



THE EFFECT OF LEADERSHIP, COMPETENCE AND JOB TRAINING ON EMPLOYEE PERFORMANCE OF PT MEGA INTI MAKMUR MEDIKA

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ABSTRACT

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This study aims to examine and analyze the effect of leadership, competence and training on employee performance at PT Mega Inti Makmur Medika. The phenomenon of decreasing employee performance from decreased sales volume, leadership that is less active in supervising the work of employees and often not being present in supervising the work of employees directly, employees who occupy positions in the company still have education that is not in accordance with the position, employees are not able to understand the training material provided properly, besides that the training schedule held does not have a fixed schedule so this makes it difficult for employees to have maximum training results which is the background of this research. Simple random sampling was used as a sampling method. The sample used is 107 people. The data analysis method used multiple linear regression. In partial data testing, the leadership variable has a positive and significant effect on employee performance at PT Mega Inti Makmur Medika, competence has a positive and significant effect on employee performance at PT Mega Inti Makmur Medika, training has a positive and significant effect on employee performance at PT Mega Inti Makmur Medika. In testing the data analysis simultaneously, the variables of leadership, competence and training showed a positive and significant influence on employee performance at PT Mega Inti Makmur Medika.

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1. Introduction

PT Mega Inti Makmur Medika is a company engaged in the sale of hospital equipment and medical equipment. Employee performance has decreased as seen from the total sales volume which has decreased in the past year. The declining number of sales shows a decrease in employee performance. In addition, the total sales volume also could not reach the target set by the company.

Leadership is a leadership model that is carried out when giving direction and supervising employees. Leadership style basically implies as a manifestation of the behavior of a leader, which concerns his ability to lead.[3] The phenomenon of problems in leadership In the existing leadership in the company at this time, the leadership is less active in supervising the work of employees and is often not present in supervising the work of employees directly. In addition, there are sanctions for violations for employees who are considered too excessive by employees because employees receive direct salary deductions if an error occurs at work or does not reach the work target for 3 months.

Competence is the ability and education possessed by employees in an effort to carry out the work assigned to them. Competence is a description of an individual's ability to carry out a given job in accordance with his abilities. In terms of competence, employees who occupy positions in the company still have education that is not in accordance with the position, then they have no work experience such as in the field of sales and supervisors.[2] The phenomenon of problems in competence regarding employees who occupy



positions in the company still have education that is not in accordance with the position, then have no work experience such as in the field of sales and supervisors.

Job training is a process of providing knowledge and good working techniques to employees in carrying out their work effectively. Training for employees is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, according to standards.[21] In terms of training problems that exist in the company, employees are not able to understand the training material provided properly, besides that the training schedule held does not have a fixed schedule so that this makes it difficult for employees to have maximum training results. Employees are not able to carry out training properly and this has an impact on the work they handle not running effectively.

The purpose of this study was to examine and analyze the effect of Leadership, Competence and Job Training on Employee Performance of PT Mega Inti Makmur Medika either partially or simultaneously.

From the research objectives, the description of the problems that have been described previously, the researchers took the title "The Influence of Leadership, Competence and Job Training on Employee Performance of PT Mega Inti Makmur Medika".

2. Research Methods

This research was conducted at PT Mega Inti Makmur Medika. This research was conducted from June 2021 June 2022. The population in this study were customers totaling 146 employees. The sample in this study amounted to 107 people. The sampling technique in this study used simple random sampling. Measurement of the questionnaire using a Likert scale interval 1 to 5 (strongly disagree - strongly agree). Data analysis using multiple linear regression. To test the research instrument using validity and reliability testing.

3. Results and Discussion

3.1 Result

TABLE 1
RESPONDENT CRITERIA

No	Gender	Number of people)	Amount (%)
1	Man	62	58%
2	Woman	45	42%
	Amount	107	100%
	Age		
1	20-30 years old	23	21%
2	31-40 years old	54	50%
3	41-50 years old	30	28%
	Amount	107	100%
	Length of working		
1	1 year	18	17%
2	1-3 years	56	52%
3	>3 years	33	31%
	Amount	107	100%

Source: Processed primary data, 2022

From the dominant gender, there were 62 men (58%) and 45 women (42%). The percentage of male dominant respondents shows that the dominant employees are male who are more knowledgeable in selling medical devices. From the age of the dominant respondents were 20-30 years as many as 23 people (21%), 31-40 years as many as 54 people (50%) and 41-50 years as many as 30 people (28%). The percentage of dominant respondents aged 31-40 years shows that the dominant employees are adults and have worked in the company for a long time. From the length of work, the dominant respondents were 18 people (17%), 1-3 years (52%) and over 3 years as many as 33 people (31%).

