

THE INFLUENCE OF COMPETENCY AND LEADERSHIP ON EMPLOYEE PERFORMANCE IN THE BUREAU OF FINANCIAL AND PUBLIC ADMINISTRATION OF GORONTALO STATE UNIVERSITY

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**THE INFLUENCE OF COMPETENCY AND LEADERSHIP
ON EMPLOYEE PERFORMANCE IN THE BUREAU
OF FINANCIAL AND PUBLIC ADMINISTRATION
OF GORONTALO STATE UNIVERSITY**

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ABSTRACT

The objective of this research is to analyze the influence, either partial or simultaneous, of competency and leadership on employee performance in the bureau of financial and public administration of Gorontalo State University. The research approach was quantitative. The research method was ex post facto. The research design was causality. The data analysis technique was double regression. The findings indicate that (1) Employee competency had a positive significant influence on employee performance in the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 29.10%, (2) Leadership had a positive significant influence on employee performance in the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 22.30%, and (3) Employee competency and leadership had a simultaneous significant influence on employee performance in the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 51.40%. Others, i.e., 48.60%, could be elucidated by other variables unexplained in this research, e.g., work motivation, organizational culture, work climate, workload, and work supervision.

Keywords: *Employee Competency, Employee Performance, Leadership*

INTRODUCTION

Employee performance, by definition, constituted an individual's success in a task accomplishment, a work achievement of an individual or a group, in accordance with each party's authority and responsibility, within an organization, or how an individual was expected to function and behave in accordance with tasks and quantity, quality, and time used to complete the tasks (Sutrisno, 2016:45). Educating employees/workers, with their employers, can determine work targets and performance standards which should be achieved and assess outputs which can be acquired in a certain period. During the determination and assessment, employee competency considerably determines the achievement of organizational purposes set by an institution/the government.

Besides the competency factor, the leadership factor also has an exceptional influence on performance in a governmental organization. Leadership is defined as one of the competency dimensions which greatly determines performance or success in an organization. The core of leadership is how to influence others to achieve organizational purposes. Leadership is an art as each of the individuals has different approaches to it, depending on characteristics, task characters, or member characters. George P. Terry, in Sutikno (2014:15), argued that leadership

constituted an activity, in which the leader will influence others to make them willingly work hard for the sake of group purposes.

Based on our preliminary examination in the bureau of financial and public administration of Gorontalo State University, employee competency in the respective divisions and subdivisions of the bureau was diverse. Despite their participation in training and education, many employees or human resources did not demonstrate recommended work ethics, affecting their work performances. However, employee competency could better work achievements, such as in financial management. The achievements cannot be separated from competent human resources and a leader who is able to influence others, making them cooperate, as how s/he wants, to realize the goals which have been determined. Democratic/participative leadership is a leadership type, in which leaders are willing to accept and appreciate staffs' suggestions and opinions, and hence encouraging staff to work harder.

Considering the issue explicated above, we were interested in carrying out research with the title of "*The Influence of Competency and Leadership on Employee Performance in the Bureau of Financial and Public Administration of Gorontalo State University*".

RESEARCH METHODOLOGY

This research was conducted in the bureau of financial and public administration of Gorontalo State University to 61 research samples. The research data analysis was double regression.

RESEARCH FINDINGS

A. The Description of Research Variables

The results of the descriptive analysis of each research variables are:

a. The Employee Competency Variable (X₁)

Respondents' responses to the employee competency variable are indicated in Table 1.

Table 1: The Analysis of Respondents' Responses to the Employee Competency Variable (X₁)

| Response | Frequency | Actual Score | Percentage (%) | Ideal Score | Percentage of Statement |
|----------|-----------|--------------|----------------|---|-------------------------|
| STS | 0 | 0 | 0.00 | Response × Respondent × the Number of Statements = 7.015 | 95.92% |
| TS | 1 | 2 | 0.07 | | |
| KS | 41 | 123 | 2.92 | | |
| S | 201 | 804 | 14.33 | | |
| SS | 1160 | 5,800 | 82.68 | | |
| Total | 1,403 | 6,729 | 100.00 | | |

Source: Data Processed, 2020

As indicated in Table 1, the employee competency variable was "competent" at a score of 95.92%.

b. The Leadership Variable (X₂)

Respondents' responses to the leadership variable are presented in Table 2.

