

# ANALYSIS OF COMPETENCE, LEADERSHIP STYLE, AND COMPENSATION IN THE BANDUNG CITY PASAR BERMARTABAT

*by Nur Agus Salim*

---

**Submission date:** 17-Dec-2023 09:52PM (UTC-0500)

**Submission ID:** 2261543282

**File name:** document.pdf (220.38K)

**Word count:** 4006

**Character count:** 22906

## ANALYSIS OF COMPETENCE, LEADERSHIP STYLE, AND COMPENSATION IN THE BANDUNG CITY PASAR BERMARTABAT

Oleh:

Muhammad Yusuf <sup>1)</sup>

Andri Haryono <sup>2)</sup>

Hardianti Hafid <sup>3)</sup>

Nur Agus Salim <sup>4)</sup>

Muhsin Efendi <sup>5)</sup>

STIA, Bandung <sup>1)</sup>

STSSIP Bina Marta, Martapura <sup>2)</sup>

Universitas Negeri, Makasar <sup>3)</sup>

Universitas Widya Gama, Samarinda <sup>4)</sup>

STIE Pancasetia, Kota Banjarbaru <sup>5)</sup>

E-mail :

[<sup>1\)</sup>](mailto:Muhammadyusuf@stiabandung.ac.id),

[<sup>2\)\\*</sup>](mailto:andriharyono552@gmail.com),

[<sup>3\)</sup>](mailto:hardiantihf@unm.ac.id),

[<sup>4\)</sup>](mailto:nuragussalim@uwgm.ac.id)

[<sup>5\)</sup>](mailto:muhsin_efendi.fisipol@ugp.ac.id)

### ABSTRACT

*Human Resources is one of the most important elements in a company because HR is the key determinant of the progress or decline of a company. Changes in technology and various existing dynamics cause increasingly fierce competition. This study aims to determine the effect of Supportive Leadership Style, Compensation and Competence on employee performance at Bandung City Pasar Bermartabat. The distribution of the questionnaire was 73 respondents using google form. This research uses a quantitative study with multiple regression analysis method and uses the SPSS25 program. The results showed the Supportive Leadership Style, Compensation and Competence influence the performance of employees in PD. Pasar Bermartabat Kota Bandung.*

**Keywords : Leadership Style, Compensation, Competence, Performance**

### ABSTRAK

Sumber Daya Manusia merupakan salah satu elemen terpenting dalam suatu perusahaan karena SDM merupakan kunci penentu maju atau mundurnya suatu perusahaan. Perubahan teknologi dan berbagai dinamika yang ada menyebabkan persaingan semakin ketat. Penelitian ini bertujuan untuk mengetahui pengaruh Gaya Kepemimpinan Supportive, Kompensasi dan Kompetensi terhadap Kinerja Pegawai di Pasar Bermartabat Kota Bandung. Penyebaran kuesioner sebanyak 73 responden menggunakan google form. Penelitian ini menggunakan studi kuantitatif dengan metode analisis regresi berganda dan menggunakan program SPSS25. Hasil penelitian menunjukkan Gaya Kepemimpinan Mendukung, Kompensasi dan Kompetensi berpengaruh terhadap kinerja karyawan di PD. Pasar Bermartabat Kota Bandung.

**Kata Kunci : Gaya Kepemimpinan, Kompensasi, Kompetensi, Kinerja**

## 1. INTRODUCTION

The Indonesian economy is currently in decline due to the Covid-19 virus, that entered Indonesia in early 2020. Minister of Finance Sri Mulyani projected economic growth in 2020 to range from minus 1.7% to minus 2.2%. (Yovanda , 2021). The government's economic growth projections is equivalent to that of international institutions. The impact of the Covid-19 pandemic will still overshadow Indonesia's economic growth in 2021. Some people believe the turbulence will end because of high hopes for a Covid-19 vaccine as the main game changer. Several domestic and international financial institutions have issued economic forecasts for 2021. Furthermore, the country's real GDP is predicted to rise by 4.8 percent in 2021 and 6 percent in 2022. This projection is supported by strong policy support. The Indonesian economy is currently in decline due to the Covid-19 virus, that entered Indonesia in early 2020. Minister of Finance Sri Mulyani projected economic growth in 2020 to range from minus 1.7% to minus 2.2%. (Yovanda , 2021). The government's economic growth projections is equivalent to that of international institutions. The impact of the Covid-19 pandemic will still overshadow Indonesia's economic growth in 2021. Some people believe the

turbulence will end because of high hopes for a Covid-19 vaccine as the main game changer. Several domestic and international financial institutions have issued economic forecasts for 2021. Furthermore, the country's real GDP is predicted to rise by 4.8 percent in 2021 and 6 percent in 2022. This projection is supported by strong policy support.

