

The Effect of Competence and Communication On Employee Performance Through Leadership Style On Employees of the Rectorate of Krisnadwipayana University, Jakarta

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ABSTRACT

This study aims to determine the effect of competence and communication on employee performance in the rectorate environment of Krisnadwipayana University and the leadership style variable as the intervening variable. The research was conducted on employees of the rectorate of Krisnadwipayana University. Sampling involving 72 employees. The type of data used in this study is primary data. The data analysis technique used is path analysis method, Coefficient of Determination Analysis, Classical Assumption Test, Trimming Model Analysis and Significant Test.

Based on the data analysis, it is known that the competence and communication variables simultaneously have an important influence on employee performance. Competency variables partially affect employee performance. The communication variable has an effect on employee performance partially. The leadership style variable partially affects employee performance. The direct effect of competence on employee performance is 0.081 while the indirect effect of competence through leadership style on employee performance is $0.836 \times 0.596 = 0.498$, which means that the value of indirect influence is greater than the value of direct influence so that it can be concluded that the leadership style variable is an intervening variable. The direct effect of communication on employee performance is 1.117 while the indirect effect of communication through leadership style on employee performance is $0.178 \times 0.596 = 0.106$, which means that the value of indirect influence is greater than the value of direct influence so that it can be concluded that the leadership style variable is an intervening variable.

Keywords: competence, communication, leadership style, employee performance.

Introduction

In today's global competition, the world of work really needs people who can think ahead, are smart, innovative and are able to work with high spirits in the face of the times. Not only that, human resources have an important role in an institution, and are also prioritized on mature managerial aspects in managing the organization. Various organizations, institutions, companies, and agencies are trying to improve the performance of all elements in their respective organizations with the aim of achieving organizational survival.

A leader in influencing his subordinates is very important for the progress of the organization. Koesmono (2007) revealed that the existence of a leader in the organization is needed to bring the organization to the goals that have been set. Leaders usually apply certain leadership styles to influence the performance of their subordinates. Leadership style is a leader's behavior that a

person uses when he wants to influence others. According to Robert House as quoted by Robbins (2007) revealed that there are four types of leadership classification Path Goal, namely directive leadership style, supportive leadership style, participatory leadership style, and task-oriented leadership style.

Carrying out leadership in the UNKRIS Rectorate needs to communicate with employees. Thus the ability of a leader to motivate and communicate becomes the mainstay or the main factor that affects employee performance in carrying out tasks so that the results are carried out in accordance with company goals. Competence is the ability that a person has in thinking and acting consistently on every task or job that is his responsibility. Competence in the world of education focuses more on the abilities possessed by students in completing any basic skill work that they are interested in against the assessment standards that have been determined by the criteria. The competencies possessed

by students cannot be separated from the learning process they have taken.

The ability of the leader in carrying out the task is said to be quite good, it can be seen from the characteristics shown by the leader in organizing subordinates and in communicating. Communication can be done in various ways, by relying on telephone, internet, and via sms media, so the communication needs between fellow employees and even the leadership can run well. This is what continues to be done to improve their performance both in quality and quantity.

Intellectual stimulation is described as the behavior of leaders who are able to grow new ideas, provide creative solutions to problems faced by subordinates, and motivate subordinates to seek new approaches in carrying out organizational tasks. Individualized consideration is described as a leader who is willing to listen attentively to the input of subordinates and specifically wants to pay attention to the needs of subordinates for career development.

Literature Review

Employee Performance

Performance is the level of employees achieving job requirements efficiently and effectively (Simamora, 2006). According to Mangkunegara (2013) performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given. Performance appraisal is the process through which organizations evaluate or assess employee performance. Performance appraisal is the process of evaluating employee performance carried out by the organization on employees systematically and formally based on the work assigned to the employee. Wibowo (2008) defines performance as a process of how work takes place to achieve work results, but the results of the work also show performance. Hasibuan (2001) suggests that performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Sedarmayanti (2011) Performance is a translation of performance which means the work of a worker.

Competence

According to Wibowo (2012), competence is an ability to carry out a job that is based on skills and knowledge and is supported by the work attitude required by the job. According to McClelland in Sedarmayanti (2011) explains that competence is a fundamental characteristic possessed by a person that has a direct effect on, or can predict, excellent performance. According to Hutapea and Thoha (2008), competence is the ability and willingness to perform a task with effective and efficient performance to achieve company goals. Mangkunegara (2005) Competence is a basic factor possessed by someone who has more abilities, which makes it different from someone who has average or ordinary abilities. Mitrani (2002) in Usmara, competence is a part of the personality that is deep and attached to a person and predictable behavior in various situations and work tasks. Sedarmayanti (2008) Competence is a fundamental characteristic possessed by a person that has a direct effect on, or can predict excellent performance.