Table 2: The Analysis of Respondents' Responses to the Leadership Variable (X₂)

| Response | Frequency | Actual Score | Percentage (%) | Ideal Score | Percentage of Statement |
|----------|-----------|--------------|----------------|-------------|-------------------------|
| STS | 0 | 0 | 0.00 | | 94.21% |

| | | | | | |
|-------|-------|-------|--------|---|--|
| TS | 1 | 2 | 0.07 | Response × Respondent × the Number of Statements = 7.015 | |
| KS | 35 | 105 | 2.49 | | |
| S | 333 | 1,332 | 23.73 | | |
| SS | 1034 | 5,170 | 73.70 | | |
| Total | 1,403 | 6,609 | 100.00 | | |

Source: Data Processed, 2020

Based on Table 2, the leadership variable was “good” at a score of 94.21%.

c. The Employee Performance Variable (Y)

Respondents’ responses to the employee performance variable are shown in Table 3.

Table 3: The Analysis of Respondents’ Responses to the Employee Performance Variable (Y)

| Response | Frequency | Actual Score | Percentage (%) | Ideal Score | Percentage of Statement |
|----------|-----------|--------------|----------------|---|-------------------------|
| STS | 0 | 0 | 0.00 | Response × Respondent × the Number of Statements = 7.015 | 94.38% |
| TS | 2 | 4 | 0.14 | | |
| KS | 51 | 153 | 3.64 | | |
| S | 286 | 1,144 | 20.38 | | |
| SS | 1064 | 5,320 | 75.84 | | |
| Total | 1,403 | 6,621 | 100.00 | | |

Source: Data Processed, 2020

Referring to Table 3, the employee performance variable was “good” at a score of 94.38%.

B. Regression Model Interpretation

The interpretation of the regression model is indicated in Table 4.

Table 4: The Results of Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 13.823 | 7.435 | | 1.859 | .068 |
| Competency | .459 | .100 | .464 | 4.597 | .000 |
| Leadership | .354 | .093 | .385 | 3.812 | .000 |

Source: Data processed using SPSS 21, 2020

Based on Table 4, the simple linear regression model built was:

$$\hat{Y} = 13.823 + 0.459X_1 + 0.354X_2 + e$$

C. Hypothetical Tests

a. Partial Hypothetical Tests

The results of the test on the influences of each independent variable on the dependent variable were as follows:

1) The Influence of Employee Competency on Employee Performance

Table 5 presents the result of the test of Hypothesis 1.

Table 5: The Partial Test of the Influence of X_1 on Y

| Model | (Constant) | Employee Competency (Variable X_1) |
|-----------------------------|-----------------------|---------------------------------------|
| Coefficient score (t-Count) | 1.859 | 4.597 |
| Significance | 0.068 | 0.000 |
| t_{table} | | 2.002 |
| Description | Significant influence | |

Having a significant influence because:
The t_{count} score is higher than the t_{table}
The significance value is smaller than the alpha value 0.05 ($0.000 < 0.05$)

Source: Data processed using SPSS 21, 2020

The t_{count} score was higher than the t_{table} ($4.597 > 2.002$). Hence, at a 95% confidence level, employee competency had a positive significant impact on employee performance in the bureau of financial and public administration of Gorontalo State University.

2) The Influence of Leadership on Employee Performance

Table 6 shows the result of the test of Hypothesis 2.

Table 6: The Partial Test of the Influence of X_2 on Y

| Model | (Constant) | Leadership (Variable X ₂) |
|--|------------|--|
| Coefficient score (t-Count) | 1.859 | 3.812 |
| Significance | 0.068 | 0.000 |
| t _{table} | | 2.002 |
| Description | | Berpengaruh Signifikan |
| Having a significant influence because: The t _{count} score is higher 7 in the t _{table} The significance value is smaller than the alpha value 0.05 (0.000 < 0.05) | | |

Source: Data processed using SPSS 21, 2020

The t_{count} score was higher than the t_{table} ($3.812 > 2.002$). Hence, at a 95% confidence level, leadership had a positive significant impact on employee performance in the bureau of financial and public administration of Gorontalo State University.

b. Simultaneous Hypothetical Test

Table 7 shows the result of simultaneous tests.

