Research article

The Influence of Competence and Leadership on Job Satisfaction and the Implications for Performance

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Abstract.
This study aimed to determine the impact of competence and leadership on job satisfaction and the implications for performance. This research was conducted using the SEM method with the AMOS 24 application and there were 125 respondents. Descriptive methods were used. The findings indicated that competence and leadership together had a positive significant influence on job satisfaction, and competence, leadership and job satisfaction jointly had a positive significant influence on performance.

Keywords: competence, leadership, job satisfaction, performance

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1. Introduction

The shift in people's demands is getting faster in connection with the dynamics of development, so that development in various sectors is needed, but this development certainly requires quality human resources, including having expertise such as competence and leadership so that it will produce good human resource performance. These quality human resources will not be separated from the recruitment, development and training processes carried out by an organization. To get quality human resources, of course, it is necessary to do the right strategy so that the search for new workers can be carried out properly.

The performance of human resources is important as a driving force for an organization, performance can run well if the elements that support it run such as competence, leadership, and job satisfaction. This opinion as expressed in **[1]** leadership has an influence on employee performance, Thus, if there is an addition in the value of leadership, it will increase the value of employee performance. This opinion is in line with the research produced in**[2]** which shows that leadership values can increase employee performance. In addition **[3]** found that leadership has implications for performance through organizational culture, thus good leadership will increase organizational culture and

have implications for increasing employee performance. Research in **[4]** as shown that leadership can encourage performance through job satisfaction. In addition**[5]** states that employee performance is largely determined by the employee's competence at work. This statement is supported by research results**[6]** that employee performance will increase if employees have good competence. How is it possible that the performance will be good if the employee does not have the competence for the work to be done. For that, of course, so that performance can be good, employees must have competencies in accordance with their field of work.

The results of the survey**[7]** showed that the principal's leadership had a direct impact on teachers' abilities. This conclusion confirms that leadership has a strategic role in improving employee competence. In this case, the leader can condition his employees to continue to improve their competence. This support is more effective if the leader is able to balance between task-oriented leadership behavior with relationship-oriented leadership. Approaches that are more humanistic in nature or pay more attention to aspects of intimacy with employees as colleagues, not just subordinates. Each person who works in every organization certainly wants everything that is useful and beneficial for him. Their views about the conditions of the work environment and their satisfaction and dissatisfaction with the situation affect their behavior at work.

The term performance comes from the appearance of work or achievements made and produced by workers in a company or organization. Performance is the appearance of the quality and quantity of work performed by employees in performing their duties according to their assigned responsibilities. Employee performance can be seen in the abilities, skills, knowledge, and integrity of the employees involved. Employee performance is an important factor that needs attention because the survival of an organization depends on one of them. If employee performance is not optimal, the achievement of company goals will be ineffective and a waste of the organization itself. Therefore, it is necessary to pay full attention to the performance of employees.

[8] describes performance into: performance is what has been done in the form of the quality and quantity of work that employees produce when they perform tasks commensurate with the responsibilities they receive. Other opinions **[9]**, states that "employee performance depends on performance-based skills, work effort, and job opportunities.

In addition, performance is defined as work for employees, management processes, or the entire organization, and the work results must be tangible and measurable (compared to the specified criteria). Employee performance is the greatest performance an employee can produce in his or her performance, based on skill, experience, integrity

and time. As **[10]** states, "Performance is the work people do when performing a given task based on skill, experience, integrity and time.

From the above understanding can provide a clear picture of how an employee who can be said to be an achiever and how an employee who is underachieved. An employee who excels if he is in carrying out and completing his duties is based on skills, professionalism, has sufficient experience to carry out these tasks, is responsible, pays attention to the provisions of the time and is carried out without violating the applicable rules.

