

THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND COMPETENCE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS INTERVENING VARIABLE AT THE OFFICE OF TRANSPORTATION OFFICES AND PORT AUTHORITIES (KSOP) BATAM

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ABSTRACT

This study aims to examine the following five variables, Leadership Style, Organizational Culture, Competence, Job Satisfaction and Employee Performance. Data analysis with parametric and non-parametric statistics using SEM-PLS. The results of this study indicate a direct influence that Leadership Style and Competence have a positive and significant influence on Job Satisfaction of Batam Special KSOP Employees, Organizational Culture has a positive and insignificant effect on Job Satisfaction of Batam Special KSOP Employees, Job Satisfaction, Organizational Culture and Competence have a positive and significant influence on Batam Special KSOP Employee Performance, Leadership Style has a positive and insignificant influence on Batam Special KSOP Employee Performance.

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1. INTRODUCTION

In mid-2021, the Director General of Sea Transportation through the Batam Special Port Authority and Port Authority (KSOP) made employee rotations. There were as many as 3 Syahbandar officials who were replaced. Starting from echelon II to IV officials. Plt. Head of Sailing Safety, Safeguarding and Law Enforcement at the Batam Special KSOP Office, from Capt. Yuzirwan Nasution to Emi Mulyani, M.Mar, MM (New Official), Head of Security and Law Enforcement of Batam Special KSOP Office, from Capt. Ezral Fahlepi, S.SiT, MH, M.Mar to Derita Adi Prasetyo (New Official), Head of the Sub-Division of Civil Service and General Affairs at the Batam Special KSOP Office, from Capt. Desi Susanti Z, SE, M.Mar to Harry Priambodo, S.Pi (New Official).

The replacement of officials in the organization is expected to give a new color and spirit in accordance with the new leadership style. With an understanding of the tasks carried out, and understanding the characteristics of his subordinates, a leader will be able to provide guidance, encouragement and motivation to all members to achieve goals. If the interaction process works well, then he will be able to provide satisfaction which at the same time can improve his performance. Based on the general public's view, one of the biggest obstacles to current government organizations is to carry out their performance effectively and efficiently because so far government institutions have been identified with slow, complicated, convoluted, and full of corruption, collusion and nepotism.

The Harbormaster and Port Authority Office (KSOP) also does not want to be left behind in building an effective organizational culture in order to create better work results and quality of

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work for employees. Public services are required to have a clear, strategic vision and mission and every component in it is also required to be able to realize the government's vision and mission. This vision and mission then gives birth to the values that are believed by members and reflect the organizational culture. Organizational culture can be defined as a system of values, beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members of an organization as a guide for behavior and solving organizational problems (Sutrisno, 2011).

Another factor that affects employee performance is competence (Pandeke, 2016). Competence describes what people do in the workplace at various levels and details the standards of each level, identifies the characteristics, knowledge and skills needed by individuals that enable them to carry out their duties and responsibilities effectively so as to achieve professional quality standards in work, and cover all aspects of performance management records, specific skills and knowledge, attitudes, communication, application, and development. The demand for manpower with certain competency standards is increasing. These changes have led to the recognition of the importance of human resources as a source of competitive advantage for organizations. Therefore, human resources who have high competence are seen as being able to support the improvement of employee performance and contribute to public services, which will determine the future and sustainability of the institution. In improving employee performance, it is necessary to know what competencies must be possessed by the employee because a competent employee will be able to provide his best abilities to the agency so that the productivity of the agency can increase.

The competencies possessed by the employee must be in accordance with the competencies required in the field that can exceed the minimum level that has been set. Competence is believed to be a key factor in a person's success in his work. Identification of the right competence is considered to have a fairly good predictive value on the performance of an employee. Competencies that include technical and non-technical factors, personality and behavior, soft skills and hard skills, are then widely used as aspects that are assessed by many agencies to recruit employees into agencies.

Pujiastuti and Sriwidodo (2011) state that competence has a positive and significant effect on employee performance. This shows that employee performance can be built or influenced by the competencies possessed by each employee. The higher the competence possessed by employees in an organization, the wider potential will be created for these employees to be able to improve their performance. Efforts to improve the competence of employees are to continuously improve the knowledge, skills, attitudes and experiences of each employee, where this will be in line with the improvement of the employee's performance. This is supported by research by Tamsyah and Ilyas (2019) where the competency variable has a dominant influence on employee performance. This is also supported by research by Zarvedi et al (2016) which states that leadership, organizational culture and competence have a significant effect on employee performance and organizational performance.

