
THE EFFECTS OF COMPETENCY AND LEADERSHIP ON COMPANY'S WORK EFFECTIVENESS

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ABSTRACT

Pembangunan Sarana Jaya (PD. PSJ) as one of the DKI Jakarta Provincial-Owned Enterprises, locally known as Badan Usaha Milik Daerah (BUMD), perceives that competency and leadership are needed to be able to optimize work in the corporate environment. However, there are several problems faced, among others: 1) Minimum involvement of employees in problem solving, 2) Existing assumption that employees have little knowledge, 3) Employees are rarely involved in formulating organizational policies, 4) Competency gap between management and employee, 5) One-way and non-democratic leadership, and 6) Ineffective work. This study aims to determine the extent to which competence and leadership affect work effectiveness both individually and jointly in the DKI Jakarta provincial company Pembangunan Sarana Jaya. This study uses a quantitative descriptive research method with population of PD. PSJ's employees and a sample of 50 people. The results of the study concluded that the magnitude of the effects of competence and leadership on work effectiveness both individually and jointly was determined by competency and leadership variables, with a positive and strong level of influence.

INTRODUCTION

Ability, expertise and proficiency in leading an organization is one of the important factors in organizational management. Competence is the level of skill, knowledge and behavior possessed by an individual in carrying out the tasks given to him in the organization. Competence is also a basic characteristic of individuals that relates to criterion-referenced effective and job performance. Someone who has high competence will have proficient work skills; hence improved organizational productivity (Popham, 2014). An important element in achieving an effective organization is the quality of human resources (HR) that are able to lead the organization (Aryee, Walumbwa, Seidu, & Otaye, 2016).

The Provincial Company of Pembangunan Sarana Jaya (PD. PSJ) as one of

the DKI Jakarta Provincial-Owned Enterprises (BUMD) sees that competency and leadership are very important in optimizing work effectiveness in the corporate environment. Competency and leadership are very crucial to improve work ethic, attitude, behavior, perception of personality quality, enthusiasm for service, discipline, and responsibility of employees. Competency and effective leadership will boost employees' work quality and spirit.

However, the reality in the field shows several problems faced by PD. PSJ, among others: 1) lack of involvement of employees in problem solving; 2) existing assumption that employees have little knowledge; 3) employees / subordinates are rarely involved in formulating organizational policies, 4) high competency gap between management and employees. 5) one-way leadership that does

not implement the principles of democracy 6) unachieved work effectiveness. This study aims to determine the extent of the influence of competency and leadership on work effectiveness both individually and jointly in PD. PSJ DKI Jakarta Province.

This research was carried out with underlying questions that include: 1) how much does competence influence the effectiveness of PD Pembangunan Sarana Jaya?; 2) how much does leadership influence the effectiveness of PD. PSJ?; and 3) how much do competency and leadership jointly influence the effectiveness of PD. PSJ. Understanding the broad aspects of the subject matter, the author decides to focus the discussion on competence, leadership and work effectiveness.

LITERATURE FRAMEWORK

A. Preceding Studies

1) *The Effects of Competence on Work Effectiveness*

Competence is a basic characteristic of an individual that is causally related to criterion-referenced effective and very high performance in a job. The basic characteristics of competency are the ability to survive a person's personality and to predict behavior in broader situations and work.

Meanwhile, work effectiveness is the ability to determine the right goals or to do the right thing. A person who has high competence will have good work skills, so that his level of work effectiveness will also increase (Irawanto, 2015). Competence or one's ability will influence the level of speed and quality in completing the tasks carried out (Feldman & Arnold, 1993, p. 23). Competence can be measured through the level of motives, their nature, personal concepts, knowledge and skills (Kiani & Awan, 2016).

Furthermore, according to Nur Rahman (2007) in his thesis "The Effects of Competence on Employee Work Effectiveness at the Land Office of South Jakarta Municipality", competence has a significant effect on employee work effectiveness of 71.5%. This means high competency will improve employees' ability; hence, increased work effectiveness.

Similarly, Kristina Ransum (2001) in her thesis "Correlation between Competence and Employee Work Effectiveness at DKI Jakarta

Social Service", argues that competence significantly correlates with employee work effectiveness as much as 76%. She argues that the more competent a person, the more effective he or she works.

