



The Effect of Leadership and Competence on Performance (Employee Study at the Village Office of Pagatan City, Kusan Hilir District, Tanah Bumbu Regency, South Kalimantan Province)

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Abstract

The purpose of this study was to analyze: 1) To analyze whether leadership partially affects the performance of leadership employees at the Pagatan City Village Office, Kusan Hilir District, 2) To analyze whether competence partially has a significant effect on the performance of leadership employees at the Pagatan City Village Office, Kusan District Downstream and 3) To analyze whether Leadership and Competence have a simultaneous effect on employee performance at the Village Office of Pagatan City, Kusan Hilir District.

The method used in this research is quantitative with a total sample of 34 respondents using multiple regression analysis. The results of this study are 1) There is a positive and significant effect of the Leadership variable (X1) partially on the Performance variable (Y) Employees of the Village Office of Pagatan City, Tanah Bumbu Regency ($0.039 < 0.05$) with the question Leaders have the skills to educate their subordinates well with a score The highest is





an indicator that leadership is able to improve employee performance with the skills to educate subordinates in the Pagatan City Village Office, Tanah Bumbu Regency, 2) There is a positive and significant effect of the Competency variable (X2) partially on the Performance variable (Y) Employees of the Pagatan City Village Office, Regency Tanah Bumbu (0.022 <0.05) with the question that I have the ability to understand tasks in my field of work in detail, getting the highest score is an indicator that employee competence is good because most employees understand the tasks assigned to them and 3) There is a positive and significant influence variable Leadership (X1) and Competence (X2) simultaneously on Performance (Y) Employees of the Village Office of Pagatan City, Tanah Bumbu Regency (0.001 <0.05) this shows that leadership in the Village Office of Pagatan City, Tanah Bumbu Regency has increased employee competence so that indirectly improve the performance of his subordinates.

Keywords: Leadership, Competence, Performance

1. INTRODUCTION

Carrying out their duties properly, employee development is directed at improving the quality of human resources so that they have attitudes and behaviors that are centered on dedication, honesty, responsibility, leadership and authority so that they can provide services to the public in a professional manner. The development of democratization in the life of the nation and state and the existence of National Competence to realize good governance have encouraged the government to give wider authority to the regions. The government gives authority through the Implementation of Decentralization and Regional Autonomy. Decentralization and Regional Autonomy are needed to grow Regional Initiatives as well as facilitate Regional Aspirations in accordance with the diversity of conditions in each Region. The consequence of implementing Decentralization and Regional Autonomy is that Regional Governments must be able to further improve their performance in the administration of governance.





To achieve effectiveness in carrying out tasks, employees need to have high leadership and competence towards tasks and organization. Leadership and Competency of Employees towards the Organization will increase the responsibility and sincerity of employees in carrying out their duties. with high work competence will work wholeheartedly and will fight for the progress of the organization, because they are aware that they have become part of the organization. To be able to achieve good performance the village office must have a competitive advantage which will only be obtained from Productive, Innovative, Creative Human Resources who are always enthusiastic and loyal. Organizational Human Resources or Employees who meet such criteria will only be possessed through Leadership and Competency Improvement. The competence of an employee with other employees has a different level. Fostering and developing human resources as well as improving employee competency is an organizational obligation.

Leadership is an absolute necessity that must be possessed because leadership is the driving force of the organization, which is done by convincing his subordinates to work well to achieve organizational goals. According to (Siagian, 2011), leadership is the ability and skills of someone who occupies a position as a work unit leader to influence the behavior of other people, especially his subordinates to think, act in such a way that through positive thoughts, make a real contribution in achieving organizational goals.

According to (Terry and Frankin in Yuli, 2005) defining leadership with a relationship in which a leader influences other people to want to work together to carry out interrelated tasks in order to achieve the goals desired by the leader and his subordinates. The way leaders influence their subordinates can vary, among others, by giving responsibility, giving orders, delegating authority, entrusting subordinates, giving awards, giving positions, giving assignments and others. The success and failure of a leader is determined by the style of attitude and action. The style of attitude and action will be seen from the way of doing a job, one of which is by encouraging employees to work effectively so that the desired organizational goals are achieved. Thus, it takes good cooperation between leaders and employees.