Apart from the objectivity of the rater, the effectiveness and reliability of the methods used, the progress of the system that improves employee performance is also influenced by the performance standards set. In other words, performance will improve if the assessment is based on the correct criteria for a particular position. **[11]** states that the performance appraisal includes: quality of work, speed of doing tasks, initiative in completing tasks, ability to complete tasks, ability to communicate with other parties. In addition **[8]** states about 4 (four) employee performance factors as performance appraisal standards, namely: a) work quality, which includes accuracy, thoroughness, expertise and cleanliness; b) quantity of work, including routine and non-routine or extra outputs; c) reliability, in other words whether it can be relied on or not, namely understanding, carrying out directions, abilities, having their own ideas in doing something, prudence and diligence; d) attitude which includes attitude with other employees, work and cooperation with the company.

From the theoretical study of several experts above, it can be synthesized that the definition of performance is work performance or work performance shown by employees in doing work according to their abilities and expertise. Performance indicators consist of: 1) speed of doing tasks; 2) accuracy in doing the task; 3) thoroughness in doing the task; 4) prudence in doing the task; 5) attitude towards work, employees and organization; 6) initiative in doing the task.

Competencies defined in the organization are the basis of various aspects of developing their own resources, which are conditioned as supporting efforts in achieving organizational performance, with performance excellence being an important capital to lead the organization to achieve optimal, effective and efficient levels of competitive advantage.

Each organization has different competencies, because there are no standard requirements to occupy a position, as well as the determination of training for human resources that has not been systematic, competencies are prioritized based on the function of human resources in each organization. According to**[12]** Competence is

a capacity based on the knowledge, skills and behavior possessed by a person in accordance with his job and has the ability to complete his work.

According to[13] competence is an individual's ability to carry out work correctly and has advantages based on matters relating to knowledge, skills and attitudes. Thus the value of employee competence can affect employee performance. This is also in line with the research results [2] stated that competence has an effect on employee performance. From the theoretical study of several economist above, it can be synthesized that the definition of competence is ability comes from an individual who is knowledgeable, skills as well as attitudes towards carrying out work properly. Competency indicators consist of: 1) Having knowledge that supports work; 2) Have a willingness to increase knowledge; 3) Have expertise in accordance with the job; 4) Have the ability to find solutions to work problems; 5) Have the initiative to help colleagues; 6) Have good ethics in carrying out work.

Leadership is an action taken to encourage members of the community below to work sincerely to achieve a common goal. Leadership can also be interpreted as the ability possessed by a person to invite others to fulfil predetermined goals with enthusiasm. In general it can be concluded, that leadership is a science and art to change someone or a group of individuals to work together, not bring each other down in order meet the expectations of organizations and companies. Discussions about leaders and leadership typically explain how to become a good leader, leadership styles and characteristics, as well as the conditions that a good leader must possess. In addition, there are also many examples of good leaders and leadership so that it has its own charm to study it. However, It is still difficult to imitate and in fact only a few successful leaders apply leadership to get their followers to the desired state.

According to [14] emphasizes that talking about leadership is indeed interesting, and can be started from any point of view. Each approach will give birth to understanding. A leader is someone who has certain skills that can influence his followers to cooperate towards achieving predetermined goals. Thus it is clear that the leader needs to have various skills advantages that must be possessed compared to other members. Thus, they can have authority so that they are obeyed by their followers. The advantages they have are diverse, including: moral advantages, work spirit, skills, intelligence, tenacity and so on.

A leader must have sufficient and convincing advantages over any subordinates or followers. The fewer the advantages, the weaker the leadership, and vice versa, the more traits and abilities of expertise, the stronger the leadership. According to [15] that

in leading a group is determined by the quality of leadership. So it takes an attitude and personality that is used as a guide for the units that are subordinates.

From the theoretical study of several experts above, it can be synthesized that the definition of leadership is the ability to inspire individuals or groups to work on completing tasks in accordance with the desired goals. The leadership indicators consist of: 1) Having a clear and realistic strategy; 2) Good communication of the desired strategy; 3) Give attention and motivation to employees; 4) Care about employee problems; 5) Pay attention to the work environment and comfort; 6) Invite workers to work in a solid team; 7) Resolving conflicts between employees properly; 8) Respect differences of opinion for a better cause.