Based on above studies, it is clear that competence affects the effectiveness of employees / one's work. The difference between this research with some previous studies is in the type of the organization studied. This research focuses on provincial-owned enterprise (BUMD) that is for-profit oriented, while earlier studies focus on non-business government agencies.

2) *The Effects of Leadership on Work Effectiveness*

Leadership is the ability to move people, particularly subordinates, to be able to work together productively to achieve organizational goals or objectives (Amunkete & Rothmann, 2015). This is determined by the leadership style applied by the leader himself. When leadership style and behavior can direct subordinates well, then employees will have high trust and work ethic (CH Chan & Mak, 2014).

According to Siti Munariah (2000) in her thesis

"The Influence of Leadership Style on Employee Work Effectiveness at the Public Relations Bureau of the DPR RI Secretariat", leadership style positively affect work effectiveness of 75.5%. This means, when leadership style meets the conditions and expectations of the organization, employee work performance will improve, and so will the effectiveness.

Suparno (2003) argues in his thesis "The Relationship of Leadership Style with Employee Work Effectiveness at the East Jakarta Mayor's Office", that leadership style significantly influences employee work effectiveness of 72.5%. Thus, a leader who has a leadership style that is in accordance with the situation and desires of the organization, will increase the effectiveness of employee work.

Based on above studies, it is evident that leadership style highly affects employee work effectiveness. The difference between this research with some previous studies is in the type of the organization studied. This research focuses on provincial-owned enterprise (BUMD) that is for-profit oriented, while

earlier studies focus on not-for-profit government agencies.

3) *The Effects of Competence and Leadership on Work Effectiveness*

Competence is a basic characteristic of an individual that is causally related to criterion-referenced effective and very high work performance.

Meanwhile, leadership is the ability to move people, especially subordinates, to be able to work together productively to achieve organizational goals or objectives, which are determined by the leadership style applied by the leader himself. If the leadership style is in accordance with the goals of the organization, then the employees will have high trust and morale in work.

According to Sarwoto (1988, p. 77), staff competencies and leadership styles that suit the situation and condition of the organization will affect the level of employee performance in the form of improved work effectiveness.

Another argument provided by Sri Pujiastuti (2004) in her thesis "The Effect of Competence and Leadership Style on Employee Work Effectiveness at the West Jakarta Municipality Secretariat", states that competency and leadership style together influence work effectiveness by 82.5%. According to Pujiastuti, if employee competency is high and the leadership style meets the conditions of the organization, employee work effectiveness will be improved.

Furthermore, according to Sudarman (2007) in his thesis "The Relationship Between Competence and Leadership Style with Employee Work Effectiveness at the Department of Social Affairs General Bureau of the Republic of Indonesia", competency and leadership style altogether significantly relate to employee work effectiveness of 80, 5%. His study implies that high employee competency together with a well applied leadership style will improve work effectiveness.

Based on above studies, it is evident that competency and leadership style have an influence to employee work effectiveness. The difference between this research with some previous studies is in the type of the organization studied. This research focuses on provincial-owned enterprise (BUMD) that is

for-profit oriented, while earlier studies focus on not-for-profit government agencies.

B. Conceptual Framework

1) *Competence*

In general, competence is the level of skill, knowledge and behavior possessed by an individual in carrying out the tasks given to him in the organization. Some understandings of competency that have been proposed by experts and practitioners include Boyatzis (1982, p. 102) which limits broad competencies as something that underlies a person's characteristics. Competence can be "a motive, traits, skills, aspects of one's self-image or social role, or a knowledge used by someone". While Hornby & Thomas (1989) define competence as "effective knowledge, skills and qualities of managers / leaders". Furthermore, the two authors describe competencies is related to the attempt in answering questions like: "what should be done by employees, and what is done well and effectively in various aspects of their work".

Spencer Jr. & Spencer (1993, p. 22) suggest the notion of competence as a basic characteristic of an individual who is causally related to criterion-referenced effective and / or very high job performance. Competence as a basic characteristic means the ability to survive from a person's personality and to predict behavior in broader situations and jobs. The causal relationship means that there are competencies that cause or predict behavior and performance. While referenced criterion means that competence basically predicts who is performing well or badly, as measured by specific standard of performance.