Leaders in every organization need and expect a number of employees who are capable and skilled in their field of work, as someone who assists them in carrying out the tasks that are the workload of their respective units. In the sense that a leader wants a number of employees who are effective in doing their jobs. Leadership will take place effectively if it is able to fulfill its function. The purpose of the function here is the position (work) performed or the use of something or the work of a part of the body (Rivai, 2014). For this reason, every leader must be able to analyze the social situation of his group or organization, which can be utilized in realizing the leadership function with the cooperation and assistance of the people he leads. The leadership function is directly related to the social situation in the life of their respective organizations, which implies that every leader is inside, not outside, that situation. Leaders must try to be part of the group or organizational situation (Nawawi, 2000).

Leaders who make decisions by giving a group or organizational situation will be felt as a joint decision which is also a shared responsibility in carrying it out. Thus, it will open opportunities for leaders to realize leadership functions in line with the social situation they develop. Therefore, the function of leadership is a social phenomenon, because it must be manifested in interactions between individuals in the social situation of a group/organization. On the other hand, a leader must be brave and able to take action against his employees who are lazy and make mistakes that harm the organization, by giving warnings and punishments commensurate with their mistakes. To carry out these functions, a leader should maintain a list of skills and good behavior for all employees so that all gifts and punishments that have been given to them are recorded.

To achieve the desired work effectiveness, the Pagatan Urban Village Head must be able to carry out his roles and duties properly and it is hoped that there will be good communication relations between leaders and their subordinates so that employees can work as well as possible. Noting from some of the descriptions on the background of the problems that the author describes, then of course there are problems, namely in order to improve employee competence and performance, good leadership is needed in achieving





organizational goals, improving service to the community, apparently it doesn't have to be left alone, the role of the leadership function must continue to motivate the performance of these employees, such as arriving late, leaving before time, must be changed by the leadership as the highest authority in the office, in order to provide effectiveness of employee performance, in this case the Ward as the highest leader in this office is needed to provide employee effectiveness so that goals are achieved what the organization wants, namely to provide the best service for its people.

According to (Trotter in Saifuddin, 2013) defines that a competent person is a person who, with his skills, does the job easily, quickly, intuitively and very rarely or never makes mistakes, in other words, the capacity that exists in someone who can make that person able to fulfill what required by work in an organization so that the organization is able to achieve the expected results. According to (Lastanti, 2012) defining competence is the skill of an expert. Where an expert is defined as someone who has a certain level of skill or high knowledge in a particular subject obtained from training and experience.

According to (Wibowo, 2013) Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as something that is most important, as the superiority of that field. According to (Byar and rue in Ardiana, 2018) Leadership and Competence are defined as a trait or characteristic needed by an office holder in order to be able to carry out a position properly, or it can also mean the characteristics/characteristics of a person that is easy to see including Knowledge, Expertise, and Behavior that allows for good performance

Based on the description above, the meaning of Leadership and Competence contains deep and inherent aspects of personality in a person with predictable behavior in various situations and work tasks. The prediction of who has good and poor performance can be measured from the criteria or standards used. Competency analysis is prepared mostly for career development, but determining the level of competence is needed to determine the effectiveness of the expected level of performance. According to (Boulter, 2018) the





competency levels are as follows: Skill, Knowledge, Self - Concept, Self-Image, Trait and Motive. Someone's encouragement to have good performance is influenced by the needs that must be met and the level of needs that are different for each employee, causing differences in leadership and employee competence, employees who have good competence will certainly have good performance, of course with good performance will lead to leadership both from the side of employees and superiors as representatives of the organization, so that with good competence it will certainly foster leadership so that employee performance becomes good in other words employees will have good achievements.

