

The Influence of Leadership and Competency for Employee Performance in Medan Tourism

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Abstract – The study is aimed at examining the effect of leadership and competence on employee performance in Medan Tourism. This study used a quantitative approach and the data were collected using a questionnaire. Data were analyzed using multiple linear regressions. The result showed that there is an influence of leadership and competency on the employee performance partially and simultaneously.

Keywords – Leadership, Competence, Employee Performance

I. INTRODUCTION

Indonesia as a country that has natural wealth also takes advantage of tourism opportunities as a tool for national development. The increase in the tourism sector in the last seven years has succeeded in making Indonesia rank ninth as the country with the fastest growth in superior tourism growth compared to 27 other countries (Samparaya, 2018). North Sumatra is one of the potential areas in Indonesia which continues to strive to increase the acceleration of tourism growth. The tourism growth of Medan City as the capital of North Sumatra is managed by the Medan City Tourism Office. The vision and mission of Medan tourism are to become a tourist destination, to provide the best tourism services, especially for tourism business actors and the community, to provide facilities and infrastructure for tourism objects, and to make people aware of the importance of legal awareness in the regulations in the tourism sector.

The performance assessment of the Medan City Tourism Office is still considered to be less than optimal because there were several criticisms from the media and the public. Many

members of the Medan City DPRD's programs that have been prepared by the Tourism Office have shown almost no benefit because the community does not feel a development from the tourism sector. The performance of the Medan City Tourism Office is considered unable to innovate in creating tourism activities and is unable to boost the tourism sector while increasing regional budget revenue (Simarmata, 2018). Furthermore, students held a demonstration to request an evaluation of the performance of the Medan City Tourism Office because they were not firm in taking action against nightclubs that were proven to have violated operating hours and drug sales permits (Daulay, 2019). From the phenomena described, it can be concluded that the performance at the Medan City Tourism Office is not the maximum.

Performance is the quality and quantity of an employee's work completion (Mangkunegara, 2015). Performance is how capable employees are in implementing a predetermined work system and realizing organizational goals through a work plan (Moeherino, 2014). Wirawan (2009) explains that attitudes and work results are things that can be assessed at

employee performance. Furthermore, according to Rivai (2011) performance is a form of objective assessment of work results and consistency of the assessment of work results. The indicators assessed at employee performance, according to Handoko's theory (1997) are Ability, Determination, and Objectivity, Scope of Duty, as well as timeliness

Leadership affects effective performance. Leaders in companies and institutions are an important source in achieving increased work and company profitability by influencing others, directing the behavior of subordinates, and having special skills that are suitable for the organization to achieve the organizational goals (Jamaludin, 2017). Good leadership will bring an organization to carry out its duties and functions according to the provisions of the organization so that employee morale will emerge (Magito, 2018). According to Robbins (2008) leadership is the skill of guiding and managing groups to achieve goals. The achievement of goals resulted from the good organizational performance so that good leadership skills are needed by the leader in improving employee performance. The leader will motivate and cultivate the way employees think by guiding them in achieving targets, a sense of satisfaction, and a better way of working (Thoha, 2010).

This is supported by the results of a study conducted by Darmasaputra & Sudibya (2019).

Leaders who know the desires of employees and able to communicate rewards by employee expectations able to make employees work optimally Ruiz (2019) shows that effective leaders can influence the performance of their subordinates so that company performance will increase. In line with research Ellinger and Beattie (2008) which reveal the dominant and ineffective behavior of leaders such as using autocratic, directive, dictatorial styles are considered incompatible with employees. There are differences in research results in Yulisetyawati's (2018) research which shows that there is no relationship between The performance of junior high school teachers in Manokwari Subdistrict with leadership effectiveness, this study shows that the leadership category is quite high but there is a low category on the performance of educators. So it can be concluded that the performance of educators is not influenced by leadership but can be influenced by other factors.