3.1.1 Validity and Reliability Test Results

TABLE 2
VALIDITY TEST

Variable	Items	Test result
Leadership	10	Valid
Competence	10	Valid
Motivation	10	Valid

Variable	Items	Test result
Performance	10	Valid

Source: Processed primary data, 2022

The validity test carried out has a value greater than r table (.361). With this it can be stated that the variable testing is completely valid and can be continued to the reliability test. The following are the results of the reliability test as follows.

TABLE 3
RELIABILITY TEST

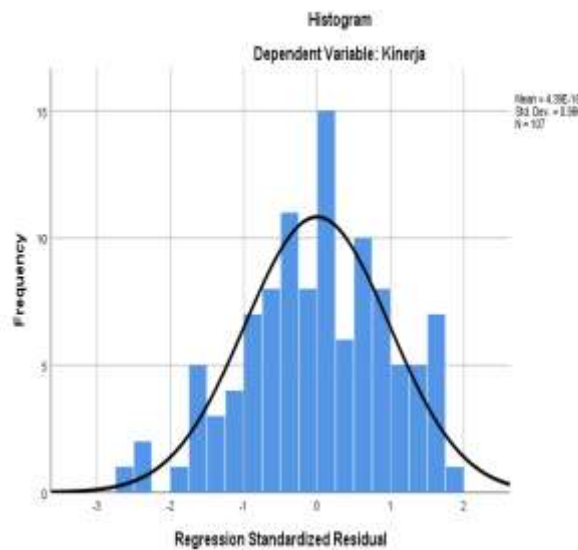
Variable	Cronbach's Alpha	N of Items	Information
Leadership	0.769	10	Reliable
Competence	0.874	10	Reliable
Motivation	0.849	10	Reliable
Performance	0.864	10	Reliable

Source: Processed primary data, 2022

The results of the reliability test for all variables have a value greater than 0.6, then the reliability is declared reliable for all variables.

3.1.2 Classic Assumption Test Results

The following tests the classical assumptions of normality, multicollinearity and heteroscedasticity.

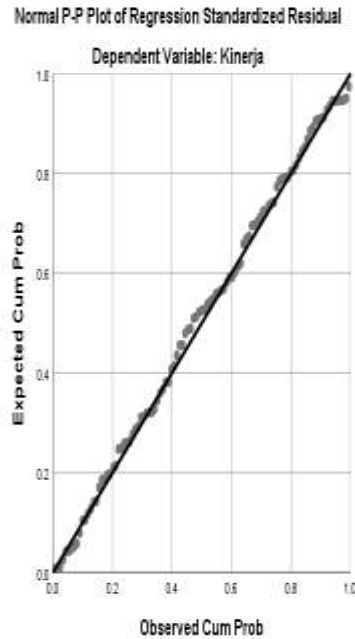


Source: Processed primary data, 2022

Figure 1. Histogram Normality Test

The histogram graph model in the figure shows that the data moves up by forming a bell and fulfills the assumption of normality.





Source: Processed primary data, 2022
Figure 2. PP Plot Normality Test

The graph shows that the data at the point spreads along the line and already meets the assumptions of normality. In the next test using statistics using the one sample Kolmogorov Smirnov test.

TABLE 4
KOLMOGOROV SMIRNOV NORMALITY TEST
ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		107
Normal Parameters, b	mean	.0000000
	Std. Deviation	3.70172453
Most Extreme Differences	Absolute	.042
	Positive	.038
	negative	-.042
Test Statistics		.042
asympt. Sig. (2-tailed)		.200c,d

- a. Test distribution is Normal.
 - b. Calculated from data.
 - c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.
- Source: Processed primary data, 2022

Based on the results of the Kolmogorov Smirnov one sample test, taking into account the significant value of $0.200 > 0.05$, it is stated that the data has a normal distribution.