Table 7: Simultaneous Test

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-------------------|----|----------------|--------|-------------------|
| 1 Regression | 2592.935 | 2 | 1296.468 | 30.632 | .000 ^b |
| Residual | 2454.770 | 58 | 42.324 | | |
| Total | 5047.706 | 60 | | | |

Source: Data processed using SPSS 21, 2020

The F_{count} score was higher than the F_{table} . Hence, employee competency and leadership simultaneously had a positive significant impact on employee performance in the bureau of financial and public administration of Gorontalo State University.

D. Coefficient of Determination

Table 8 indicates the coefficient of determination (R^2).

Table 8: Coefficient of Determination

| Model | R | R-squared | Adjusted R-squared | Std. Error of the Estimate |
|-------|-------------------|-----------|--------------------|----------------------------|
| 1 | .717 ^a | .514 | .497 | 6.50566 |

Source: Data processed using SPSS 21, 2020

The variability of employee performance in the bureau of financial and public administration of Gorontalo State University could be elucidated by employee competency and leadership by 51.40%, whereas the rest, which was 48.60%, was explained by other variables

not observed in this research, e.g., work motivation, organizational culture, work climate, workload, and work supervision.

The result of the test of the coefficient of partial determination is presented in Table 9.

Table 9: Coefficient of Partial Determination

| Model | Standardized Coefficients | Correlation | Determination | |
|---|---------------------------|-------------|---------------|--------|
| | | | Value | % |
| Employee competency | 0.464 | 0.626 | 0.291 | 29.10% |
| Leadership | 0.385 | 0.580 | 0.223 | 22.30% |
| Coefficient of Simultaneous Determination | | | 0.514 | 51.40% |

DISCUSSION

1. The Influence of Employee Competency on Employee Performance in the Bureau of Financial and Public Administration of Gorontalo State University

The employee competency variable was attested “competent” at 95.92%. Accordingly, employees in the bureau of financial and public administration of Gorontalo State University had competencies delineated by knowledge, working skills, and work attitudes in accordance with the employee competency standards for the tasks in an educational domain in a university. Employee competency would breed a more effective and efficient working process, which in turn would boost working outputs as expected. In spite of the competency, capacity building should be consistently carried out to either employees or organizations, encouraging them to confront work challenges.

The regression analysis indicated that the t -count score was higher than the t -table (4.597 > 2.002). As such, at a 95% confidence level, employee competency had a positive significant impact on employee performance in the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 29.10%. The positive coefficient meant that the higher the employee competency, the more quality the work outputs of employees in the bureau of financial and public administration of Gorontalo State University. Therefore, institutions (including Gorontalo State University) should accrue employee competency, in regard to technicity in the financial management of campus and administrative management funds. This attempt is possible through employees’ motivation to achieve higher education levels and participate in relevant training.

One of the findings, which indicated a positive significant impact of employee competency on employee performance in the bureau of financial and public administration of Gorontalo State University, was aligned with Azmi (2013), that an employee would be successful when demonstrating preeminence. Competent employees were considered as valuable and rare resources because they could give solutions to problems and had creative ideas. They promised competitive preeminence for they apprehended what they had to do, alling the organization to earn more benefits.

2. The Influence of Leadership on Employee Performance in the Bureau of Financial and Public Administration of Gorontalo State University

The leadership variable was considered “good” at 94.21%. It indicated that employees in the bureau of financial and public administration of Gorontalo State University perceived a reliable leadership model implemented by their leader when s/he was completing their tasks and responsibilities. Reinforcement given by the institution to the leader and academic

improvements achieved elevated his/her skills at decision making and guiding employees to enhance work outputs as expected.

