

The Influence of Leadership, Communication and Competence on Performance of Employees of PT Pelabuhan Indonesia IV (Persero) Branch of Jayapura

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Abstract— This study aims to determine the influence of leadership, communication and competence on the performance of employees of PT Pelabuhan Indonesia IV (Persero) Branch Jayapura and variables where laying dominant affect the performance of employees of PT Pelabuhan Indonesia IV (Persero) Branch Jayapura. The research approach used in this research is based on empirical rational principle study with a quantitative approach. Sample amounts to 48 people who are the entire population that exists. Data collection methods used were interviews and questionnaires. Data were analyzed by multiple analysis using SPSS V.20.0 program aid. The results showed that leadership, communication, and competence have a positive and significant effect on performance. Communication variable is the most dominant factor affecting employee performance of PT Pelabuhan Indonesia IV (Persero) Branch of Jayapura.

Keywords— *leadership, communication, competence*

I. INTRODUCTION

The success and failure of an organization cannot be separated from the role played by employees or employees. This role is manifested in the form of leadership in organizations that become subordinate drivers and become a unity in the management patterns applied in the company. [1] states that leadership is an activity to influence people so they want to work together to achieve the desired goals. Likewise, organizational dynamics within the company and other service sectors are determined by the atmosphere in the organization created by the interpersonal relationships that apply in the organization or institution. these researching addition to good leadership and communication within the organization, another important factor is the competence of the task area of the employees themselves.

By having appropriate and adequate competencies, a person will be able to carry out an activity to achieve his goals. According to McClelland in [2] competence (competency) as a fundamental characteristic possessed by someone who has a direct effect on performance or can predict excellent performance.

In addition to good leadership and communication within the organization, another important factor is the competence of the task area of the employees themselves. By having appropriate and adequate competencies, a person will be able to carry out an activity to achieve his goals.

Several studies on leadership, communication and competence have been carried out, but no one has researched at PT Pelabuhan Indonesia IV (Persero) Branch Jayapura with these three variables, so researchers see that there are things that should be examined about these three variables. Along with the implementation of special autonomy which requires Papuan resources to be utilized as much as possible for the advancement of the region in Papua, one of the resources is the human resources of Papua who participate in port management need to be considered and enhanced in the field of duties, including employees recruited to assume office duties and certain responsibilities in the organization. This will certainly greatly affect the organizational structure, the quality of resources is available even to the income and costs of companies that will also experience change. The expectation of all the above descriptions is the creation of good performance for employees that has an impact on the performance of the company or organization.

The purpose of this study was to determine and analyze the influence of leadership, communication and competency on employee performance at PT Pelabuhan Indonesia IV (Persero) Branch Jayapura and to find out which variables were most dominant influencing the performance of employees at PT Pelabuhan Indonesia IV (Persero) Branch Jayapura.

II. RESEARCH METHOD

This research was carried out at PT Pelabuhan Indonesia IV (Persero) Branch Jayapura Province Papua during July 2018, with a population of 62 people and the sampling system was total sampling.

As a support in this research, data collection was done by interviewing and distributing questionnaires to respondents, then the data was processed and analyzed using multiple regression analysis methods with the help of SPSS V.20.0 which was operated with computer media.

III. RESULTS AND DISCUSSION

A. Result

1) Validity Test

In this study, testing the validity using Pearson correlation. A measuring instrument is said to be valid if the Pearson Correlation value is greater than 0.6 ($PC \geq 0.6$), with an alpha significance level of 0.05 ($\alpha < 0.05$). In this study, the overall indicators of the research variables (X1, X2, X3, and Y) show the correlation coefficient value is greater than the Pearson correlation value of 0.6. This explains that the questionnaire submitted in this study is valid.

2) Reliability Test

Reliability testing in this study determines alpha Cronbach of α , 6. If the value is above 0.6, it is said to be reliable. Based on the results of data analysis with the help of SPSS version 20.0, the reliability test results show that can be displayed as follows: reliability tests can be displayed as follows:

Table 1. Reliability Test

Research Variable	Alpha Coefficients Value	Information
Leadership(X1)	0,848	Reliable
Communication (X2)	0,905	Reliable
Competence (X3)	0,693	Reliable
Employee Performance (Y1)	0,653	Reliable

Source : data processed, 2018

3) Determination Coefficient (R Square)

In this study, testing the coefficient of determination is done to see the contribution of leadership variables (X1), communication (X2), and competence (X3) to the performance of employees at PT. Pelabuhan Indonesia IV

(Persero) Branch Jayapura. The results of the determination coefficient test can be shown as follows:

Table 2. Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.692 ^a	.479	.451	2.35493	2.209

- a. Predictors: (constant), competence, leadership, communication
- b. Dependent variable : performance

Based on table 2 above, the adjusted r-square value shows a number of 0.479. This shows that the three independent variables, namely leadership (X1), communication (X2), and competency (X3) contribute 47.9 percent to employee performance (Y1). The remaining amount is 42.1 percent , employee performance is influenced by other factors not examined. The determinant coefficient test results which show the r-square value of 0.479 are classified as sufficient accuracy.