Spencer Jr. & Spencer (1993, p. 23) provide some indicators of competence, namely 1) Motives, 2) Characteristics, 3) Personal Concepts, 4) Knowledge, and 5) Expertise. Motive is something that is continuously thought or desired by someone that causes action. Motive "moves, directs and chooses" behavior towards certain actions or goals and is uniquely owned by an individual. Traits are physical characteristics that are consistent with the situation and information. Self-concept is a person's behavior, values and personal impression. Knowledge is information about someone with certain field of substance. While skill is the ability to carry out certain tasks and mental state.

Based on some understandings of competencies given by various expert opinions, it can be concluded that competence is a basic characteristic of an individual and is causally related to criterion-referenced effective and very high job performance. The basic characteristics of competency are the ability to survive a person's personality and to predict behavior in broader situations and work. Competence can be measured through motives, traits, personal concepts, knowledge and expertise.

2) Leadership

Leadership can be understood as the core of management, while management is the core of administration. It is rather difficult to draw the lines between the terms leaders, managers and administrators. Therefore, to be specific, this study focus on administrative-managerial leadership, also known as managerial leadership, administrative leadership, or organizational leadership.

Newstrom & Davis (1985, p. 90) provide a definition that:

“Leadership is about encouraging individuals and groups to try their best to achieve the desired results. All managers by definition are leaders in the sense that they only do what they have to do with the support of their groups, who must be inspired and persuaded to follow them. Therefore, leadership is about encouraging and inspiring individuals and groups to do their best in achieving the desired results. Leadership is needed because someone has to show the way and that same person must ensure that every individuals of interest will get there. The effectiveness of an organization depends on the quality of leadership.

Bass & Stogdill (1990, p. 24) suggest that:

“The average individuals who holds the position of leader outperforms the average group members in the aspects of intelligence, education, endurance in carrying out responsibilities, activities and social participation, as well as economic status. The quality, characteristics and skills of a leader are largely determined by the demands in a particular context where he must function as a leader.”

Leaders and leadership play an important in any organization. Some of their duties, functions and roles, among others are: 1) filling in any deficiencies in the organizational structure that they lead, 2) overcoming and making adjustments towards continuous changes in the work situation, conditions and environment of all aspects, 3) making improvements in responding to the work dynamics and development of internal organizations, and 4) filling in any shortages or changes of human resources in the organization, e.g. due to staff turn over.

A leader must find and choose which leadership style is most appropriate / not appropriate to particular situation and conditions in order to successfully motivates subordinates to achieve the goals and objectives of the organization. There is no leadership style that is suitable for all situations. Leaders must be prepared to adapt leadership styles according to situations and conditions. Effective leaders will apply the same approaches to similar conditions. A leadership style displays several factors, namely: 1) the process affects the activities of others (process of influencing people's activity), 2) there is a group of people who are influenced (potential follower), 3) one goal or desire (toward goal achievement), and 4) in a given situation.

Elements of leadership include: 1) Influencing activity; 2) Ability to direct; 3) The process of influencing; 4) Efforts to direct; 5) Interpersonal influence; 6) The art of influencing; and 7) Process to direct or guide. From the elements above, it can be concluded that influencing is the dominant element of leadership.

Based on above understandings, leadership can be defined as an effort, activity, process, responsibility, exemplary ability carried out by someone in a situation through communication process in order to influence other people to cooperate, foster good relationships and carry out tasks to achieve common goals.

According to Ellis O Kelly (in Sastrodiningrat, 2002, p. 44), leadership orientations include: directive, supportive, and participatory. Directive leadership happens when subordinates know exactly what is expected from their leaders. This leadership is very suitable when the leader gives instructions to his subordinates. In a

supportive leadership, leaders are being friendly, approachable and show genuine care to subordinates. In a participatory leadership, leaders take and encourage suggestions from subordinates.

3) Work Effectiveness

Effectiveness in management is about making choices out of several options to resolve problems, conflicts or doubts that arise in the work process. Effectiveness shows that the implementation of management' functions and elements have been carried out appropriately, smoothly and efficiently so that work productivity targets are achieved.

According to Moekijat (1997, p. 17) work effectiveness is:

“A level of achievement of a person or an organization in achieving its objectives — that is, the extent to which goals can be achieved. Effectiveness for most organizations is a matter of maximizing and achieving goals.”