Job satisfaction symbolizes a worker's behavior towards work. This opinion embodies the explanation of job satisfaction, And job satisfaction shows that it is the relationship between the people who work and the people around them. Job satisfaction arises when an individual likes the job and its environment, and vice versa, and when employees do not like their job, they become dissatisfied.

Job satisfaction has many indicators. It can represent an overall attitude or refer to a part of a person's job. Job satisfaction consists of 5 (five) indicators, including: 1) The work itself. Employees tend to like what they will do which makes it an opportunity for them to prove their skills and competencies, and fulfill all the workloads with various work patterns, freedom and feedback about the work that has been done. Jobs that have few challenges will quickly bore them, on the other hand, those with too many challenges will lead to frustration and failure. Working conditions that have moderate challenges will foster job satisfaction in employees; 2) Wages and promotions. Employees usually want a system of wages and promotions that match their expectations. They tend to be satisfied if wages are based on job demands, individual ability levels, and wage standards prevailing in other environments. Basically, what employees want is not the amount of wages they receive, but fairness. Likewise with the promotion system; 3) Working conditions. Employees are usually very interested in their work environment to feel personally comfortable and supportive of their work. They tend to like physical safety and comfort. In general, environmental conditions usually have little effect on job satisfaction as long as they are not really bad; 4) Coworkers, supervisors, and superiors. For most employees, the workplace is also a place for socialization, so it is very important for them to have co-workers who are supportive and can work well together. Supporting this statement, Luthans also emphasizes the influence of superiors on employee job satisfaction. They usually expect superiors who also pay attention to their welfare, provide a lot of guidance and assistance in their work, and are communicative, and

willing to involve themselves in work; 5) the match between work and personality. An element that is quite important and plays a role in job satisfaction is that employees tend to feel satisfied if there is a match between their personality and their work. The consideration is that employees feel they have found similarities between their talents and abilities and the demands of their work, so they will feel satisfied with the job.

2. Research Methods

The study objectives of this research are descriptive and verification. Descriptive research in question is research that is useful for obtaining descriptions of, competence, job satisfaction leadership, and employee performance. While verification research is to test the truth of a hypothesis which is carried out through data collection in the field, where in this study examines the effect of competence, leadership, on employee performance with job satisfaction as an intervening variable. Since this survey is descriptive and verifiable, the survey methods used are descriptive and descriptive survey methods. The nature of the study in this study is causal and namely testing the causal relationship between independent variables, namely: competence, leadership, job satisfaction and employee performance as the dependent variable. The unit of analysis in this research is the employees of PT. Daffa Rayyan Perkasa. This research is a cross-sectional category, is an explanation that comes from a part of the population (sample of respondents) collected directly from the location empirically in the hope of understanding the assumptions of some of the population towards the object under study.

The data collection method used in this study is through observation by paying attention to the daily activities carried out by employees of PT. Daffa Rayyan Perkasa. In addition, conducting non-formal interviews with several parties related to this research. Literature study was also carried out in this study, namely by examining several reports related to research. Questionnaires were distributed to 125 research samples with several questions related to this research. Data analysis in this study was carried out using several techniques, namely descriptive analysis, inferential statistical analysis, Measurement (outer) model, and model testing, model measurement, evaluation of structural models, interpretation of analysis results. The model testing in this study was carried out using the Structural Equation Model (SEM) approach based on AMOS version 24. Based on the theoretical study above, the research model was built as follows.

The hypotheses in this study are: 1) competence has an effect on job satisfaction; 2) leadership has an effect on job satisfaction; 3) competence and leadership together
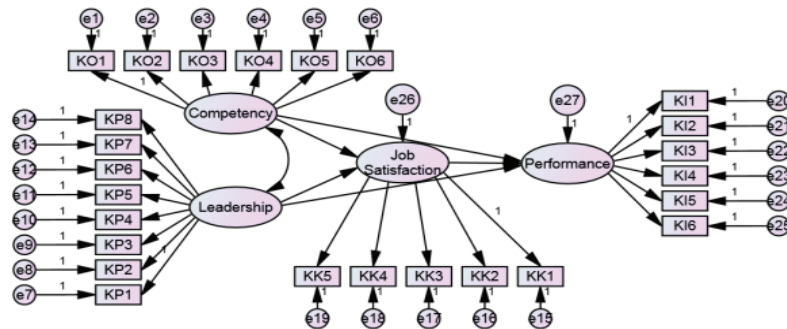
Figure 1: Research Model.

affect job satisfaction; 4) competence has an effect on performance; 5) leadership has an effect on performance; 6) Job satisfaction has an effect on performance; 7) Competence, leadership and job satisfaction together affect performance.

