

Test of Structural Model or Inner Mode

an explanation can be given about the results of *path coefficient*testing, *goodness of fit* testing and hypothesis testing.

Path Coefficient Test

Evaluation "*path coefficient* is used to show how strong the effect or influence of the independent variable on the dependent variable. Meanwhile, *coefficient determination* (R-Square) is used to measure how many endogenous variables are influenced by other variables. (Marcoulides, Chin and Saunders, 2009) stated that the results of R2 of 0.832 more than R1 0.596 for the latent endogenous variables in the structural model indicated that the effect of exogenous variables (which had an influence) on endogenous variables (which had an influence) was in the good category. Meanwhile, if it produces a number of 0.33 - 0.83 so it is classified in the medium category, and if it produces a number of 0.19 - 0.33 it is classified in the weak category."

Table 6. *Path Coefficient*

Construct	*Path Coefficient*	Description
of Leadership Style -> Employee Performance	0.563	Medium
Competence -> Leadership Style	0.772	Medium
Competence -> Employee Performance	0.405	Medium

Based on the inner model scheme that has been presented in table 6 It can be explained that the *path coefficient* largest shown using the influence of Competence on Leadership Style, which is 0.772. Furthermore, the second largest influence is the influence of Leadership Style on Employee Performance in the amount of 0.563. Based on the description of the results above, it shows that all variables in the following model have *path coefficients* using positive numbers. The following shows that the greater the *path coefficient* for one independent variable on the dependent variable, the stronger the influence between independent variables on the dependent variable."

Test *Goodness of Fit*"

Based on data processing that has been carried out using the smartPLS the R-Square value is obtained as follows

Table 7. R-Square

Variable	Value *R-Square*	*-Square Adjusted*
Leadership Style	0.596	0.592
Employee Performance	0.832	0.828

Based on the data in table 7, it can be observed that the R-Square value for the Leadership Style variable is 0.592. Obtaining the value itself provides an explanation that

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the large percentage of Individual Characteristics can be explained by the Leadership Style of 59.2%. Next, the R-Square value obtained by the Employee Performance variable is 0.828. The *goodness of fit* is known based on the *Q-Square*. The *Q-Square* has a similar meaning to the *coefficient determination (R-Square)* in regression analysis, where the higher the *Q-Square*, so the model can be declared to be better or more fit using the data. There is also the result of calculating the value of *Q-Square,* namely":

Q-Square = 1 – [(1 – R21) x (1 – R22)]
= 1 – [(1 – 0.592) x (1 – 0.828)]
= 1 – (0.408 x 0.172)
= 1 – 0.070
= 0.930

Based on the results of these calculations, the Q-Square value is 0.930. The following problem shows that the amount of variation based on research data that can be explained by the research model is 93%. Meanwhile, the remaining 7% were explained by other factors outside the following research model.

Direct Effect Test

The next test is to observe the significance of the effect between *variables* through observing the value of the parameter coefficients and the value of the statistical significance of T using the *bootstrapping* (Latan and Ghozali, 2016). In the ,it can be seen from the t-statistical value and probability value. For hypothesis testing, namely by using statistical values, for alpha 5% the t-statistic value used is 1.96. So that the criteria for acceptance/rejection of the hypothesis are that Ha is accepted and H0 is rejected when the t-statistic > 1.96. To reject/accept the hypothesis using probability then Ha is accepted if the p value <0.05. The table below is the result of testing the hypotheses obtained in the following research using the inner model ".

Table 8. T-Statistics and P-Values

Hpo	Variabel	Original Sample	T Statistics (|O/STDEV|)	P Values
1	Competence -> Employee Performance	0.405	5.154	0.000
2	Competence -> Leadership Style	0.772	18.838	0.000
3	Leadership Style -> Employee Performance	0.563	7.291	0.000

Hypothesis Effect of T-Statistics P-Values Results Based on the data presented in table 8. above, it can be seen that of the 3 hypotheses proposed in this study, all of them can be accepted because each of the effects shown has a P-Values value < 0.05 (Sugiyono, 2019) So that it can be stated that the independent variable to the dependent has a significant influence. The following is a breakdown of the influence between variables":

1. The Influence of Competence on Employee Performance

Based on the table above, it can be seen that for testing the competency variable on employee performance, the T statistics value is 5.154 with an -value of 0.000. Because the value of -value is smaller than (0.000 < 0.05), then H0 is rejected, thus there is a significant effect of Competence on Employee Performance.

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2. The Influence of Competence on Leadership Style

Based on the table above, it can be seen that for testing the competency variable on leadership style, the T statistics value is 18,838 with an -value of 0.000. Because the value of -value is smaller than (0.000 < 0.05), then H0 is rejected, thus there is a significant effect of Competence on Leadership Style.

3. The Influence of Leadership Style on Employee Performance

Based on the table above, it can be seen that for testing the Leadership Style variable on Employee Performance, the T statistics value is 7.291 with an -value of 0.000. Because the -value is smaller than (0.000 < 0.05), then H0 is rejected, thus there is a significant influence of Leadership Style on Employee Performance."