Every year there is a Study Permit that is issued according to the Leader, whether it is continuing with S-1, S-2 or S-3 education as well as an PI Permit (Adjustment of Diplomas for Employees who have Graduated from College and will be PI to Register their New Degrees to Affect Ranks and Positions and Groups), there is no maximum / limit on the study permit issued by the leadership as long as the study permit meets the requirements and is based on the application of the employee who carries it out. However, employee development has not received serious attention from the leadership. This can be seen from the number of employees who continue their higher education in 2021-2022 S-1 (11 people), S-2 (6 people), S-3 (1 person). Of the 140 employees, who continue their education to a higher level in 2021-2022, only 18 employees get a study permit from the leadership.

The placement of employees in positions is not appropriate, currently if it is seen that there are still employees who occupy positions that have not been adjusted to their formal education, both in structural positions and other positions. There are several employees who are not placed according to placement based on educational background or expertise or competence, one of which is mostly in the Wilker (Work Area)/Port Post because the employees assigned to the Wilker/Post should have a certificate of Expertise or Competence at least Basic Port Authority or Shahbandaran A/B. For patrol boats there is also a discrepancy because there are some employees who are stationed who do not have basic skills, one of which is: Having a Marine Certificate/Certificate of Competence/Profession at Sea (ANT/ATT-I, II, III, IV, V, Basic), Certificate Salvage/Diving, Expert Swim.

The problem was identified as a factor indicating that the development of employees at the Batam Class III Harbormaster and Port Authority (KSOP) Office was not optimal. In addition to leadership, organizational culture and competence, employee performance is also closely related to job satisfaction. This is evidenced by Ikhsan's research (2016) that the higher the employee's job satisfaction, the more effective the performance will be. Job satisfaction is an emotional state that is pleasant or unpleasant for employees to view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything that is faced in the work environment. The phenomenon of job satisfaction at the Harbormaster and Port Authority (KSOP) Office is known that there are several Port Authority and Port Authority (KSOP) employees who do not get job satisfaction so that negative attitudes or behaviors arise, such as not doing work on time, often arriving late, and did not attend without notice, and there were also some Employees of the Harbormaster and Port Authority (KSOP) Offices who were not disciplined in absenteeism and in reporting financial accountability.

There is no conflict between superiors and subordinates, it's just that so far employees are sometimes less aware of their functions, duties and responsibilities, but besides that, the control is quite good between the leadership and the employees/subordinates in accordance with the applicable rules. The problem is that many employees complain and feel that their job satisfaction has not been met. Other factors that determine employee job satisfaction include working conditions that are still lacking in indoor facilities, narrow workspaces and blinding lights. In addition, there are still factors that can determine employee job satisfaction, namely good working relationships with superiors, fellow colleagues and with subordinates that are still not transformational.

2. METHOD

This study uses data obtained through respondents, where respondents will provide verbal responses and or written responses in response to the statements given. The types of data used in this study are:

1. Primary Data, is data regarding respondents' answers to the 5 variables measured in this study.
2. Secondary Data, is data obtained indirectly through intermediaries (obtained and recorded by other parties). In this study, secondary data only supports the initial data collection as research output

The data analysis technique in this study uses Partial Least Square (PLS), which is a multivariate analysis in the second generation using structural equation modeling (Structural Equation Model / SEM).

There are two group stages in analyzing SEM-PLS:

1. Analisis Model Pengukuran (Outer Model), The analysis of the measurement model (Outer Model) aims to evaluate the construct variable being studied, namely the validity (accuracy) and reliability (reliability) of a variable, including: (1) Internal consistency/composite

reliability, (2) Convergent Validity (Convergent Validity / Average Variance Extracted / AVE), and (3) Discriminant Validity (Hair, Hult, Ringle, & Sarstedt, 2014).