Based on the author's preliminary survey at the Village Office of Pagatan City, Kusan Hilir District, as the institution closest to the community in carrying out its activities, the village office is supported by 34 PNS and Honorary employees. Kusan Hilir is not yet known, but on Monday the writer found the fact that every employee usually has a clear level of attendance because they have to attend the morning ceremony, but on other days the percentage of attendance feels less, because they are still carried away by the atmosphere of the Covid-19 Pandemic and Eid Al-Fitr. there are employees who often come late to work, are passive and procrastinate on the grounds that it is still difficult to coordinate with other agencies, while from the leadership side to directly reprimand the employee concerned it is still not felt urgent so as not to cause communication problems with subordinates so on this basis researchers feel the need to examine the efforts of leaders to improve the competence and performance of their subordinates by means of a good leadership approach that can be accepted by subordinates properly and fairly so that employee performance can be maximized.

2. LITERATURE REVIEW

2.1 Leadership

In an organization, the leadership factor plays an important role because it is the leader who will move and direct the organization in achieving its goals and at the same time it is not an easy task. Because you have to understand every subordinate's different behavior.





Subordinates are influenced in such a way that they can give dedication and participation to the organization effectively and efficiently. In other words, that the success or failure of efforts to achieve organizational goals is determined by the quality of leadership. According to (Wahjosumidjo, 2005) leadership is translated into terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of one administrative position, and persuasion, and perceptions of others. another about the legitimacy of influence. According to (Thoha, 2010) leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups.

According to (Sutrisno, 2016) Leadership is a process of directing and influencing activities related to the tasks of group members. According to (Fahmi, 2016), leadership is a science that examines comprehensively how to direct, influence, and supervise others to carry out tasks according to planned orders. Meanwhile, according to (Effendi, 2014) leadership is an influencing activity with the ability to convince others to direct the process of achieving predetermined organizational goals. In other words, leadership is defined as a series of structuring activities in the form of the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve the goals set.

2.2 Competence

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. According to (Wibowo, 2016). Competence as a fundamental characteristic possessed by someone who has a direct influence on, or can describe, excellent performance. In other words, competence is what outstanding performers do more often, in more situations, with better results, than what average performers do. (Zainal, Veithzal Rivai, et al., 2015)

According to (Satori, 2007) mentions competence comes from English competency which means skill, ability and authority. So, competence is a performance that leads to the achievement of goals completely towards the desired condition. Meanwhile, according to





(Usma, 2006) states that a person is called competent if he has the skills to work in a particular field of this matter, competence is also interpreted as something that describes a person's qualifications or abilities, both qualitative and quantitative.

Competency analysis is prepared mostly for career development, but determining the level of competence is needed to determine the effectiveness of the expected level of performance. According to Boulter et al. (in Rosidah, 2003) competency levels are as follows: Skill, Knowledge, Social Role, Self-Image, Trait and Motive. Skill is the ability to carry out a task well, for example a computer programmer. Knowledge is information that a person has for a specific (certain) field, for example computer language. Social role is the attitude and values that a person has and is highlighted in society, for example: a leader. Self-image is people's views of themselves, reflecting identity, for example: seeing oneself as an expert. Traits are enduring characteristics of a character that make people behave, for example: self-confidence. Motive is something that encourages someone to consistently behave, because behavior like that is a source of comfort

2.3 Performance

Human resources are very important for a company or organization in managing, organizing, utilizing employees so that they can function productively to achieve goals. Human resources are one of the potential production factors, in real terms. The human factor of production does not only work physically but also works mentally. Optimization of human resources is the central point of organizational attention in improving employee performance. So that it can be said that human resources are a very important resource or key factor to get good performance. Performance is the result of work achieved by someone based on job requirements. A job has certain requirements to be carried out in achieving goals which are also known as work standards. Performance standard is the expected level of a particular job to be completed, and is a comparison of the goals or targets to be achieved. Work results are the results obtained by an employee in carrying out work according to job requirements or performance standards. An employee is said to be successful in carrying out





his work or having good performance, if the work results obtained are higher than the performance standards. (Wilson. 2012).

According to (Hasibuan, 2017) performance is a work result that is achieved by someone in carrying out their duties based on skill, effort and opportunity. Based on the explanation above, performance is a result achieved by someone in carrying out tasks based on skills, experience and sincerity as well as time according to predetermined standards and criteria. According to (Mangkunegara, 2015) performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Handoko, 2014), performance factors are also influenced by motivation, job satisfaction, stress levels, physical conditions of work, compensation systems, job design, commitment to the organization and other economic, technical and behavioral aspects.