3. Results and Discussion

3.1. Confirmatory Faktor Analysis (CFA).

In the Structural Equation Modeling (SEM) analysis, there are basic assumptions that must be met, namely: (1) the number of samples must be large, (2) the data distribution must be multivariately normal, (3) the hypothesized model must be valid, and (4) the measurement scale continuous variable or interval[16].

Respondents used in this study amounted to 125 people and based on the results of testing the research data, the results in table 1 of the normality test with multivariate normal distribution were obtained. It can be seen from the print out result of AMOS version 24 that the data normality value in multivariate manner is 1.843 < +2.585 and it can be concluded that the data is normally distributed.

CFA analysis is to get the fit or significant constructs/variables. Variables or constructs that have been declared fit or significant in the CFA analysis at this stage will be used in the analysis in the second stage, namely the analysis of the full structural model stage. The criteria for a construct/variable are said to be fit if they meet the criteria for the Goodness Of Fit Index.

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
KI6	2,000	5,000	1,070	4,885	,785	1,792
KI5	2,000	5,000	,719	3,284	,337	,769
KI4	2,000	5,000	,394	1,798	,008	,017
KI3	2,000	5,000	,405	1,846	,263	,600
KI2	2,000	5,000	,989	4,514	1,025	2,339
KI1	2,000	5,000	,779	3,555	,844	1,926
KK5	2,000	5,000	,730	3,333	,699	1,594
KK4	2,000	5,000	,568	2,593	,050	,113
KK3	2,000	5,000	,716	3,269	,331	,755
KK2	2,000	5,000	,674	3,075	,407	,929
KK1	2,000	5,000	,506	2,310	,290	,662
KP8	2,000	5,000	,594	2,712	,366	,836
KP7	2,000	5,000	,548	2,503	,582	1,329
KP6	2,000	5,000	,799	3,648	,660	1,507
KP5	2,000	5,000	,654	2,987	,723	1,650
KP4	2,000	5,000	,779	3,558	,855	1,951
KP3	2,000	5,000	,903	4,123	,978	2,231
KP2	2,000	5,000	,358	1,634	,019	,043
KP1	2,000	5,000	,378	1,727	-,101	-,230
KO6	2,000	5,000	,471	2,149	-,150	-,342
KO5	2,000	5,000	,369	1,684	-,558	-1,274
KO4	2,000	5,000	,273	1,248	-,528	-1,205
KO3	2,000	5,000	,321	1,466	-,435	-,993
KO2	2,000	5,000	,491	2,243	-,194	-,444
KO1	2,000	5,000	,527	2,405	,116	,264
Multivariate					12,112	1,843

Figure 2: Test the normality of the data by multivariate.

From table 2 above, we can see that all critical ratio (CR) values > 1.96 and all probability (P) values < 0.05, so it can be concluded that the construct validity test for each indicator is declared valid and significant.

From table 3 above, we can see that all the loading factor values for each indicator are > 0.5 so that it can be concluded that all indicators are declared valid.

TABLE 1: Construct Reliability Testing.

Variabel	Construct reliability	Loading factor > 0,70	Hasil
Competency	0,844	> 0,70	Reliability
Leadership	0,788	> 0,70	Reliability
Job satisfaction	0,835	> 0,70	Reliability
Performance	0,785	> 0,70	Reliability

From table 4 above, we can see that all construct reliability values for each indicator are > 0.7 so that it can be concluded that all indicators are reliable.