Nitisemito explained work effectiveness as "the ability to set adequate goals or do the right thing". Work effectiveness is the key to the success of an organization. Before we can do activities efficiently, we must be sure that we have found the right thing to do.

In connection with the above, whether we realize or not, there are still many employees who can only finish work, without being timely. This phenomenon is often found in the implementation of organizational activities.

Thus, it can be said that work effectiveness is the ability to achieve goals that are in line with expectations. The effectiveness of the apparatus is very important for an organization. With this, the organization is able to see to what extent human factors can support organizational goals. By measuring effectiveness, organizations can objectively decide the right people for the right position.

According to Sarwoto (1988, p. 76) work effectiveness can be measured through indicators, namely: effective, economical, accountable, division of labor, rationality of authority and responsibility, practical work procedures.

The first indicator, effective means that the activity is carried out appropriately, in the sense that the target is achieved within the time set and with high quality.

Secondly, economically refers to an effort to achieve effective costs; labor, material, equipment, time, space and others have been used precisely as stipulated in the plan, and there is no waste, fraud and corruption.

Third, accountable work is evident when resources have been used as effective as possible without waste nor fraud, and activities were carried out responsibly and reported objectively according to reliable data and facts.

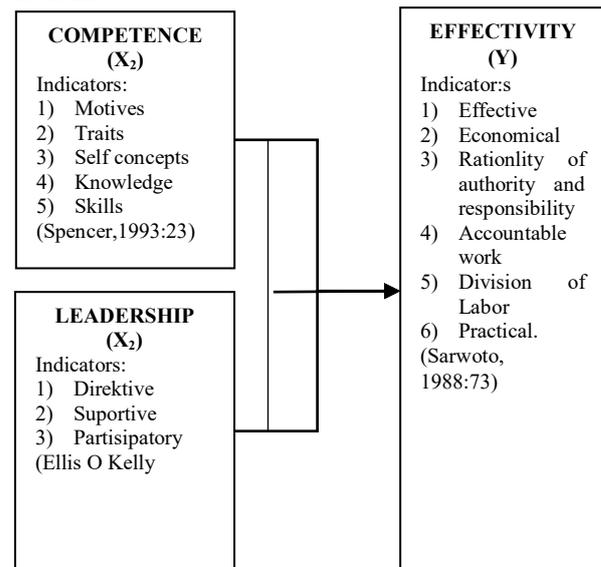
Fourth, a division of labor which is based on the logic that it is impossible for humans to do all kinds of work alone. Therefore, a division of labor that is based on workload is a must in an organization.

Fifth, the rationality between authority and responsibility means that it no one could have greater authority than his responsibilities, or vice versa. One's authority needs to be equal to his/her responsibilities.

The sixth indicator refers to the need for practical and clear work procedures that can be carried out effectively and efficiently.

4) Thinking Framework

Based on above explanations, the thinking framework exercised in this study is as follow:



Independent Variable (X)

Dependent Variable (Y)

$$Y = a + bX_1$$

$$Y = a + bX_1 + cX_2$$

$$Y = a + bX_2$$

METHOD

A. Research Methods

According to Sugiyono (2010, p. 28), research methods are systematic or logical ways or steps to solve a problem in obtaining objective results. Scientifically, it is expected that the data to be obtained is objective, valid, and reliable. Objective means that everyone gives the same interpretation, valid means that there is accuracy between data collected by the researcher and the data in the real object, and reliable means that there is data accuracy / consistency from time to time.

This study is using quantitative description method. According to Arikunto (1990, p. 14) the method of quantitative description is used in research on problems which facts available in the field. The purpose of this method is to test the hypothesis of the subject matter. Data collection is done through survey, namely data collection and analysis techniques in the form of opinions from respondents through question and answer (questionnaires and interviews). This study was conducted to determine the value of independent variables, either one variable or more (independent) without making comparison with other variables.

B. Population and Samples

In general, population is defined as all group members whose characteristics are clearly defined, be it a group of people, objects, or events. The population in this study were 50 employees at PD Pembangunan Sarana Jaya.

Sample according to Sugiyono (2013, p. 57) is part of the number and characteristics possessed by the population.

Sample is part of the population studied. Scholars differ on the exact percentage of samples that should be taken from population. Therefore, the number of sample can be varied.