2. Analisis Model Struktural (Inner Model) : Structural Model Analysis aims to test the research hypothesis. There are at least two parts that need to be analyzed in this structural model, including: (1) Collinearity (Collinearity/ Variance Inflation Factor/VIF), (2) Testing the significance of the structural model path coefficients (Structural Model Path Coefficient), (3) Coefficient Determination (R-Square)

3. RESULT AND DISCUSSION

3.1 Internal Measurement Model Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of internal results on the same test. Internal consistency testing uses composite reliability values with criteria. A variable is said to be reliable if the composite reliability value is > 0.6 . can also be strengthened by testing Cronbach's Alpha value > 0.7 then the variable is declared reliable

Table 1. Construct Reability and Validity

	Cronbach's Alpha	Alpha	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Organizational Culture (X2)	0,961	0,965	0,966	0,702
Leadership Style (X1)	0,954	0,959	0,960	0,649
Job Satisfaction (Z)	0,952	0,959	0,960	0,751
Employee Performance (Y)	0,968	0,974	0,972	0,726
Competence (X3)	0,961	0,963	0,966	0,721

3.2. Validitas Konvergen

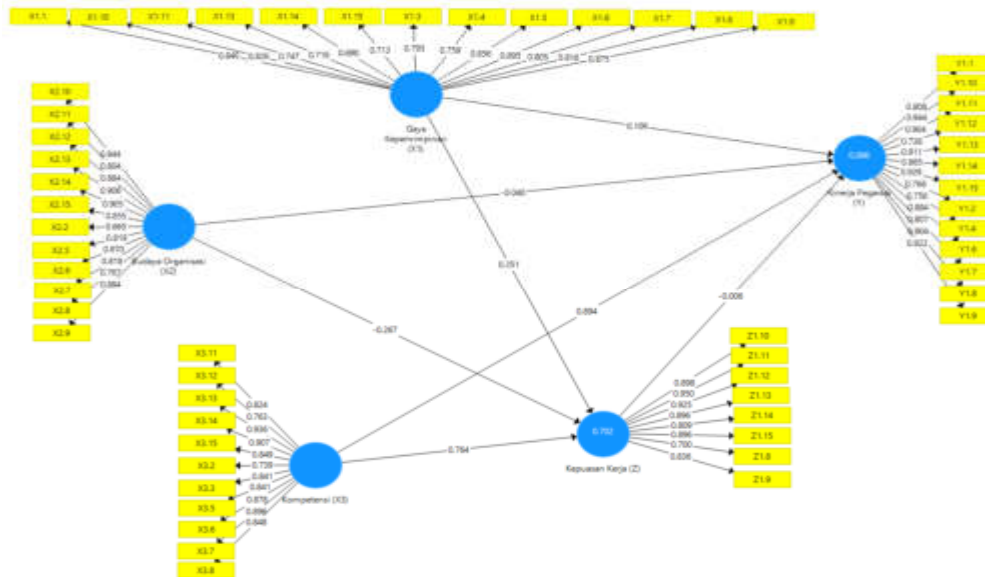
There are several Outer loading values for this research variable > 0.7 . So it can be said that all statements in this research instrument are valid.

3.3. Discriminant Validity

Discriminant validity aims to assess an indicator of a construct variable is valid or not, namely by looking at the Heterotrait Value - Monotrait Ratio Of Correlation (HTMT) < 0.90 , then the variable has good discriminant validity (valid).

3.4. Structural Model Analysis (Inner Model)

After the analysis of the measurement model is complete, the next step is the measurement of structural capital. In this test there are two stages, namely testing the direct influence hypothesis and testing the indirect influence hypothesis. The coefficients of the hypothesis testing path are shown in the image below:



Picture 1. Model analysis

3.5. Effect Test

Based on the test on the Direct Effect can be described as follows:

Tabel 2; Result

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Organizational Culture (X2) -> Job Satisfaction (Z)	0,040	0,037	0,134	0,300	0,765
Organizational Culture (X2) -> Employee Performance (Y)	0,228	0,223	0,098	2,326	0,020
Leadership Style (X1) -> Job Satisfaction (Z)	0,519	0,522	0,111	4,698	0,000
Leadership Style (X1) -> Employee Performance (Y)	0,042	0,060	0,118	0,353	0,724
Job Satisfaction (Z) -> Employee Performance (Y)	0,307	0,297	0,127	2,412	0,016
Competence (X3) -> Job Satisfaction (Z)	0,266	0,276	0,125	2,129	0,034
Competence (X3) -> Employee Performance (Y)	0,736	0,725	0,115	6,382	0,000