Communication

Handoko (2001) suggests that communication is the process of transferring understanding in the form of ideas or information from one person to another. Good communication will make employees get precise and accurate information that makes employees good in performance, in the sense that these employees can do their jobs well, management functions will be better, increased employee morale will increase energy in completing tasks correctly, fast/effective and light hearted. Morale also greatly affects performance. According to Purwanto (2006) Communication is a process of exchanging information between individuals through the usual system, either in the form of symbols and signals, as well as behavior and actions. The purpose of communication usually lies in the action/feedback of the person or party we communicate with, if the person or party invited to communicate does not give us feedback or feedback, then that's when the purpose of the communication is declared unsuccessful. Communication according to Komala (2009) is an interaction, a symbolic process that requires people to regulate the environment by building relationships between others, through the exchange of information, to strengthen the attitudes and behavior of others, and try to change those attitudes and behavior.

Leadership Style

Leadership style according to Rivai (2009:42) "Leadership style is a pattern of behavior or actions of a leader in directing and influencing his subordinates to carry out actions to achieve certain goals". Ranupandojo and Husnan (2002:224), stated that, "Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals". Meanwhile, according to Thoha (2003:303), "Leadership style is a behavioral norm used by a person when that person tries to influence others as he sees it."

According to Lotje, et al. (2008), Leadership style is one of the most important factors in providing direction to employees, especially at this time when everything is open, so the leader needed is a leader who is able to empower his employees. The right leadership style can also be an important role for employees to excel. In the world of work, a person can work well if he gets good work influence from a leader.

Research Methods

Research Time and Location

The object of this research is the employees of the Unkris Rectorate, which is located on Jl. Unkris Jatiwaringin Campus, Kel. Jaticempaka, Kec. Pondok Gede. City. Bekasi. The time of the research carried out is from January to March 2021.

Research Design

This study uses an explanatory analysis approach. This means that each variable that is centered on the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. The relationship between variables can be described in the form of a path analysis diagram, the research concept framework can be explained as follows:

X1 = Competence as independent variable

X2 = Communication as independent variable

X3 = Leadership Style as independent variable

Y = Employee Performance as dependent variable

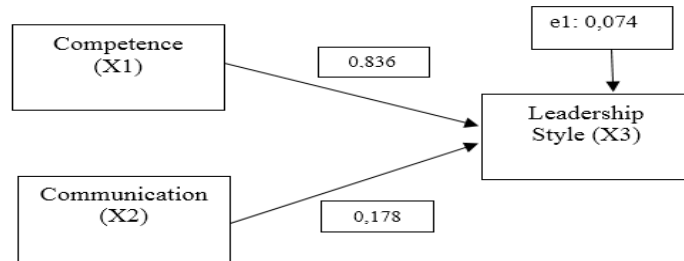
Population and Sample

The population is 72 employees of the Unkris Rectorate. The sample is part of the number and characteristics possessed by the population. If the population is large, and the researcher is not able to study everything in the population, for example due to limited funds, manpower and time, the researcher will take a

sample from that population. What is learned from the sample, the conclusions will be applied to the population. For this reason, samples taken from the population must be truly representative (Sugiyono, 2011). The sample of all rectorate employees is 72 respondents.

Research Results and Discussion

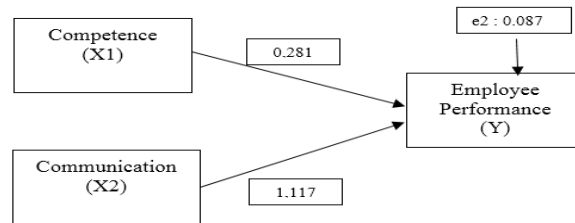
Hypothesis Testing 1



Based on the picture above, it is known that the influence of competence on leadership style is 0.836 with a significance value of 0.000 while the effect of communication on leadership style is 0.178 with a significance value of 0.004, for an e1 value of

0.074. The significance value of the two variables is smaller than 0.05. So it can be concluded that competence and communication have a positive effect on leadership style.

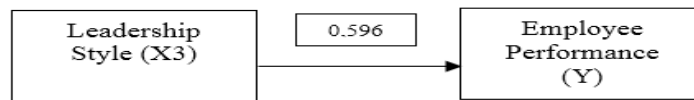
Hypothesis Testing 2



Based on the picture above, it is known that the influence of competence on employee performance is 0.281 with a significance value of 0.000 while the effect of communication on employee performance is 1.117 with a significance value of

0.000, for the e2 value of 0.087. The significance value of the two variables is smaller than 0.05. So it can be concluded that competence and communication have a positive effect on employee performance.