The regression analysis indicated that the t_{count} score was higher than the t_{table} (3.812 > 2.002). Accordingly, at a 95% confidence level, leadership had a positive significant influence on the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 22.30%. The positive coefficient indicated that the more ideal the leadership style and model implemented, the better the employee performance in the bureau of financial and public administration of Gorontalo State University. The head of the bureau of financial and public administration of Gorontalo State University thus needs to consistently make innovations, elevating his/her task and responsibility accomplishment. One of the recommended attempts is by regularly amplifying and evaluating leadership.

The finding was in accordance with Susiati Purwaning Utami (2015) and Aditya Nanda Wihardi *et al.* (2014), that leadership had a positive effect on employee performance. Accordingly, leadership, which enabled a leader to influence employees through a communication process and hence was able to achieve the organizational goals, was expected to breed positive changes in the form of dynamic power which could coordinate the organization to achieve its goals if run in accordance with the corridor been stipulated by both parties following their status. Leaders' success or failure was determined by their attitudes, behaviors, and how they oriented, communicate, make decisions, and motivate employees. As such, it was crucial to evaluate leadership.

3. The Simultaneous Influence of Employee Competence and Leadership on Employee Performance in the Bureau of Financial and Public Administration of Gorontalo State University

The employee performance variable was good at 94.38%. Employees in the bureau of financial and public administration of Gorontalo State University were thus able to make several achievements, particularly in terms of work quality, work quantity, and working time efficiency. However, some employees needed more individual supervision and assessments to enhance their performances. Employee performance should be maintained and escalated to realize the vision, mission, and objectives set by Gorontalo State University, specifically in regard to the financial and administration of the institution.

Furthermore, employee competency and leadership simultaneously had a significant impact on employee performance in the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 51.40%. Meanwhile, the rest, i.e., 48.60%, was elucidated by other variables unexplained in this research, e.g., work motivation, organizational culture, work climate, workload, and work supervision. Accordingly, employee achievement should be persistently improved by fixing and increasing positive factors catalyzing employee performance, and thereby helping the organization manifest its aims.

The finding was in line with Mangkunegara (2015:67) arguing that factors affecting performance were (1) psychological factors, covering potency abilities (IQ) and reality abilities (knowledge and skills). Employees with an average IQ (110-120) would demonstrate competent skills when completing their tasks as expected. Therefore, it was important to give employees tasks adjusted to their expertise and (2) motivational factors, including attitudes

shown by employees when they were facing a certain work situation. Motivation constituted a condition which prompted employees to realize organizational purposes (work purposes). Mental attitudes were a mental state which motivated employees to make attempts to achieve work achievements. Employees should be ready in terms of mental and physical states, comprehend the main goal and work targets which would be achieved, and use any work situation.

CONCLUSION ¹⁹

Eventually, we could draw some conclusions as follows:

1. Employee competency had a positive significant impact on employee performance in the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 29.10%. The positive coefficient meant that the higher the employee competency, the more quality the work outputs of employees in the bureau of financial and public administration of Gorontalo State University.
2. Leadership had a positive significant influence on the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 22.30%. The positive coefficient indicated that the more ideal the leadership style and model implemented, the better the employee performance in the bureau of financial and public administration of Gorontalo State University.
3. Employee competency and leadership simultaneously had a significant impact on employee performance in the bureau of financial and public administration of Gorontalo State University at a coefficient of determination of 51.40%. Meanwhile, the rest, i.e., 48.60%, was elucidated by other variables unexplained in this research, e.g., work motivation, organizational culture, work climate, workload, and work supervision.

SUGGESTIONS

To complete this research, we proposed the following suggestions:

1. Institutions (including Gorontalo State University) should accrue employee competency, in regard to technicity in the financial management of campus and administrative management funds. This attempt is possible through employees' motivation to achieve higher education levels and participate in relevant training.
2. The head of the bureau of financial and public administration of Gorontalo State University thus needs to consistently make innovations, elevating his/her task and responsibility accomplishment. One of the recommended attempts is by regularly amplifying and evaluating leadership.
3. Employee achievement should be persistently improved by fixing and increasing positive factors catalyzing employee performance, and thereby helping the organization manifest its aims.

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