3. RESEARCH METHOD

This type of research is descriptive quantitative, which intends to explain the variable being assessed by explaining the phenomena that arise from the independent (independent) variables that affect a dependent variable without making comparisons or connecting with other variables or the same phenomenon in place. other and test the truth of the hypothesis (Sugiyono, 2013). The population according to (Arikunto, 2013), is the entire subject to be studied. The population in this study were all employees at the Pagatan City Office, Kusan Hilir District, totaling 34 people. Sample is a subset of the population unit. (Arikunto, 2012). The technique of determining the sample in the study uses a total sampling technique or the entire population is used as the research sample.

Data collection is observing the variables that will be examined by interviews, tests, observations, questionnaires, and so on. In this study to collect data used a questionnaire (questionnaire) and interviews. The basic type of measurement in this study uses a Likert Scale. In this study, researchers used data collection techniques by means of a questionnaire (questionnaire). The questionnaire used by researchers as a research instrument, the





method used is a closed questionnaire. Analysis of the hypothesis testing data was carried out using the T test, F test, and the coefficient of determination (R2) using SPSS software.

4. RESULT AND DISCUSSION

4.1 Analysis Results

The regression model that has fulfilled the classical assumptions is then tested by testing the multiple linear regression equation and testing the hypothesis using a partial test (t test). After the validity, reliability and classical assumption tests are met, then multiple linear regression analysis can be performed which is used to determine the effect of the Leadership (X1) and Competency (X2) variables as independent variables on the Performance variable (Y) as the dependent variable. Based on the SPSS output results, the following tables and analysis can be made:

Table 1. Regression Analysis Results

Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,131	2,114		3,847	,001
1 Leaderships	,275	,128	,341	2,154	,039
Competence	,260	,107	,383	2,419	,022

a. Dependent Variable: Performance

Source: Results of data processing, SPSS 24.0 2023

1. Standard Error of Estimate (SEE) is 2.114 The smaller the Standard Error of Estimate (SEE) makes the regression model more precise in predicting the dependent variable.



2. Based on the results of the regression analysis above, the resulting equation mathematically the multiple linear regression function model is stated as follows: Based on Table 4.11 in unstandardized form the multiple regression equation obtained is:

$$Y = 2,114 + 0,128 X_1 + (0,107) X_2 + e$$

The interpretation of the equation is as follows:

- A constant value of 2.114 indicates that if the variables X1 and X2 have a value of 1 or do not change, then the performance is 2.114
- The X1 coefficient of 0.128 indicates that if the X1 value is increased by 1 unit, the Performance (Y) increases by 0.128.
- The X2 coefficient of 0.107 indicates that if the X2 value is lowered by 1 unit, the Performance (Y) increases by 0.00.

4.2 Partial regression test (t test)

The t-test aims to determine between the independent variables and the dependent variable individually. To find out that there is a significant influence between the independent variables on the dependent variable, the significance value of t is compared with the degree of confidence.

Table 2. The results of the t test (partial regression)

Model	Coefficient			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	8,131	2,114		3,847	,001
1 Leaderships	,275	,128	,341	2,154	,039
Competence	,260	,107	,383	2,419	,022

a. Dependent Variable: Performance

Source: Results of data processing, SPSS 24.0 2023



- a. Based on the SPSS output results, it can be seen in table 4.12 above showing X1 (Leadership) of 0.039, because sig. X1 (Leadership) is below 0.05, then Ha is accepted, meaning that leadership has a significant effect on performance.
- b. The SPSS output results show X2 (Competency) of 0.039 because sig X2 (Competence) is below 0.05, then Ha is accepted, meaning that Competence has a significant effect on Performance.

The variable that has the dominant effect can be seen through the largest Standard Coefficients Beta value in the SPSS output table for multiple regression analysis. From table 4.13 it is known that the variable that has the most dominant influence is the Competency variable (X2), which has a Standard Coefficients Beta value of 0.383. So competence (X2) has a dominant influence on performance.