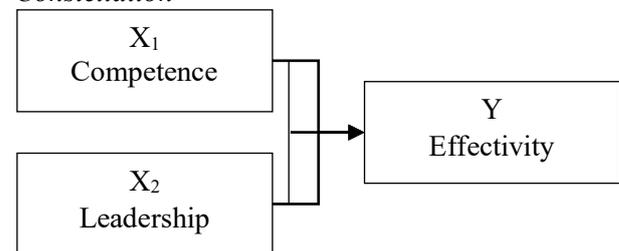
In this study, technique used to set sample is saturated sampling, which means all members of the population are used as samples. This is often done if the population is relatively small, less than 100 people, or in a research that wants to make generalizations with very small errors (Sugiyono, 2010, p. 41). Another term for saturated sample is census, where all members of the population become samples. Based on these opinions, this

research involves the total number of employees, namely as many as 50 people at PD Pembangunan Sarana Jaya.

A. Operational Definition and Variable Measurement

The operational definition of a variable is the definition of a concept in a research. There are three variables in this study, namely: 1) Competence; 2) Leadership; and 3) Work effectiveness. Competence is a basic characteristic of an individual who is causally related to criterion-referenced effective and very high job performance. Parts of the basic characteristics of competency are the ability to survive a person's personality and to predict behavior in broader situations and work.

Picture 1 Diagram of Research Constellation



Notes:

X: Independent Variable

Y: Dependent Variable

Leadership is the process of influencing other people to follow what one wants. The way leaders carry out leadership roles is identical to leadership style. Work effectiveness is the ability to set adequate goals or do the right thing. Effectiveness is the key to the success of an organization. Before we can do activities efficiently, we must be sure we have found the right thing to do.

Variable measurement is done by measuring competency and work leadership variables as independent variables, and then become measurement indicators for work effectiveness variables as the dependent variable.

Competency variables are measured through indicators: 1) motives; 2) traits; 3) self concepts; 4) knowledge; and 5) skills. Leadership variables can be measured through indicators of directive, supportive and participatory orientation. Work effectiveness variables can be measured through indicators: 1) effective; 2) economical; 3) accountable

work; 4) division of labor; 5) rationality of authority and responsibility; and 6) practical work procedures.

This paper is using Likert scale as the research instrument which scales answers into five point categories, namely: Very Good (5), Good (4), Good Enough (3), Not Good (2), and Very not good (1).

B. Data Collection and Analysis Techniques

1) Data Collection Technique

The Primary Data Collection Technique is carried out through the distribution of questionnaires to employees of the PD Pembangunan Pasar Jaya, Interview of relevant officials / staff, and collecting data directly.

Secondary Data Collection Technique is done by collecting data through literature study technique to supplement the primary data that have been obtained from field research. Meanwhile, the data processing techniques used are SPSS (Mold Product Solutions Statistics) 19.00. This technique is used for testing of normality, validity, reliability, and hypothesis.

2) Data Analysis Technique

To test the questions of each variable, the analysis requirements test used are as follows: Validity Test and Reliability Test. The validity test is declared valid if: the item question obtained $r_{count} > r_{table}$. Reliability tests are carried out on valid questions with indicator point $\alpha \geq 0,6$.

To test the hypothesis, an analysis is carried out through simple and multiple regression analysis to find out how much variable Y changes, if variable X also changes. Whereas to analyze primary data, quantitative methods are used which are based on statistical analysis techniques, namely by looking for simple, multiple, or partial correlation coefficients between the independent variables (X) and the dependent variable (Y).

Analysis of the determination coefficient is done to determine the magnitude of the effect of variable x to y, or in other words, to find out how much variable y is determined by variable x. While testing the hypothesis through the t test using:

$$\alpha = 0,5$$

$$df = n - 2 (50 - 2 = 48)$$

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Meanwhile, hypothesis testing through the F Test (Anova) is carried out using:

$$F = \frac{A}{D}$$

Notes

A: Inter-group varians

D: Intra-group varians

RESULT AND DISCUSSION

Analysis of the research data shows four findings. First, the regression test $Y = a + b_1X_1 + b_2X_2$ diperoleh $Y = 0.696$ (Comptence) + 0.375 (Leadership). This means that if Competency ((X_1) is increased by 1 point, it will affect work effectiveness of 0.696. Likewise, if employee leadership (X_2), is increased by 1 point, work effectiveness will increase by 0.375.