Leadership effectiveness is the leader's achievement in the work of both individuals and groups judged by how satisfied his followers are (Gibson, et al, 2009). Leaders are said to be effective if they have expertise in various aspects of organizational management so that they can have a conceptual way of thinking, can integrate systems,

technology, how to work, build creative thinking and harmonious situations in the organization (Sujak, 2010). Direction from superiors to subordinates is one way a leader can communicate well with his subordinates so that leadership effectiveness is needed to be able to encourage his subordinates to produce effective performance.

Fiedler in Purba (2016) explains the three dimensions of a leader, namely the relationship between leaders and subordinates, is the extent to which subordinates provide support and loyalty to their leaders so that a comfortable and friendly atmosphere arises in doing work, the task structure is determined by the task or job in detail according to the standards determined by the agency, the power of a leader is the authority who conducts job evaluation, promotion, and employment of workers so that workers can work effectively in the agency.

Performance is not only affected by the effectiveness of the leader. According to Wirawan (2009) competence is a major factor in achieving an employee's performance. Spencer and Spencer in Moeharino (2014) say that competence is a basic characteristic of a person related to the extent to which a person is performing his duties or the basic characteristics of a person in a cause and effect relationship related to the criteria used as a reference, effective, excellent performance in the workplace. Palan (2007) explains that competence is the ability and suitability of employees to the work they do.

This is supported by the results of a study conducted by Jumardin (2019) found that there is an influence between competence and performance. Increased capabilities and insights will be obtained by employees with positions aligned with their competencies. In connection with the contribution of insight as a basic skill in agencies and as a guide for employees in realizing agency goals, high competence indicates high employee performance (Danila, 2019). Supported by research by Perkoso (2016) reveals that employee performance is significantly influenced by competence, performance is in line with employee competency advancement. According to Shet & Chandawarka (2019), there is a positive relationship between competence on superior performance and productivity, this means that the higher the competence of employees, the higher performance and productivity will be achieved as well. There is controversy over the results of Dhermawan & Utami's (2012) research which shows that motivation and competence do not have a significant effect on performance. It is concluded that although employee competence does not

guarantee or only has a small effect on improving employee performance.

According to Mangkunegara (2015), explains that competence consists of three categories, namely role competence can be assessed from the skills to work together, the skills to communicate effectively, the skills to find solutions, and the ability to find opportunities. Technical competence can be assessed from the knowledge that employees have about their duties, how to perform tasks effectively, and their skills in responding to and solving problems. The last competency is behavioral competence which can be assessed from the skills to complete the job and the skills to use different perspectives.

II. METHODS

This study used a quantitative research design to see the effect partially and simultaneously between the variable that exists (Sugiyono, 2013). Quantitative research variables tested in this study consisted of leadership (X1) and competency (X2) on employee performance (Y). The data obtained is processed with a quantitative analysis.

III. RESULT AND DISCUSSION

1. Influence of leadership on employee performance

Based on the categorization of research data, leadership effectiveness of the leadership of the Medan City Tourism Office is in the highest category with a value of 55% and the medium category with a value of 45%. That the leader gave. In giving task orders, the leader always evaluates the work results of employees and provides clear job details. The leader also provides objective assessment and feedback on the work results by the leader so that the leader is considered capable of leading employees and succeeding in creating and improving the way employees work.

The result of the significance value is $(\text{sig}.0,000) < \alpha$ value $(\alpha = 0.05)$ and the t-count value of $5.807 >$ from the t table of 2.009, it is concluded that there is a significant influence between leadership effectiveness in the performance of the Medan City Tourism Office employees. Leadership effectiveness has a positive relationship with employee performance with a leadership effectiveness coefficient value of 0.790 which means that each increase in leadership effectiveness by one unit in a better direction will increase the performance of the Medan City Tourism Office employee by 0.790. The amount of influence seen from the value of the coefficient of determination of leadership effectiveness of employee performance, which is valued at 42.5% means that leadership effectiveness can affect the

performance of the Medan City Tourism Office employee by 42.5%.