3.1.1. Structural measurement model analysis

Some experts including [17] [18] argue that overall to assess the feasibility of a model, the Goodness of Fit (GOF) can be assessed based on a minimum of 5 (five) criteria. In

	Estimate	S.E.	C.R.	P	Label
Job_Satisfaction <--- Leadership	,416	,128	3,248	,001	par_1
Job_Satisfaction <--- Competency	,473	,135	3,494	***	par_4
Performance <--- Leadership	,261	,107	2,432	,015	par_2
Performance <--- Job_Satisfaction	,321	,117	2,737	,006	par_3
Performance <--- Competency	,330	,115	2,872	,004	par_5
KO1 <--- Competency	1,000				
KO2 <--- Competency	1,059	,103	10,276	***	par_6
KO3 <--- Competency	1,239	,109	11,328	***	par_7
KO4 <--- Competency	1,272	,111	11,459	***	par_8
KO5 <--- Competency	1,300	,110	11,853	***	par_9
KO6 <--- Competency	1,143	,100	11,454	***	par_10
KP1 <--- Leadership	1,000				
KP2 <--- Leadership	,868	,091	9,576	***	par_11
KP3 <--- Leadership	,891	,085	10,477	***	par_12
KP4 <--- Leadership	,803	,081	9,955	***	par_13
KP5 <--- Leadership	,834	,084	9,983	***	par_14
KP6 <--- Leadership	,833	,082	10,138	***	par_15
KP7 <--- Leadership	,750	,082	9,109	***	par_16
KP8 <--- Leadership	,858	,088	9,694	***	par_17
KK1 <--- Job_Satisfaction	1,000				
KK2 <--- Job_Satisfaction	1,030	,101	10,213	***	par_18
KK4 <--- Job_Satisfaction	1,109	,106	10,466	***	par_19
KK5 <--- Job_Satisfaction	1,079	,099	10,898	***	par_20
KI1 <--- Performance	1,000				
KI2 <--- Performance	,904	,097	9,349	***	par_21
KI3 <--- Performance	1,010	,106	9,540	***	par_22
KI4 <--- Performance	1,087	,110	9,857	***	par_23
KI5 <--- Performance	1,079	,108	9,992	***	par_24
KI6 <--- Performance	1,047	,104	10,095	***	par_25
KK3 <--- Job_Satisfaction	1,151	,104	11,063	***	par_26

Figure 3: Construct Validity Testing (indicators).

empirical research, a researcher is not required to meet all the goodness of fit criteria, but it depends on the assessment or decision of each researcher.

After several tests were carried out to obtain a fit model according to the Goodness of fit criteria, the results obtained as in Figure 2 above, where in the competency variable there is 1 drop indicator, namely KO5, the leadership variable has 4 drop indicators, namely KP1, KP2, KP 5 and KP 6. , the job satisfaction variable has 1 drop indicator, namely KK5 and the performance variable there are 2 indicators that drop, namely KI3 and KI4. Furthermore, the results of the Goodness of Fit test can be seen in table 5 below:

In accordance with the results in table 5 above, it can be concluded that the fit model in this study is in accordance with Figure 2.

Based on the results of table 6 calculations using the AMOS application, it can be concluded: there is a positive and significant influence of competence on job satisfaction, there is a positive and significant influence of leadership on job satisfaction, there is a positive and significant influence of competence and leadership together on job

			Estimate
Job_Satisfaction	<---	Leadership	,450
Job_Satisfaction	<---	Competency	,484
Performance	<---	Leadership	,302
Performance	<---	Job_Satisfaction	,344
Performance	<---	Competency	,361
KO1	<---	Competency	,807
KO2	<---	Competency	,795
KO3	<---	Competency	,852
KO4	<---	Competency	,863
KO5	<---	Competency	,883
KO6	<---	Competency	,862
KP1	<---	Leadership	,803
KP2	<---	Leadership	,753
KP3	<---	Leadership	,814
KP4	<---	Leadership	,800
KP5	<---	Leadership	,805
KP6	<---	Leadership	,813
KP7	<---	Leadership	,739
KP8	<---	Leadership	,777
KK1	<---	Job_Satisfaction	,787
KK2	<---	Job_Satisfaction	,815
KK4	<---	Job_Satisfaction	,836
KK5	<---	Job_Satisfaction	,866
KI1	<---	Performance	,792
KI2	<---	Performance	,756
KI3	<---	Performance	,768
KI4	<---	Performance	,792
KI5	<---	Performance	,799
KI6	<---	Performance	,803
KK3	<---	Job_Satisfaction	,871