- Leadership Style Variable (X1) on Job Satisfaction (Z) has a p value of 0.000 < 0.05 with a t-statistic of 4.698 > t-table value of 1.96, which indicates that Leadership Style has a significant positive effect on Job Satisfaction (Ha1 Accepted)
- Organizational Culture Variable (X2) on Job Satisfaction (Z) has a p value of 0.765 > 0.05 with a t-statistic of 0.300 < from the t-table value of 1.96 which indicates that Organizational Culture has a positive and insignificant effect on Job Satisfaction (Ha2 Rejected)
- Competence Variable (X3) on Job Satisfaction (Z) has a p value of 0.034 < 0.05 with a t-statistic of 2.129 > t-table value of 1.96, which indicates that Competence has a significant positive effect on Job Satisfaction (Ha3 Accepted)

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- d. Job Satisfaction Variable (Z) on Employee Performance (Y) has a p value of $0.016 < 0.05$ with a t-statistic of $2.412 > t$ -table value of 1.993 , then Job Satisfaction has a positive and significant effect on Employee Performance (Ha4 Accepted)
- e. Leadership Style Variable (X1) on Employee Performance (Y) has a p value of $0.724 > 0.05$ with a t-statistic of $0.353 < t$ -table value of 1.96 , which indicates that Leadership Style has an insignificant positive effect on Employee Performance (Ha5 Rejected).
- f. Variable Organizational Culture (X2) on Employee Performance (Y) has a p value of $0.020 < 0.05$ with a t-statistic of $2.326 >$ from a t-table value of 1.96 , which indicates that Organizational Culture has a positive and significant influence on Employee Performance. (Ha6 Accepted)
- g. The Competency Variable (X3) on Employee Performance (Y) has a p value of $0.000 < 0.05$ with a t-statistic of $6.382 >$ the t-table value of 1.96 , which indicates that Competence has a significant positive effect on Employee Performance (Ha7 Accepted).

3.6. Discussion of Hypothesis Test Results

1. Based on the statistical test, it can be explained that the leadership style has a significant positive effect on job satisfaction. This means that the results of empirical data testing prove that the first hypothesis in this study, namely: leadership style has a significant effect on job satisfaction for Batam Special KSOP, is proven.
2. Based on the statistical test, it can be explained that organizational culture has a positive and insignificant effect on job satisfaction
3. Based on the statistical test shows that competence has a significant positive effect on job satisfaction. The results of this study are in accordance with the hypothesis (Ha3). This shows that the stronger the competence in the company, the higher the level of job satisfaction of its employees
4. Based on the statistical test shows that job satisfaction has a positive and significant effect on employee performance. The results of this study are in line with previous research by Pawirosumarto et al (2017)
5. Based on the statistical test, it shows that the leadership style has a positive and insignificant effect on employee performance
6. Based on the statistical test, it can be explained that organizational culture has a positive and significant influence on employee performance. From the results of this study, it can be seen that a good organizational culture from the agency will improve the performance of Batam Special KSOP Employees
7. Based on the statistical test, it can be explained that competence has a significant positive effect on employee performance. This shows that competence is one of the factors that affect employee performance.

4. CONCLUSION

The findings of data analysis in the discussion and hypothesis testing, it can be concluded as follows: Leadership Style has a positive and significant influence on Job Satisfaction for Batam Special KSOP Employees. Organizational Culture has a positive and insignificant effect on Job Satisfaction of Batam Special KSOP Employees. Competence has a positive and significant effect on Job Satisfaction for Batam Special KSOP Employees. Job Satisfaction has a positive and significant influence on the Performance of Batam Special KSOP Employees. Leadership Style has a positive and insignificant influence on the performance of Batam Special KSOP Employees. Organizational Culture has a positive and significant influence on the Performance of Batam Special KSOP Employees. Competence has a positive and significant impact on employee performance. Batam Special KSOP employee. Job Satisfaction has a positive and significant

influence in moderating Leadership Style on the Performance of Batam Special KSOP employees. Job Satisfaction has a positive and insignificant effect in moderating Organizational Culture on the Performance of Batam Special KSOP Employees. Job Satisfaction has a positive and insignificant effect in moderating Competence on the Performance of Batam Special KSOP Employees.

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