Supported by research by Pawatte (2015) which proves that leadership effectiveness has a positive and significant influence and contributes 78% to employee performance. The meaning of a positive relationship in this study is that the more effective the leader, the better the employee's performance. The study was conducted on 33 employees of the North Halmahera Population and Civil Registry Office using the same dimension theory as the researcher as an indicator reference for measuring leadership effectiveness, namely the relationship of subordinate leaders, task structure, and leadership strength.

2. Influence of competency on employee performance

Based on the categorization of research data, employee competence is in the medium category with a value of 74% and a high category with a value of 26%. This result shows that the majority of Medan City Tourism Office employees are still in the medium category, so that employee competence still needs to be further improved. Competence has a positive relationship direction on employee performance with a competency coefficient value of 0.450. Based on the significance value $(\text{sig}.0.003) < \alpha$ value $(\alpha = 0.05)$ and the t-count value of $3.111 >$ t table 2.009 so that it means that employee competence has a significant effect on performance, the higher the competence possessed by employees, the more high-performance employees of the Medan City Tourism Office.

Supported by Moeherino (2014) which explains that competence is a basic characteristic of a person related to the criteria that become the reference for employees to work effectively and excellence in the workplace. This explains that the better the competence or criteria possessed by the employee, the more effective and prime employee will be at work so that the resulting performance will also be maximized. The amount of influence seen from the value of the coefficient of determination of competence in employee performance, which is valued at 18,3%, which means that competence can affect the performance of the Medan City Tourism Office employee by 18.3%.

In line with Fauzi's (2019) which also uses the research subject of civil servants, but uses a different analysis method from researchers, namely using the path analysis method proving that the ability of employees to work together in groups, dare to take risks, and commit to carrying out their duties is the most important component. Contribute to improving performance, competence has a positive and significant effect with a contributory value of 60.4% of the

employee performance of the Bureau of Government and Regional Secretariat Cooperation of West Java. So it can be said that the competence of employees has a high influence on the performance of employees of the Bureau of Government and Regional Secretariat Cooperation of West Java.

3. Influence of leadership and competency on employee performance

Leadership effectiveness and competence are independent variables, and employee performance is the dependent variable. Independent and dependent variables were collected using a questionnaire consisting of 22 items. This third hypothesis is a simultaneous hypothesis, namely that there is an effect of leadership effectiveness and competence in the performance of the Medan City Tourism Office employees

Data analysis using multiple linear regression formula or commonly called the F-test, the analysis results show the calculated F value of 38.842. While the significant value of F is 0.000, where this value is smaller than the alpha value ($\alpha = 0.05$), meaning that there is a significant influence between leadership effectiveness (X1) and competence (X2) on employee performance (Y). Based on the coefficient of determination (R²) of 0.608, the effect of leadership effectiveness and competence variables simultaneously on employee performance is 60.8%, while the remaining 39.2% is influenced by other variables that the researchers did not involve in this study. So it can be concluded that there are still other factors that can improve the performance of the Medan City Tourism Office employees besides the effectiveness of leadership and competencies possessed by employees.

In line with Haeruddin's (2018), it is explained that leadership and competence have a significant influence on performance. In addition to leadership and competence, the discipline also has an influence on the performance of employees of SAMSAT Polewali Mandar with a positive and significant effect. The higher the competence, leadership, and discipline, the higher the employee's performance will be. However, it is different from the results of the research of researchers that effective leadership has a greater influence than employee competence in influencing the performance of the Medan City Tourism Office employees. This study explains that competence has the greatest share in influencing employee performance than leadership. So that in improving the performance of employees of SAMSAT Polewali Mandar, it is necessary to prioritize improving the skills, knowledge, attitudes, and experiences of employees followed

by an increase in the success of leaders in influencing the way employees work and employee discipline at work.

IV. CONCLUSION

Based on the results of research and data analysis that has been done both descriptively and hypothesis testing shows that leadership effectiveness and competence have a significant effect on the performance of the Medan City Tourism Office employees.

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