4) Multiple Regression Analysis

Table 3. Multiple Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.899	4.700		2.319	.024		
	Leadership	.139	.065	.220	2.138	.037	.669	1.495
	Communication	.332	.067	.585	4.927	.000	.659	1.517
	Competence	.144	.052	.124	2.769	.012	.719	1.391

Dependent variable: performance

Based on the results of data processing, the multiple regression equation is arranged as follows:

$$Y = 10,899 + 0,139X1 + 0,332X2 + 0,144X3 + e$$

5) Simultaneous Influence

To know simultaneous influence or jointly with the independent variable (X) consisting of leadership (X1), communication (X2), and competence (X3) on the dependent variable (Y), ANOVA analysis or F test was used. Based on the results of the data with the help of SPSS Version 20.0, obtained the following results:

Table 4. Simultaneous Influence Test
(ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	285.625	3	95.208	17.168	.000 ^a
Residual	310.558	56	5.546		
Total	596.183	59			

a. Predictors: (Constant), Competence, Leadership, Communication

(ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	285.625	3	95.208	17.168	.000 ^a
Residual	310.558	56	5.546		
Total	596.183	59			

b. Dependent variable: performance

The table above shows that the value of the statistical test F is 17.168 with a significance level of 0.000 (less than 0.05). These results explain that simultaneously, leadership variables (X1), communication (X2), and competence (X3) together or simultaneously have a positive and significant effect on the performance of employees at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura. (Y).

B. Discussion

1) Simultaneous Influence

Based on Table 4, the simultaneous effect test shows that the value of F test statistics shows a number of 17.168 which is greater than the value of F table. Likewise, with a significance level of 0,000 which is smaller than the significant standard limit of 0.05, it is explained that the simultaneous influence test fulfills the significance requirements. Based on the results of this data processing, it can be stated that the leadership variable (X1), communication variable (X2), and competency variable (X3) have a positive and significant effect simultaneously or simultaneously on employee performance. Thus the hypothesis which states that the factors of leadership, communication factors, and competency factors have a positive and significant effect on the performance of employees is declared acceptable and can be verified.

Based on the coefficient test which shows the r-square value of 0.479 gives the meaning that the three variables contribute 47.9 percent to the performance of employees at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura. While the remaining 42.1 percent of employee performance is influenced by other factors not examined in this thesis.

The implications of this finding explain that the performance of employees at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura., Dominantly or by 47.9 percent is influenced by leadership variable (X1), communication variable (X2), and competence variable (X3). Which means, the factor of leadership style applied, the style of communication between employees, and the competence possessed by employees altogether have a significant effect on the performance of employees at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura.

2) Partial Influence

Based on Table 3, regression analysis shows that all three independent variables, namely leadership (X1), communication (X2), and competence (X3) variables have a positive and significant effect on employee performance (Y). The results of these statistical tests can be explained as follows :

a. Influence of Leadership on Employee Performance

The regression coefficient value of the leadership variable (X1) with a positive sign indicates that the leadership variable has a positive effect on employee performance. Which means, the implementation of the current leadership style by the leader influences the improvement of employee performance at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura. The significance level of 0.037 indicates that leadership has a positive and significant effect on employee performance, meaning that leadership variables significantly affect employee performance. With a regression coefficient of 0.139, it means that statistically, every increase in employee performance is 1 unit, influenced by the leadership factor of 0.139 units partially, assuming other factors are considered to have no effect.

In line with that [3] et al in her research found that leadership has a positive and significant effect on employee performance. In theory [4], argued that "leadership is the way a leader influences the behavior of subordinates in order to work together and work productively to achieve organizational goals". Thus a leader in the organization must be able to create an integration that is in harmony with his subordinates, including in fostering cooperation, leading and encouraging the work passion of subordinates so as to create positive motivation that will lead to maximum intention and

effort also supported by organizational facilities to achieve organizational goals.