One of the most important elements in improving the performance of a company is human resources (HR) because HR is a determinant of the progress or decline of a company. Changes in technology and various existing dynamics cause increasingly fierce competition. Therefore, all companies want to have potential human resources to improve company performance. PD. The Dignified Market of Bandung City is one of the Regional Owned Enterprises of the City of Bandung which is engaged in the traditional market service sector. The Covid-19 pandemic has had a major impact on companies. During the pandemic, PD. The Bandung City Dignity Market experienced a decrease in income by more than 50%. The decline in revenue occurred in early April 2020 which reached 50% but in August 2020 there was the worst decline in history which was the worst condition for the company so that many employees were paid only 50% because the company had

to reduce costs.

Employee performance in a company is extremely crucial because the better the employees' performance, the better the company's quality and competence to achieve the desired goals. Almost all companies experienced a decline in performance during the Covid-19 pandemic, especially when measured using financial performance (such as sales and profit levels), but employees must always perform well, work according to the job desk, and show initiative. If the employee's performance degrades, so will the company's quality. Employees must, of course, perform to the best of their ability in order to achieve organizational goals. Employee performance is an important factor for institutions to consider because it can affect the achievement of organizational goals and progress in a constantly changing global competition. The results obtained in accordance with organizational standards demonstrate good performance. Employee job satisfaction, among other things, can influence good performance. Performance is defined as the execution of a plan with resources that have the ability, competence, motivation, and interests to carry it out (Wibowo, 2013, p.4). The ability to create confidence and support among subordinates so that

organizational goals can be achieved, and supportive leadership style is one of the leadership styles. Leadership style, according to (Afrizal, 2015), is a behavioral norm used by a person to influence the behavior of others. While using participatory leadership, the leader creates a workplace that motivates organizational members to work as hard as they can.

Apart from the participatory leadership style, another factor that influences performance and job satisfaction is the need for competence. Competence is defined as the ability required to improve fundamental abilities and perform at a higher level. According to (Candra & Fatimah, 2020), a person's competence is the foundation of an individual's effective and superior performance in a job. An employee who possesses high competency in terms of knowledge, skills, abilities, and attitudes relevant to the position he holds is always motivated to work effectively, efficiently, and productively. This occurs because the employee in question's competence is increasingly capable of carrying out the tasks assigned to him, and because the success of an organization is influenced by the organization's existing resources, both human and financial resources. According to Afrizal (2015), supportive leadership influences employee

performance. Moreover, supportive leadership styles have an impact on employee motivation. Employees will be more enthusiastic about their work as a result of the leadership style, which will lead to improved performance. Septerina and Irawati (2018) discovered that compensation has an effect on performance. This is also supported by Poluakan, Runtuwene, and Sambul's research (2019). Competence has an effect on employee performance, according to research by (Candra & Fatimah, 2020); (Pongoh, Mananeke, & Sendo, 2018); and (Rafiie, Azis, & Idris, 2018). The goal of this study is to examine the impact of supportive leadership style and compensation on the performance of Bandung City Dignified Market employees.

## 2. RESEARCH METHOD

Individuals or factions that are being studied. In accordance with the research objectives, the population must have limitations and characteristics (Priyatno, 2014). This study's population is male Bandung City Dignified Market Employees who work as field staff.

According to (Sugiyono, 2017), the sample is a subset of the population in terms of number and characteristics. The writer helps determine the research sample in this research using a

nonprobability sampling technique blended with a purposive sampling method. In this study, the pretest sample size was 30 people. This study's data collection method is a survey, which is carried out by distributing questionnaires both directly and indirectly (via google form) by providing statements that respondents can fill out. The data will be primary research data obtained using a Likert scale with choices ranging from 1 to 5. Purposive sampling was used in this study; according to (Sugiyono, 2017), purposive sampling is a data sampling technique based on specific considerations. This study's sample criteria are: Dignified Market employees in the field (painting, assembling, etc.)