TABLE 5
MULTICOLLINEARITY TEST
Coefficients^a

Model		Tolerance	Collinearity Statistics
			VIF
1	(Constant)		
	Leadership	.886	1,129
	Competence	.912	1.096
	Training	.968	1.033

- a. Dependent Variable: Performance
- Source: Processed primary data, 2022



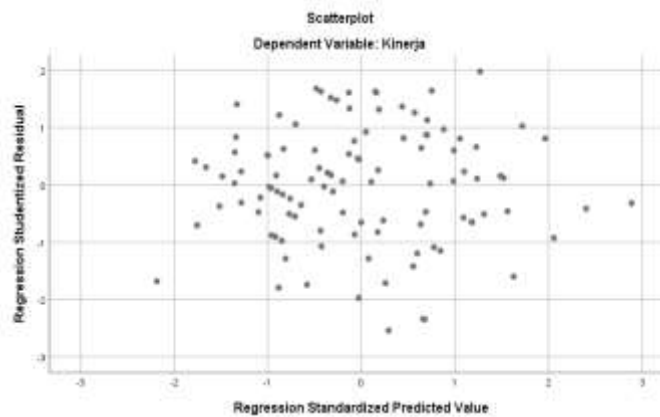
From the results of the variable test, it can be seen that the leadership tolerance value is $0.886 > 0.1$, $0.912 > 0.1$ and competence, $0.968 > 0.1$ for training, while the VIF value for leadership channels is $1.1129 < 10$, competency $1.096 < 10$ and training $1.033 < 10$ that there is no relationship between all independent variables studied in this study.

TABLE 6
GLEJSER HETEROCEDASITTY TEST
COEFFICIENTS^A

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
Model						
1	(Constant)	1.004	2,094		.480	.633
	Leadership	.063	.033	.194	1,894	.061
	Competence	-.029	.046	-.065	-.643	.522
	Training	.029	.043	.066	.671	.504

a. Dependent Variable: absut
Source: Processed primary data, 2022

After going through the results from SPSS, each variable has a value greater than 0.05 for its significant value. The leadership variable is $0.061 > 0.05$, competence is $0.522 > 0.05$, training is $0.504 > 0.05$. So it can be given the results that there are no heteroscedasticity symptoms that occur and meet the criteria of classical assumptions.



Source: Processed primary data, 2022
Figure 3. Scatterplot . Heteroscedasticity Test

The test results on the scatterplot graph show that the data are scattered and do not form a regular (random) pattern, so it can be concluded that there are no signs of heteroscedasticity in the details.

3.1.3 Hypothesis test

The following are the results of data analysis, which were obtained from the results of the t-test as a result of research on the following variables:

TABLE 7
MULTIPLE LINEAR REGRESSION
COEFFICIENTS^A

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
Model						
1	(Constant)	1.483	3.617		.410	.683
	Leadership	.139	.058	.187	2.408	.018
	Competence	.405	.079	.393	5.145	.000
	Training	.420	.075	.417	5,630	.000

a. Dependent Variable: Performance
Source: Processed primary data, 2022

$$Y = 1.483 + 0.139 X_1 + 0.405 X_2 + 0.420 X_3 \tag{1}$$



The explanation of the multiple linear regression above is a constant of 1,483 statements that leadership, motivation and work discipline on performance are 1,483 units if they are not present or constant. The leadership coefficient which is defined as 0.139 and is positive, which means that the performance of 0.139 will correspond to each increase in the leadership variable by 1 unit, considering that other factors do not change. The competency coefficient value is 0.405 and is optimistic, which means that performance can be increased by 0.405 with an increase in every 1 component of competency, assuming other variables do not change. The value of the training coefficient is 0.420 and is positive, which means that performance will increase by 0.420 according to each increase in the training variable by 1 unit, with other variables unchanged.

At the degrees of freedom (df) = 107-4 = 103, then the t table and the significance of 0.05 is 1,983. The results of the partial theory test are. From the leadership hypothesis partially obtained 2.408 > 1.983 and significant obtained 0.018 < 0.05 which means Ha is approved, that is partially leadership has a strong and significant effect on employee performance. From the hypothesis of competence partially obtained 5.145 > 1,983 and significant obtained 0.000 < 0.05 which indicates that Ha is approved, that is partially competence has a positive and significant effect on employee performance. From the partial training hypothesis obtained 5.643 > 1.983 and significant obtained 0.000 < 0.05 which means Ha is approved, namely training has a positive and significant effect on employee performance.