Interpretation of Results

1. Competence Affects Employee Performance

The results showed that the competency variable (X) on employee performance obtained a statistical T value of 5.154 with a value of -0.000. Because the -value is smaller than (0.000 < 0.05) then H0 is rejected, thus there is a significant effect of Individual Characteristics (X) on Employee Performance (Y).

Preliminary Observation Results Researchers before conducting research, the low level of employee competence that affects the way and results of performance, lack of knowledge and ability and lack of awareness to work well are still far from the standards set by the company. The results of the study can be interpreted that if competence is increased, performance will increase, and vice versa. The results of this study support the results of previous research by Hermawan et al., (2020) [13] which states that competence has a positive effect on employee performance with P-Value (0.015 < 0.05), the incentive variable shows P-Value (0.758 > 0.05) means that hypothesis 2 is rejected and the work experience variable shows that work experience has a positive and insignificant effect on employee performance with P-Value (0.183 > 0.05), so hypothesis 3 is accepted (Ratulangi and Soegoto, 2016) also says that work experience, competence, motivation simultaneously or partially have a significant effect on employee performance, and (Siti, 2021) in his research that leadership style has an effect on employee performance. " "

2. Competence Affects Leadership Style

The results of the study were seen for testing the Competency (X) variable on Leadership Style, the T statistics value was 18,838 with an -value of 0.000. Because the -value is smaller than (0.000 < 0.05), then H0 is rejected, thus there is a significant effect of Competence (X) on Leadership Style (Z). The results of the study can be interpreted that if competence is increased, the applied leadership style will be more appropriate with the work department he leads. The relationship between competence and leadership style is also strengthened by previous research (Darlita, 2019) whose research shows that there is an influence between managerial competence on leadership style and there is a positive influence together with managerial competence and emotional intelligence variables on leadership style.

3. Leadership Style Affects Employee Performance

The results of the study can be seen for testing the Leadership Style variable on Employee Performance, the T statistics value is 7.291 with an -value of 0.000. Because the -value is smaller than (0.000 < 0.05), then H0 is rejected, thus there is a significant

influence of Leadership Style on Employee Performance.

Conditions that occur at this time, leaders are less willing to guide employees who have difficulty when working, do not listen to employee complaints so that employees feel not free to channel their ideas, opinions, creativity for the benefit of the company in achieving company goals which also has an impact on the relationship between leaders and subordinates getting better.

The leader applies a 2-way communication system so that the relationship between the leader and subordinates is more harmonious and can create good teamwork between the leadership and employees without any distance and pressure felt by employees only in certain departments. Leaders pay less attention to their employees by providing direction in the form of motivation and delivering criticism with poor language and not giving praise to employees with certain achievements. Based on the results of the analysis, it can be interpreted that if the leadership style is adjusted to the needs of employees, then employee performance will increase and vice versa. employees so that for companies that want both employee performance and company performance to be good, the right leadership style is needed.

The relationship and influence of leadership style on employee performance is also strengthened by previous research Batubara (2020) [17] in his research that directive leadership style has a significant effect on employee performance, Siswanto and Hamid , (2017) [4] said that simultaneously and partially the Leadership Style variable had a significant influence on employee performance, while Hamzah and Suwoko (2020) [14] conveyed the results of the study that the influence of the Autocratic Leadership Style on employees in the company could have a negative impact on its employees.

4. Competence Indirectly Affects Employee Performance Through Leadership Style

Total Influence of Competence on Employee Performance through Leadership Style obtained T-statistics of 6786 with -value of 0.000. Because the value of -value is smaller than (0.000 < 0.05) then H0 is rejected, thus there is a significant effect of Competence on Employee Performance through Leadership Style. The relationship and influence of leadership style on employee performance is also strengthened Ohiomah et al, (2019) [21] saying in his research that competence has a significant effect on leadership style; competence has a significant effect on performance; and leadership style has no significant effect on performance. And when compared with direct influence, the value of the original sample of indirect influence is 0.434 above from the direct influence of Competence on employee performance of 0.405, and this shows that Competence can improve employee performance if through work leadership style as a mediating variable.

CONCLUSION

From the results of the testing and discussion, it was concluded that The competencies possessed by employees at a Plastic Woven Packaging Manufacturing Company need to be considered and improved for their employees as well as providing insight on how to reduce the amount of waste so that productivity is more stable, and leadership styles also need to be carried out consistently as only transformational leadership styles can make employees more comfortable at work because Compensation cannot directly affect employee performance without mediating

leadership style. It is hoped that in the future, companies need to pay attention to the leadership style of their managers, because they are very influential, and share a sense of ownership as company assets.

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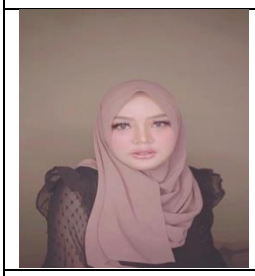

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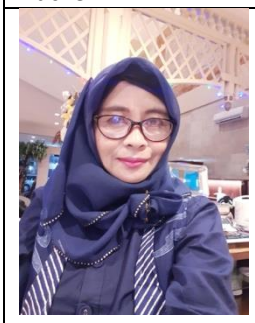

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