Respondents aged 21-40, at least 2 years working, staff level There were 73 people who took part in this study.

## 3. RESULT AND DISCUSSION

### Hypothesis testing

#### Coefficient of Partial Regression (t-test)

The multiple linear regression t-test was used to determine whether the independent variables Supportive Leadership Style (GK), Compensation (KOM), and Competence (KOMP) had a significant effect on the dependent variable Performance (KI). T table can be

searched in the statistical table at significance level 0.05 by first determining the degrees of freedom, namely  $df = n - k = 73 - 4 = 69$ , so that the t table ( $df$ ) = t table (69, 0.05)

The multiple linear regression t-test was used to see if the independent variables Supportive Leadership Style (GK), Compensation (KOM), and Competence (KOMP) had any effect on the dependent variable Performance (KI). T table can be searched in the statistical table at significance level 0.05 by first determining the degrees of freedom, namely  $df = n - k = 73 - 4 = 69$ , so that the t table ( $df$ ) = t table can be found (69, 0.05):

1. The t-count value of the Supportive Leadership Style (GK) variable is 2.823, which is greater than the t-table value of 1.998. Furthermore, the sig value in the table is 0.06, which is higher than the t table value of 0.07. This indicates that the Supportive Leadership Style (GK) variable has a partial effect on the Employee Performance (KI) variable. As a consequence, Ho is rejected.
2. In the Compensation variable, the t-count value of 2.217 is greater than

the t-table value of 1.996. The sig value is 0.030, which is far less than 0.05. This shows that the Compensation variable has a partial effect on the Employee Performance variable (KI). As an outcome, Ho is rejected.

3. According to the Competency variable (KOMP), the t-count value of 6.670 is greater than the t-table value of 1.998. The level of significance is 0.00, which is less than 0.07. This demonstrates that the Competency variable has a significant partial effect on the Employee Performance (KI) variable. As a result, it is possible to deduce that Ho is rejected.

#### **Test for Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination test is used to determine how much the variables of Supportive Leadership Style (GK), Compensation (KOM), and Competence (KOMP) influence Performance (KI). The coefficient of determination analysis results can be seen below.

**Tabel 1. Hasil Uji Koefisien Determinasi R<sup>2</sup> Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
a.	.794a	.626	.613	2.367
Predictors:			(Constant),	TotalX3,

TotalX2, TotalX1

Table 1 displays the R2 value of 0.628 (62.8%), indicating the contribution of the independent variable to the dependent variable, with the remaining 37.2% influenced by variables outside of this study. 0.611 (61.1%) is the adjusted R2 value. This demonstrates that the independent variables of supportive leadership style, compensation, and competence have a 61.1% influence on the dependent variable of employee performance, with the remaining 38.9% influenced by variables not included in this study.

The regression analysis test is used to see if there is a link between the dependent variable (dependent) employee performance (KI) and the independent variables (independent) supportive leadership style (GK), compensation (KOM), and competence (KOMP). Because there are three independent variables in this study, the regression analysis used in this study is multiple regression. These variables are supportive leadership style (GK), compensation (KOM), and competence (KOMP).

$$\text{KI} = -2,501 + 0,293 \text{ GK} + 0,309 \text{ KOM} + 0,695 \text{ KOMP}$$

Total X1 The regression analysis test is used to see if there is a link

between the dependent variable (dependent) employee performance (KI) and the independent variables (independent) supportive leadership style (GK), compensation (KOM), and competence (KOMP). Because there are three independent variables in this study, the regression analysis used in this study is multiple regression. These variables are supportive leadership style (GK), compensation (KOM), and competence (KOMP) :

1. The constant of -2.501 means that if all the independent variables are 0, then the employee's performance is -2.501.
2. The supportive leadership style variable does have a regression coefficient of 0.293, which means that if the supportive leadership style increases by one unit, the employee's performance will increase by 0.293 units if the other independent variables remain constant.
3. The compensation variable has a regression coefficient of 0.309, which means that if compensation increases by one unit, the employee's performance will increase by 0.309 units if the other independent variables remain constant.
4. The competency variable has a regression coefficient of 0.695, which means that if the competency

increases by one unit, the employee's performance will increase by 0.695 units, assuming the other independent variables remain constant.