4.3 Simultaneous Regression Test (Test F)

Table 3. Simultaneous Regression Test Results (Test F)

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	20,105	2	10,053	9,585	,001b
1 Residual	32,512	31	1,049		
Total	52,618	33			

- a. Dependent Variable: Performance
 - b. Predictors: (Constant), Competence, Leadership
- Source: Results of data processing, SPSS 24.0 2023

Decision making is based on the results of the SPSS output, it can be seen in the table above, where the sig on the F test is = 0.001b means <0.05. Based on these results, then Ho



is rejected and H_a is accepted, which means Leadership (X1) and Competence (X2), simultaneously (together) have a significant effect on Performance (Y).

4.4 Testing the Coefficient of Determination

Table 4. Test Results for the Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,618a	,382	,342	1,024	1,971

a. Predictors: (Constant), Competence, Leadership

b. Dependent Variable: Performance

Source: Results of SPSS data processing 24.0, 2023

Testing the determination to test the model using a statistical test tool, the statistical summary model will be described in the table which includes the following:

- a. The R value with a value of 0.618 or 61.8% is the correlation coefficient which indicates the level of relationship between the variables Leadership (X1) and Competence (X2), with the Performance variable (Y). The correlation value indicates a moderate level of relationship because it is between 0.600 and 8.00. That is, the variables in this study have a fairly strong unidirectional relationship, where if the X value is strong, the Y value will be strong too. In other words, the stronger the influence of Leadership and Competence, will affect the increase in Performance.
- b. The R squared value with a value of 0.382 is R squared, which indicates that the independent variables taken in the study have an influence on the dependent



variable of 38.2% so that the remaining 61.8% are other variables not presented in this study.

- c. The Adjusted R Square value of this regression model is 0.342 which indicates that the effect of the independent variable (X) on the Dependent variable (Y) is low because it is between 0.200 – 0.400

5. DISCUSSION

5.1 The Influence of Leadership on Employee Performance at the Village Office of Pagatan City, Tanah Bumbu Regency

Based on the results of the study, there was a positive and significant influence of the Leadership variable (X1) partially on the Performance variable (Y) of the Employees of the Village Office of Pagatan City, Tanah Bumbu Regency ($0.039 < 0.05$). The results of this study are in line with previous research conducted by (Indriaty, 2017) and (Dewi, 2012) where leadership style has a positive and significant effect on employee performance. These results are in line with the results of research (Nurdin, et al., 2015), which shows that leadership has a positive and significant effect on employee performance, in this case the performance of regional office staff at the directorate general of treasury in North Sulawesi. The H3 hypothesis is accepted which states that leadership is suspected of influencing the performance of regional office staff at the Directorate General of Treasury in North Sulawesi.

These results are in line with research (Indrawan, 2015) which shows that Placement, Leadership and Competence have a positive and significant effect on the performance of Aceh SETDA employees. But the results of this study are not in line with research conducted by which shows that leadership has less influence and is not statistically significant on work performance. According to (Sastrohadiwirjoyo, 2002), Leadership is an employment activity related to the process of transferring functions, responsibilities, and employment status of workers to certain situations with the aim that the workforce concerned obtains deep job satisfaction and can provide maximum possible achievements to the company. so that an organization if it has a reliable leader will be better able to anticipate organizational





problems and take opportunities from existing changes so as to direct the organization to its goals. That's why leadership is one of the factors that can affect employee performance.

According to Koontz and O'donnel in (Moeheriono, 2012) Leadership as a process of influencing a group of people so they want to work seriously to achieve group goals. According to (Robbins, 2015), suggests that leadership is the ability to influence a group toward achieving a set vision or goal. This result is reinforced by Syahrul's opinion, one of the Pagatan City Urban Village employees, that the leadership of the current village chief officials is very different from the previous village chief officials, besides having a strong determination to realize the vision and mission, he also continues to motivate us not only to work on our obligations but also to work while praying. meaning that by working sincerely, you will automatically be rewarded so that in work you not only earn money but also as a means of doing good so that we, who were previously only busy with work and individual responsibilities, now help each other and work together to realize the best service to the community.