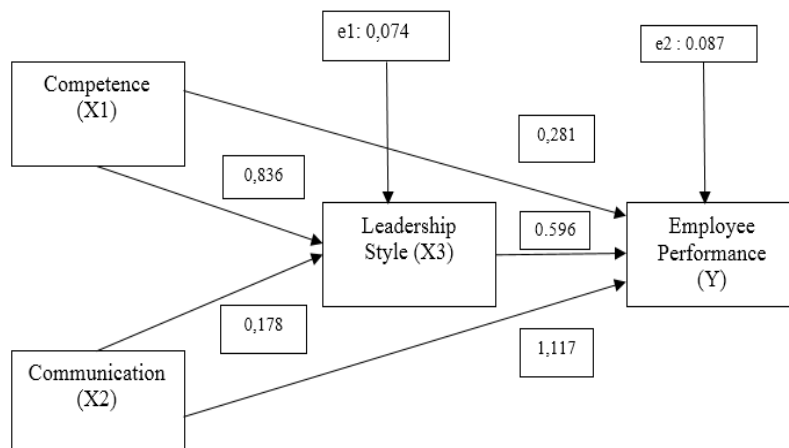
Hypothesis Testing 3



Based on the picture above, it is known that the influence of leadership style on employee performance is 0.596 with a significance value of 0.000. The significance value of the two

variables is smaller than 0.05. So it can be concluded that leadership style has a positive effect on employee performance.

Hypothesis Testing 4



Based on the figure above, it is known that the influence of competence on employee performance is 0.281 while the indirect effect of competence through leadership style on employee performance is $0.836 \times 0.596 = 0.498$, which means that the value of indirect influence is greater than the value of direct influence. So it can be concluded that the leadership style variable is intervening.

The direct effect of communication on employee performance is 1.117 while the indirect effect of leadership through leadership style is $0.178 \times 0.596 = 0.106$, which means that the value of indirect influence is more than the value of direct influence, so it can be concluded that the leadership style variable is intervening.

Conclusion

Based on the results of research and data analysis of competence and communication variables on employee performance, several conclusions can be drawn as follows:

1. Based on the computational results that have been carried out, it can be obtained the results of the direction of the relationship generated by the independent variable on the dependent variable, assuming other variables are constant or showing a positive relationship between the competence and communication variables. Through this estimator, it can be illustrated that the competence of the Unkris rectorate employees has increased competency standards on employee performance. Likewise, communication in the Rectorate of Unkris employees must build better communication so that it has a good impact on employee performance. And the leadership style at the Unkris rectorate must be even better so that employees are better at carrying out work according to the direction of the leadership. So, it can be concluded that competence and communication as well as leadership style have a positive influence on employee performance.
2. As explained in the previous point regarding the description of the competency variables given by the Unkris rectorate employees on employee performance. The results of data analysis show that competence has an effect on employee performance positive and significant on the competence variable on employee performance with the hypothesis stating that the influence of competence on employee performance is accepted.
3. The communication that has been explained in the previous point regarding the description of the communication variables given by the Chancellor of

Unkris on employee performance that every company must build good communication in terms of doing work in this case such as ease of obtaining information, intensity of communication, effectiveness of communication, level of message understanding, changes in attitudes towards employee performance. This is evidenced in research that has been tested through t-test found a positive and significant effect on the communication variable on employee performance with the hypothesis stating that the role of communication on employee performance is accepted.

4. The leadership style that has been explained in the previous point regarding the description of the leadership style variables given by the Chancellor of Unkris on employee performance that each leadership style must be better such as instruction style, consulting style, participation style, delegation style and Leadership Governance, this is proven in research which has been tested through the t-test found a positive and significant effect on the leadership style variable on employee performance with the hypothesis that the role of leadership style on employee performance is accepted.

Suggestion

Based on research from competence, communication, leadership style and employee performance with each indicator, when viewed from the employee performance variable indicator (Y) that needs to be improved by the Unkris rectorate employee is the conformity of the expectations of the resulting quality, namely, improved due diligence process in the process. After that, recruitment was carried out in employee performance development, then from the competency variable indicator (X1) which needed to be improved, the Unkris rectorate staff had to increase the value in terms of attitude and performance to increase employee productivity. Meanwhile, the communication variable indicator (X2) that needs to be improved by the Unkris rectorate employee is to increase the ease of obtaining communication, there needs to be information disclosure between superiors and subordinates as well as fellow subordinates. Meanwhile, the indicators of the Leadership Style variable (X3) that need to be improved by the Unkris rectorate employees are to provide clear and detailed instructions to subordinates in carrying out their duties and work, to carry out strict supervision of subordinates in carrying out their duties and work.

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