### **Discussion**

Working honestly will affect worker performance in the Pasar Bermartabat after testing the previous sub-sub on the dimension of personal nature..

### **Employee Performance is Affected by Leadership Style**

According to the results of the previous chapter's research, leadership style has a significant effect on employee performance, with a t-count of 2.821 that is greater than the t-table of 1.996 and a sig value of 0.006 that is 0.05 implying that the Supportive Leadership Style affects employee performance..

The study's results suggest that leaders who continuously support and encourage their subordinates will inspire them to complete their work well and perform well. The results of this study are in line with research conducted by (Afrizal, 2015), which states that a supportive leadership style impacts employee performance.

### **Employee Performance Is Influenced by Compensation**

Based on the study's findings,

compensation has a significant effect on employee performance, with a t-count of 2.217, which is greater than 1.996, and a sig value of 0.030, which is less than 0.05, indicating that compensation has an effect on performance. Because it is closely related to welfare, the results show that appropriate compensation will improve employee performance. In order to improve employee performance and achieve company goals, the company and management must always pay attention to compensation. This research is consistent with the findings of (Hoke, Tewal, & Suma, 2018); (Septerina & Irawati, 2018); (Qustolani, 2017); and (Poluakan, Runtuwene, & Sambul, 2017). 2019) that states that pay has an impact on employee performance.

### **Employee Performance Is Influenced by Competence**

According to the study's findings, competence has an effect on employee performance, with a t-count of 6.670 and a t-table of 1.996, the value of sig 0.000 0.05 indicating that competence has an effect on performance.

The findings revealed that the higher the level of competence possessed by employees, the higher their performance. As a result, businesses must improve employee competencies through various trainings. The study's findings are consistent with research by (Candra &



Fatimah, 2020); (Pongoh, Mananeke, & Sendo. 2018); and (Rafiie, Azis, & Idris, 2018) indicating that competence influences employee performance.

#### 4. CONCLUSION

The study's conclusion is how influential the Supportive Leadership Style, Compensation, and Competence are on the Performance of Bermartabat Employees. The following are the study's findings: Employee performance is affected by supportive leadership style, compensation, and competence.

#### Suggestion

To assist future research that wants to conduct research with the same title or with similar variables, the researcher makes some suggestions for considering intervening variables, such as employee satisfaction or employee motivation.

#### 5. REFERENCES

Afrizal, A. (2015). The Effects of Leadership Style on Work Motivation and Job Satisfaction, as well as Their Impact on Employee Performance (Case Study of BMT Bina Ihsanul Fikri Yogyakarta). *JESI: Indonesian Journal of Islamic Economics*, Vol. 2, No. 2, pp. 151-170. .

M.N. Almasri (2016). Human Resource

Management in Islamic Education, *Journal of Socio-religious Research*, 19(2): 4.

R. P. Ayuwardani (2018). The Influence of Financial and Non-Financial Information on Stock Price Underpricing in Companies Conducting Initial Public Offerings (Empirical Study of Go Public Companies listed on the Indonesia Stock Exchange 2011-2015). *VIIth Nominal Journal* (1). Introduction to Basic Human Needs, 2nd Edition, Aziz Alimul. Tri Utami edited the piece.

S. Salemba Medika Batlajery, South Jakarta (2016). Management Functions Implementation in the Government Apparatus of Kampung Tambat, Merauke Regency *VIIth Journal of Economics and Social Sciences* (2) Candra, A., and Fatimah. (2020). The Effects of Motivation, Compensation, and Competence on the Performance of Archives Management Employees in the Ogan Komering Ilir Regency *Government Journal of Management and Business*. 5 MOTIVATION (1).