Based on the description and results of the interviews above, the writer can conclude that leadership style is a process of directing and influencing members in terms of various activities that must be carried out, so that the leadership model applied by a leader has a direct influence on the performance of his subordinates, because leadership is a way for leaders to organize, motivate and direct the activities of their subordinates to achieve certain goals or objectives, while the leadership strategy in the Pagatan City Village, Tanah Bumbu Regency to motivate employees to work with the strategy of incorporating the motto of working while worshipping can be used as an alternative strategy where currently employees only measure work and good performance solely with the level of salary received so that low-level employees do not care about their performance due to low salaries so they think that good performance is only for officials or employees who are paid higher.





5.2 The Influence of Competence on Employee Performance in Employees of the Village Office of Pagatan City, Tanah Bumbu Regency

Based on the results of the study, there was a positive and significant influence of the Leadership variable (X1) partially on the Performance variable (Y) of the Employees of the Village Office Employees of Pagatan City, Tanah Bumbu Regency ($0.022 < 0.05$). This result is in line with the results of research (Sabar, 2017) that competency has a positive and significant influence on employee performance, in this case the performance of regional office staff at the directorate general of treasury in North Sulawesi. This means that competence is one of the variables that influence employee performance, where the H2 hypothesis is accepted, namely stating that competency is thought to influence the performance of regional office staff at the directorate general of treasury of North Sulawesi. Employee performance can be better by increasing competence and paying more attention to indicators of leadership and formal education.

These results are in line with research (Ningsih, et al., 2015) that competence has a significant and positive effect on the performance of PT PLN (Persero) Kendari Area employees. However, the results of this study are not in line with the results of research conducted (Ardi, et al., 2016) with the results showing that competence does not have a positive and significant effect on the performance of employees of the Culture, Tourism, Youth and Sports Office of Rembang Regency. The results of this study are in line with research (Krisnawati, 2021) that work competence has a positive and significant influence on employee performance. This means that increasing work competence will affect the level of employee performance in the company. So that the hypothesis that has been formulated in accordance with the results that have been obtained, namely H_0 is rejected.

This research shows results that are in line with the theory put forward by (Abdi and Wahid, 2018) which explains that if employees have high competence, they will be able to improve the performance of the employees themselves. Improving work competence needs to be done within the company organization. Employees who have work competence tend to have good abilities in carrying out work and have the skills to be able to complete work based





on work targets provided by the company. This can provide morale within employees to keep moving forward in carrying out work that can improve performance within the company. Meanwhile, if employees who do not have high competence, they tend not to have the ability to work. Where employees do not fully have the skills to complete the job, resulting in poor performance within the company. Even though employees have knowledge about the job, but it is not matched with the skills they have, it will be difficult for the work to reach the specified work targets so that the results achieved will be less than optimal.

In addition to knowledge and skills, employees must also have an attitude of honesty and integrity at work as well as social attitudes towards colleagues. If employees are required to work in a team, then employees must also be able to undergo the working conditions set by the company. This is also directly related to the ability of employees to adapt to whatever working conditions are happening or will happen. With all the competencies that are owned starting from intellectual competence, social competence, emotional competence and spiritual competence, it certainly has an impact on the performance provided by employees to the company. Employee performance at PT Saptaprima Cargo can be seen from superiors' assessment of their subordinates which is indicated by the total score on the questionnaire used in collecting the data which is included in the high category.

These results are also in accordance with the results of the author's interview with Syahrul, one of the employees of the Pagatan City Urban Village Office, that village heads always try to improve our competence either through direct guidance or bringing in experts or examples from other Villages who are considered to have good competence in working in our office with the aim that we can learn and imitate the tips to improve work competence that were told by the invited speakers so that with this knowledge our competency at work increases.

Based on the results of previous research and the results of interviews, the authors can conclude that competence has a positive and significant effect on employee performance, this is because if work competence is well owned by each employee, it will have an impact





on the better performance that will be produced. This research has been carried out in accordance with scientific procedures, but there are still limitations, namely regarding factors that can support an employee's performance. The factors studied only use one factor, namely competence, where there are still factors that affect the performance of an employee that are outside of the work competency variable. In addition, this research was conducted in only one company, so that in terms of population results it is still relatively narrow. Therefore, it is hoped that the next researcher will use an even bigger company to get a result from research that is far more reliable.