The implications of the results of this study explain that the leadership variable (X1) with an indicator consisting of: the existence of clear language and easy to understand in giving orders, leaders master all jobs, leaders have mental, discipline, and a high work ethic, the delegation of tasks and authority, emphasis on moral responsibility at work, consistence of leadership, and leadership to guide and direct subordinates, proved to have a significant effect on employee performance at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura.

b. Influence of Communication on Employee Performance

The regression coefficient value of the communication variable (X2) with a positive sign indicates that the communication variable has a positive effect on employee performance. That is, the current communication model or style has an effect on improving employee performance at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura. A significance level of 0,000 indicates that the communication style has a positive and significant effect on employee performance, meaning that the communication variable has a significant effect on employee performance. With a regression coefficient of 0.332, it means that statistically, every increase in employee performance is 1 unit, influenced by the communication factor of 0.332 units partially, assuming other factors are considered to have no effect.

[5] in her research results which also supported this research found that communication had a positive and significant effect on employee performance. Theoretically [6] states that "communication helps develop motivation by explaining to employees what to do, how well they work, and what can be done to improve sub-standard performance."

The implications of the results of this study explain that the communication variable (X2) with an indicator consisting of: high solidarity between employees, the existence of a harmonious relationship between employees, the existence of a working relationship between employees and leaders, a good coordination of leaders, openness of leadership in doing coordination, good attention from the leadership, cohesiveness of each work unit, and all can carry out the work well, proved to have a significant effect on the performance of employees at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura.

c. Influence of Competence on Employee Performance

Competence regression coefficient (X3) with a positive sign indicates that the competence variable has a positive effect on employee performance. That is, the competence possessed by employees has a positive effect on improving performance. The significance level of 0.012 indicates that competence has a positive and significant effect on employee performance, meaning that competence variable has a significant effect on employee performance. With a regression coefficient of 0.144, it means that statistically, every increase in pegawai performance is 1 unit, influenced by employee competency factors at 0.144 units partially, assuming other factors are considered influential.

In line with the results of this study, research conducted by [7] found that competence has a significant effect on employee performance. Likewise, the research conducted by [8] found that competence has a significant effect on employee performance when the level of competence of one employee rises, then the performance will increase as well, thus in this study supports from previous research.

In theory [9] said that competence refers to an individual's knowledge, skills, abilities or personality characteristics that directly influence job performance. Which means competence contains aspects of knowledge, skills, and abilities or personality characteristics that affect performance.

The implication of the results of this study explains that the competence variable (X3) with indicators consists of: the existence of employee competence that are in accordance with the task area, the suitability of competence with the task area, the existence of education and training related to competence, the support of leadership styles, and the application of competencies. in accordance with job-description, proved to have a significant effect on the performance of employees at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura.

3) Variables with Dominant Influence

To find out the most dominant variables affecting employee performance, data processing results can be used in table 3, where it appears that all variables show significant results, where all the outputs of significance are at levels below 0.05. Therefore, the determination of the most dominant variables can be seen in the magnitude of the regression coefficients of each variable.

In the table shows the magnitude of the coefficient of leadership variable of 0.139, the magnitude of the communication variable coefficient of 0.332, and the magnitude of the coefficient of the competence variable of 0.144. Thus it can be proved that the communication variable is the most dominant factor influencing the

performance of employees of PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura.

The implications of the results of this study explain that in determining the high and low performance of civil servants of PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura, more influenced by communication factors. That is, in achieving the objectives of improving employee performance, communication factors related to high solidarity among employees, the existence of harmonious relations between employees, the existence of work relationships between employees and leaders, good coordination of the leadership, openness of the leadership in coordination, attention the good of the leadership, the cohesiveness of each work unit, and all can carry out the work well, proved to be the most dominant factor influencing. This condition occurs mainly with regard to the characteristics and organizational culture that have taken place at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura.

Thus, the hypothesis which states that the communication factor is the most dominant factor influencing the performance of employees of PT. Port of Indonesia IV (Persero) Branch of Jayapura, is declared acceptable and can be verified in this study.

IV. CONCLUSION

Based on the results of data analysis and discussion that has been carried out in this study, it can be concluded that leadership, communication and competence affect performance both partially and simultaneously. as follows:

1. Leadership (X1) has a positive and significant effect on employee performance at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura. This result is evidenced by the regression coefficient of 0.139 with a significance level of 0.037.
2. Communication (X2) has a positive and significant effect on employee performance at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura. This result is proven by the regression coefficient of 0.332 with a significance level of 0.000.
3. Competence (X3) has a positive and significant effect on employee performance at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura. This result is indicated by the regression coefficient value of 0.144 with a significance level of 0.012.
4. Leadership, Communication, and Competence have a positive and significant effect simultaneously or jointly on the performance of employees at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura. This result is proven by the statistical value of the F-test of 17.168 and the significance level of 0.000.
5. Communication Variable (X2) is the most dominant factor influencing the performance of employees at PT. Pelabuhan Indonesia IV (Persero) Branch of Jayapura, as evidenced by the highest regression coefficient value among other independent variables in this study.

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