Dewi, L. (2018). Le Fluffy Dessert Consumer Satisfaction Measurement

- S. M. Fachreza (2018). The Effects of Work Motivation, Work Environment, and Organizational Culture on Employee Performance and Their Impact on the Performance of Bank Aceh Syariah in Banda Aceh City, Aceh, Indonesia 3. *Magister Management Journal* (1).
- F. Farchan (2016). A Technical A Paradigm in Strategic Human Resource Management Performance evaluation. 3. *Islamic Education and Studies Journal*
- Febriansyah (2016). The Financial Statement Preparation Process at the Young EntrepreneurAcademy Indonesia Bandung is described in detail. VIII(2), *Journal of Accounting Research*: 13.
- H. Fitria &. (2019). Islamic Education Leadership Management 4(1), *JMKSP (Journal of Management, Leadership, and Academic Supervision)*.
- I. Ghozali (2016). Using the SPSS Program for Multivariate Analysis (8).
- A. P. Gilang (2018). Competence's Impact on Employee Performance (Study at PT. Telekomunikasi Indonesia Tbk Witel Bandung). *Journal of Business and Management Research*, Volume 5, Issue 5.
- Hamdi. (2020). (2020). Management Functions in Action at the Kiwa Village Office, North Tapin District, Tapin Regency Volume 6. 2 of the *Journal of Business Economics*.
- S. V. Hoke, B. Tewel, and J. S. Suma (2018). The Effects of Competence, Organizational Commitment, and Compensation on Employee Performance at the PT. Dwitaguna clan in Manado, North Sulawesi. *EMBA Journals* include the *Journal of Economic Research, Management, Business, and Accounting*.
- T. Huseno (2016). Employee Performance Overview of Leadership, Organizational Mission, Organizational Culture, and Job Satisfaction Dimensions Padang: Nusa Creative Media.
- Imron. (2019). (2019). Quantitative Analysis of the Effect of Product Quality on Consumer Satisfaction at CV. Tangerang Blessing Furniture Ingrid, S., and (2015). Employee Performance and the Impact of Leadership and Work Motivation 3(2): 2 *Journal of Accounting, Economics, and Business Management*.
- S. Irawati and (2018). The Impact of

- Compensation on Employee Job Satisfaction at PT Etowa Packaging Indonesia's Production Department. *Applied B Journal*
- Irawati, S. &. (2018). Irawati, S. &. (2018). The Effect of Compensation on Employee Job Satisfaction in the Production Department at PT. Etowa Packaging Indonesia. *Journal of Applied Business Administration* 2(1) : 2.
- Istiantara, D. T. (2019). Competency-Based Human Resource Management Development to Improve the Performance of Indonesian Railway Polytechnic Employees and Lecturers. *Journal of Indonesian Railways*, III(2) : 2.
- Jamaludin, A. (2017). The Influence of Leadership Style on Employee Performance at PT. Kaho Indahcitra Garment Jakarta. *Journal of Applied Business and Economics*, 3(3), 4-5.
- Kartika, L. N. (2014). The Effect of Competency Level on the Performance of Office Administration Employees. *Journal of Economics and Business*, XVII(1), 6.
- Larasati, S. (2018). Human Resource Management. Yogyakarta : CV. Main Budi.
- Lestari, J. S. (2019). The Influence of Leadership, Discipline, and Work Environment on Teacher Work Achievement. *Journal of Management and Business*, 1(1) : 7.
- Marnis, P. (2008). Human Resource Management. Surabaya : Zifatama Publisher. Mu'ah, M. &. (2016). Professional Human Resource Management. Surabaya: Zifatama Publisher.
- Poluakan, A. K., Runtuwene, R. F., & Sambul, S. A. (2019). The Effect of Compensation on Employee Performance at PT. PLN (Persero) UP3 Manado. *Journal of Business Administration (JAB)*, 9 (2).
- Pongoh, A. M., Mananeke, L., & Sando, G. M. (2018). The Influence of Competence and Work Placement on Employee Performance of TVRI Public Broadcasting Station, North Sulawesi Station. *EMBA Journal: Journal of Economic Research, Management, Business and Accounting*, 6(4).
- Pramesti, W. (2017). Sukuk Rating Analysis: Financial Perspective. *Journal of Islamic Business and Management BUSINESS*, 5 (1), 7.