TABLE 8
F TEST

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1195,862	3	398,621	28,267	.000b
	Residual	1452,493	103	14,102		
	Total	2648.355	106			

a. Dependent Variable: Performance

b. Predictors: (Constant), Training, Competence, Leadership

Source: Processed primary data, 2022

With the df degree, the F table value at the 0.05 significance level of confidence is 2.69. The test results obtained a calculated F value (28.267) > F table (2.69) and a significance probability of 0.000 < 0.05, meaning that Ha is accepted and Ho is rejected, namely simultaneously leadership, competence and training have a positive and significant effect on employee performance.

TABLE 9
DETERMINATION TEST
MODEL SUMMARY^B

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672a	.452	.436	3.75525

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

c. Dependent Variable: Performance

Source: Processed primary data, 2022

In the determination test, 43.6% of the performance that can be clarified by the variables of leadership, competence and training in the coefficient of determination test results produced by the Adjusted R Square value of 43.6%, while the remaining 56.4% is explained by other variables not analyzed in this analysis.

3.2 Discussion

From the test results on the t test, it can be concluded from the research. The results of the analysis show that the t count is higher than the t table (2,408 > 1,983). H1 is accepted and leadership partially affects performance. The first hypothesis accepted here proves that leadership is a supportive thing in developing employee performance. The results of this study are in line with previous research with the results showing that leadership has an influence on employee performance. [12]. In line with the theory of transformative and wise leadership style and being able to provide the right solution to every problem, it can increase the commitment of employees to work even harder, so that creative ideas can be created. [13]

From the test results on the t test, it can be concluded from the research. The results of the analysis show that the t count is higher than the t table (5.145 > 1.983). H2 has the result that communication has a strong and important influence on performance. The second hypothesis accepted here proves that the competence of employees in carrying out their work is something that supports the development of employee



performance. The results of this study are in line with previous studies with research results showing that competence has an influence on employee performance.[7]. In line with the theory, competence is a fundamental characteristic of each individual that is associated with criteria that are referenced to superior or effective performance in a job or situation. [21]

From the test results on the t test, it can be concluded from the research. The results of the analysis show that the t count is higher than the t table ($5,643 > 1,983$). H3 has the result that job training has a strong and important influence on performance. The third hypothesis accepted here proves that training helps employees in carrying out their work to be supportive in developing employee performance. The results of this study are in line with previous studies with research results showing that training has an influence on employee performance.[20] In line with improving employee performance as one of the benefits of training. This is because during the training, employees will continue to be forged so that they become more capable and experts in their fields.[9]

The results of the simultaneous regression analysis show that the test results obtained the calculated F value ($28.267 > F$ table (2.69) and the significance probability is $0.000 < 0.05$, meaning that H_a is accepted and H_0 is rejected, namely simultaneously leadership, competence and training have a positive and significant effect on employee performance. .

The result of the coefficient of determination test is the Adjusted R Square of 43.6% of the performance which can be clarified by the variables of leadership, competence and training in the results of the coefficient of determination test that is produced with the Adjusted R Square value of 43.6%, while the remaining 56.4% is explained by other variables not analyzed in this analysis.

4. Conclusion

Partial testing of the leadership variable is $2.408 > 1.983$, it is found that leadership has a positive and significant effect on employee performance at PT Mega Inti Makmur Medika. Partial testing of competency variables $5.145 > 1.983$ resulted in a positive and significant effect on employee performance at PT Mega Inti Makmur Medika. Partial testing of job training variables $5,643 > 1,983$ resulted in a positive and significant effect on employee performance at PT Mega Inti Makmur Medika. The value of $28.267 > 2.69$, namely leadership, competence and training have a positive and simultaneous influence on customer satisfaction at PT Mega Inti Makmur Medika.

Suggestions for the company as a consideration for improving leadership, competence and training problems in improving employee performance. To implement good leadership, companies must accept opinions and input from employees. This is done to maintain employee loyalty and leadership comfort in directing employees. In terms of competence, the company must place employees according to work experience and provide active training such as in the use of accounting programs, conducting excel program training and sales training. With this will make the competence of employees. In terms of job training, the company needs to provide a routine training schedule during working hours so that all employees can participate, such as once a month for each division.

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