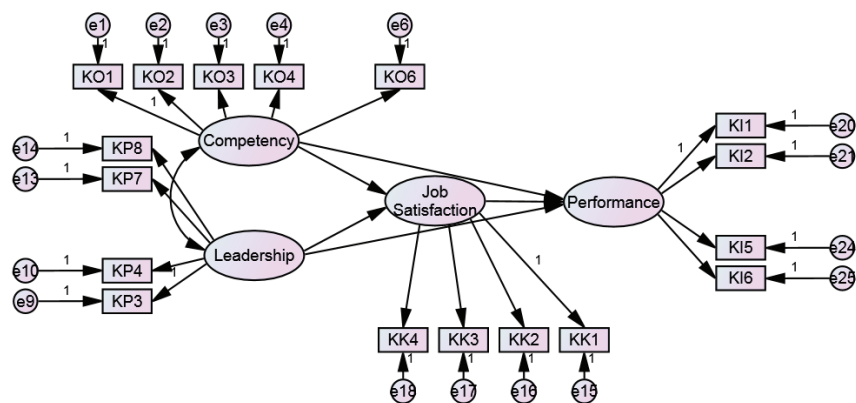**Figure** 4: Convergent Validity Testing.

Figure 5: Research fit model.

satisfaction, there is a positive influence and significant competence on performance.

TABLE 2: Goodness of Fit statistic Testing.

No	Metode	Hasil	Cut off Value	Kesimpulan
1	CMIN/DF	0,98	< 2,00	Fit
2	GFI	0,90	≥ 0,90	Fit
3	Significance Probability	0,53	≥ 0,05	Fit
4	CFI	1,00	≥ 0,94	Fit
5	TLI	1,00	≥ 0,95	Fit
6	RMSEA	0,00	≤ 0,08	Fit

			Estimate	S.E.	C.R.	P
Job_Satisfaction	<---	Leadership	,635	,188	3,383	***
Job_Satisfaction	<---	Competency	,331	,167	1,988	,047
Performance	<---	Job_Satisfaction	,240	,160	1,497	,134
Performance	<---	Leadership	,355	,193	1,843	,065
Performance	<---	Competency	,336	,135	2,487	,013

Figure 6: Analysis of sub structural and structural models.

there is an insignificant positive effect of leadership on performance, there is a significant positive effect of job satisfaction on performance, there is a positive and significant influence of competence, leadership and job satisfaction on performance.

Full model image after testing to get a fit model according to the Goodness of fit criteria, the results are as shown in Figure 3 below.

From Figure 3 above, it produces the following Sub-structural and Structural regression equations:

Job satisfaction=0.34*competence+0.61*leadership

Performance = 0.26*job satisfaction + 0.37*competence + 0.37*Leadership

TABLE 3: direct and indirect influence on the full model.

	Competence	Leadership	Job satisfaction	Description
Performance	0,34	0,36	0,24	Direct
Performance	0,09	0,16		Indirect