Second, through the correlation test between Competence (X_1) and employee Leadership (X_2) the following results are obtained:

a. Competence correlation value (X_1) is 0.847; meaning that if competency is increased it will result in increased work effectiveness. Whereas through the determinant coefficients, Competence (X_1) is obtained as 0.718, so that variations in increase and decrease in the work effectiveness can be explained by the Competency variable (X_1) of 71.8%, and other factors outside the variable are seen as 28.2%.

Leadership correlation value (X_2) is 0.815; meaning that if leadership is increased it will result in increased work effectiveness. While through the determinant coefficient, employee leadership (X_2) is obtained as 0.663 or 66.3%. Thus, variations in the increase and decrease in work effectiveness (Y) can be explained by the Leadership variable (X_2) of 66.3%, hence other factors outside the two variables amounting to 33.7%.

b. The correlation between Competence (X_1) and employee Leadership (X_2) together have a value of 0.910, which

shows quite strong positive relationship. This means that if the Competency and Employee Leadership variables are jointly improved, it will give a positive result in the form of increased work effectiveness (Y). While the results of the joint determinant coefficient, Competence (X_1) and employee Leadership (X_2) together have a value of 0.828 or 82.8%. Thus, variations in the increase and decrease in Work Effectiveness (Y) can be explained by Competency (X_1) and Leadership variables (X_2) equals 82.8%, leaving other factors outside the two variables at 17.2%.

- c. Based on the hypothesis test (t test), the t value of the competency variable is obtained at 11.058 and t table 1.684. This means H_0 is rejected and H_a is accepted, so that there is a relationship between Competence and increased work effectiveness.

Whereas for the Leadership variable, the t count obtained is 9.728 and t table is 1.684. This means h_0 is rejected and h_a is accepted, so that there is a relationship between Leadership and increased work effectiveness.

- d. The F test results in F equals to 94,644 while F_{table} 1.69, so that F_{count} 94.644 > F_{table} 1.69. This means (H_0) is rejected and (H_a) is accepted; meaning there is a joint relationship between (Competence and Leadership) and increase of work effectiveness.

Result probability is 0,000 or 0% while tariff $\alpha = 5\%$. Thus [$\rho = 0,000 < \alpha = 0,050$], so that (Competence and Leadership) is significant for work effectiveness.

CONCLUSION

Based on the results discussed in the earlier chapter, the followings are the conclusions:

First, the magnitude of the influence of Competence on work effectiveness in the provincial-owned enterprise Pembangunan Sarana Jaya is determined by motives, traits, personal concepts, knowledge and expertise, amounting to 71.8%. From the analysis of Competency variables, the indicator that contributes the most to work effectiveness is

expertise. While the indicator contributes the least is employees' traits.

Second, how much Leadership affect work effectiveness in the Pembangunan Sarana Jaya company is determined by: directive, supportive, and participatory, amounting to 66.3%. From the analysis of the Leadership variables, the biggest contributing indicator to work effectiveness is Participatory Leadership. While the least one is the directive indicator.

Third, how much Competence and Leadership together influence work effectiveness in the Pembangunan Sarana Jaya company is determined by both competency variables (motives, traits, personal concepts, knowledge and skills) and leadership variables (directive, supportive, and participatory) amounting to 91%. From the analysis of the Competence and Leadership variables, the biggest contributor to work effectiveness is the Leadership variable.

Furthermore, the hypothesis test (t test) shows the value of t count Competency variable of 11,058 and table 1,684. Thus, H_0 is rejected and H_a is accepted; meaning there is a relationship between Competence and increased effectiveness of work.

As for the Leadership variable, it is found that tcount is 9.728 and t table is 1.684. Thus, h_0 is rejected and h_a is accepted; meaning there is a relationship between Leadership and increased work effectiveness.

Meanwhile, based on the F test, the data shows that the calculated F is 94,644 while F_{table} 1.69, so that F_{count} 94.644 > F_{table} 1.69. Thus, (H_0) is rejected and (H_a) is accepted; meaning there is a joint relationship between (Competence and Leadership) and increased work effectiveness.

Result probability is 0,000 or 0% while tariff $\alpha = 5\%$, thus [$\rho = 0,000 < \alpha = 0,050$]. This means (Competence and Leadership) is significant for work effectiveness.

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