- Pratiwi, N. I. (2017). Use of Video Call Media in Communication Technology. *Scientific Journal of Social Dynamics*, 1(2), 10.
- Priyastama, R. (2017). *Sakti Book Masters SPSS Data Processing & Data Analysis*. Yogyakarta : PT. Indonesia's Great Boy.
- Priyatno, D. (2014). *SPSS 22: Practical Data Processing*. Surabaya : Zifatama Publishing
- Priyono. (2007). *Introduction to Management*. Surabaya : Zifatama Publisher.
- Purba, D. C. (2019). Analysis of the effect of Job Satisfaction, Work Motivation and Work Discipline on Employee Performance at the Manado Branch of the Republic of Indonesia Public Printing Company. *EMBA Journal*, 7(1),3.
- Qustolani, A. (2017). Effect of Job Satisfaction, Procedural Fairness and Compensation on Employee Performance. *Scientific Journal of Management & Accounting*.
- Rafiie, D. S., Azis, N., & Idris, S. (2018). The Influence of Competence, Leadership Style, Work Culture, and Work Environment on Employee Job Satisfaction and Its Impact on Employee Performance at the Office of the Ministry of Religion of West Aceh Regency. *Journal of Masters in Management*, 2(1).
- Rahadi, D. R. (2010). *Human Resource Performance Management*. Palembang : Tunggal Mandiri Publishing.
- Rifa'i, C. W. (2016). *Fundamentals of management*. Medan : Perdana Publishing.
- Riyanda, M. (2017, August 1). *The Influence of Competence and Work Discipline on Employee Performance*. Semarang: Diponegoro University Publishing Agency.
- Septerina, & Irawati, R. (2018). The Effect of Compensation on Employee Job Satisfaction in the Production Department at PT. Etowa Packaging Indonesia. *Journal of Applied Business Administration*,2(1).
- Sofie, F. S. E. (2018). Identification of Human Resource Management Functions in Medium Enterprises (Study on CV Angung City). *Journal of Economic Discourse*, 18(01): 3.
- Solihin, Ismail. (2009). *Introduction to Management*. Jakarta : Erlangga.
- Sugiyono. (2016). *Quantitative*,

- Qualitative, and R&D Research Methods. Bandung : CV. Alfabeta.
- Sugiyono. (2017). Quantitative, Qualitative, and R&D Research Methods. Bandung : CV. Alfabeta.
- Suherman, U.D. (2019). The Importance of Leadership In Organizations. Science Journal Islamic Accounting and Business, 1(2), 3-4.
- Sulistiyastuti, E. A. (2017). Quantitative Research Methods: for Public Administration and Social Problems. Yogyakarta : Gava Media.
- Suyono, H. (2019). The Effect of Supportive Leadership Style, Horizontal Communication and Career Development on Job Satisfaction of Contract Employees (Study on Frontliner Employees of PT. Bank Central Asia Tbk Banjarmasin). Journal of Management Insights, 7(1) : 3.
- Syamsuddin. (2017). Application of Management Functions in Improving the Quality of Education. Idaarah Journal, I(1) : 4.
- Tamini, A. A. (2015). Journal of Business Administration Volume 04, Number 02. The Effect of Compensation on Job Satisfaction of Medan Cars Makmur Style Employees, 3-4.
- Wibowo, F. (2018). The Effect of Compensation and Motivation on Employee Performance (Case Study of PT Indoraya Internasional in Yogyakarta). Journal of Management and Business, X(2) : 4.
- Wibowo. (2013). Work management. Jakarta: Rajawali Press.
- Yovanda, Y. R. (2021). Minister of Finance Sri Mulyani Reveals the Latest Projection of Indonesia's Economic Growth, Minus Throughout 2020.

# ANALYSIS OF COMPETENCE, LEADERSHIP STYLE, AND COMPENSATION IN THE BANDUNG CITY PASAR BERMARTABAT

---

## ORIGINALITY REPORT

---

3%

SIMILARITY INDEX

6%

INTERNET SOURCES

0%

PUBLICATIONS

0%

STUDENT PAPERS

---

## MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

---

3%

★ [ijmra.in](http://ijmra.in)

Internet Source

---

Exclude quotes Off

Exclude bibliography Off

Exclude matches < 3%