Based on the results of table 7 and Figure 4 above, it is known that the direct influence of competence is greater than the indirect effect or through job satisfaction as between the independent variable and the dependent variable.. Furthermore, the influence of
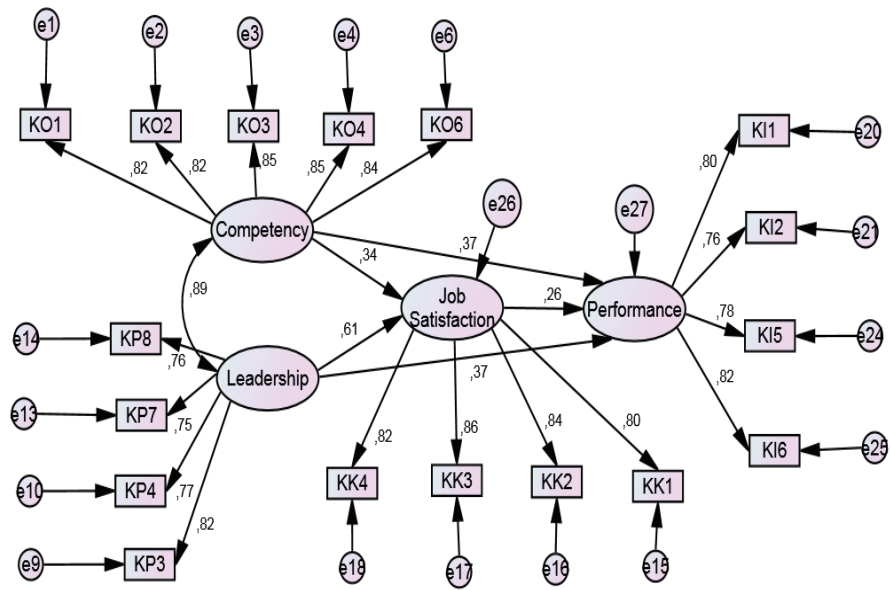
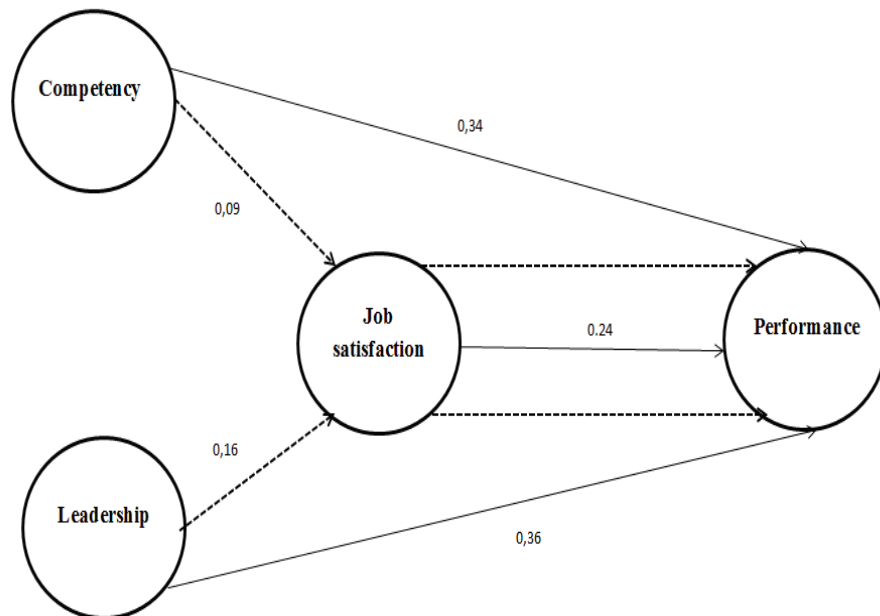**Figure** 7: Full model after Goodness of fit.

Figure 8: Direct and indirect influence on the Full model.

leadership is greater than the indirect effect or from job satisfaction as an intervening variable.

4. Conclusion

The conclusions of this study are as follows: there is a positive and significant effect of competence on job satisfaction, leadership has a positive and significant effect on job satisfaction, and ability and leadership have a positive and significant effect on job satisfaction. Competence has a positive impact on performance, job satisfaction has a positive impact, leadership does not have a positive impact on performance, job satisfaction has a positive impact on performance, There is a positive and significant influence on competence, leadership, and job satisfaction on performance.

5. Authors' Contributions

The aim of this research is to see how competency and leadership affect employee performance in part and whole. Different analyses and assessments may be used to assess the influence of competence and leadership on job satisfaction and its implications for performance. The findings in this article concentrate on the findings that, competence, leadership, and job satisfaction on the other hand, has a positif effect on employee success.

Acknowledgments

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