5.3 The Simultaneous Influence of Competence and Leadership on Employee Performance at the Village Office of Pagatan City, Tanah Bumbu Regency

Based on the results of the study, there was a positive and significant influence of the Leadership variable (X1) and Competence (X2) simultaneously on the Performance variable (Y) of the Employees of the Village Office of Pagatan City, Tanah Bumbu Regency (0.007 < 0.05). This result is consistent with the results of research (Sabar, 2017) that the relationship between the two independent variables (Competence and Leadership) simultaneously with the performance of regional office employees at the directorate general of treasury shows very strong criteria. So, in the problem being studied, it is known simultaneously that the two independent variables have a very strong relationship with employee performance. The formulation of the problem is whether Competence and Leadership affect the performance of regional office employees of the Directorate General of Treasury of North Sulawesi, namely the two independent variables have a significant effect on employee performance.

This result is in accordance with the opinion of the Pagatan City Lurah, that since serving as village chief our strong determination and real work have now won 1st place in the Ward Competition throughout Tanah Bumbu Regency which was held by the Village Community Empowerment Service (PMD) so that this achievement has proven that the performance of our employees is quite good and is a reference for going forward to make





various changes and developments to provide the best service for the people of the Pagatan City Village. The results of this interview were also supported by Syahrul as an employee of the Pagatan City Village Office, namely Alhamdulillah, for the leadership of the current village head officials, the Pagatan city village has made a lot of progress, one of which is by winning 1st place in the Tanah Bumbu Sub-District Competition, of course this is thanks to the head of the village head who are serious about empowering our Ward community besides that we as Ward employees are also motivated to improve our competence in improving performance to serve the community.

Based on this description, the writer can conclude that there is a mutual influence between leadership which is able to motivate employees to improve employee self-competence and leadership abilities that are able to move the Pagatan City Village community to increase family income through the establishment of small and medium enterprises (UKM) which being able to market their products outside the urban village area of Pagatan City is proof that village heads can improve the performance of subordinates and so that with good leadership and increased competence, it will indirectly raise awareness in subordinates to work well so that with work performance or If the performance is good, the performance of the Pagatan City Urban Village is getting better and even won 1st place in the Tanah Bumbu sub-district competition which was never achieved during the leadership of the previous village chief.

6. CONCLUSION

Based on the results of the research, several conclusions can be formulated as follows:

1. There is a positive and significant effect of the Leadership variable (X1) partially on the Performance variable (Y) for Employees of the Pagatan City Village Office, Tanah Bumbu Regency ($0.039 < 0.05$) with the question that leaders have the skills to educate their subordinates well, getting the highest score is an indicator that leadership is able to improve employee performance with the skills to educate subordinates in the Village Office of Pagatan City, Tanah Bumbu Regency properly.





2. There is a positive and significant effect of the Competency variable (X2) partially on the Performance variable (Y) of the Employees of the Village Office of Pagatan City, Tanah Bumbu Regency ($0.022 < 0.05$) with the question Aaya has the ability to understand tasks in my field of work in detail I get a score the highest is an indicator that the competence of employees is good because most employees have understood the tasks assigned to them.
3. There is a positive and significant influence of Leadership (X1) and Competence (X2) simultaneously on Performance (Y) of Pagatan City Village Office Employees, Tanah Bumbu Regency ($0.001 < 0.05$) this shows that leadership in the Pagatan City Village Office, District Tanah Bumbu has increased the competency of its employees thereby indirectly increasing the performance of its subordinates.

Based on the conclusions, it can be recommended some suggestions as follows:

1. The question of the leadership variable with the lowest score is that the Leader is able to distinguish which things are urgent and which are important to do first so that it is hoped that the leadership will prioritize the vision and mission of the Pagatan City Village Office, Tanah Bumbu Regency, over other programs
2. For Competency questions the question with the lowest weighted score is the question "I uphold a sense of responsibility in my field and work on time" so that based on this result it is better for the leadership to improve employee competence in the aspect of time discipline.
3. For performance questions the question with the lowest weighted score is the question "I am able to comply with all regulations" so that this result should improve employee performance, it is necessary to increase compliance with regulations that apply in the office and during working hours for subordinates





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