

Analysis of Competence and Transformational Leadership on Employee Performance with Quality of Work Life as a Mediating Variable

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Abstract

The research aims to determine the effect of competency and transformational leadership on employee performance with quality work life as a mediating variable. This research was conducted on employees who handle the procurement of goods/services within the Probolinggo City Government. The population in this research as a whole is employees from departments, agencies, divisions, sub-districts, sub-districts, schools, hospitals and health centers within the Probolinggo City Government, totaling 190 people. The sample population was 100 people. Data analysis in order to test the hypothesis in this study used Smart PLS 3.2.9. Based on the results of the data analysis that has been carried out, it can be concluded as follows: good competence is able to encourage an increase in the quality of work life, good transformational leadership is able to encourage an increase in the quality of work life, good competence is able to encourage an increase in employee performance, good transformational leadership is able to encouraging increased employee performance, good quality of work life is able to encourage increased employee performance, good quality of work life is able to mediate the influence of competence on employee performance.

1. INTRODUCTION

Government procurement of goods and services is one of the main drivers in supporting economic growth at various levels. As an important element, the efficiency and effectiveness of procurement of goods and services has a significant impact on overall organizational performance. Performance in this context is defined as achieving results in accordance with the responsibilities given.

Monitoring the performance of employees involved in the procurement of goods and services at the Probolinggo City Government shows variations in results between 2022 and 2023. The data shows a decrease in obstacles experienced by employees in several aspects, such as planning and contract management. However, these results still show performance that is not optimal overall.

The problems identified include the lack of employee understanding in using procurement applications and the lack of optimal training programs that support competency improvement. Apart from that, the quality of work life is a significant factor in determining employee performance. This includes various aspects such as providing health services, giving rewards, and managing conflict within the organization. Previous research shows that a good quality of work life can increase employees' sense of appreciation, which ultimately has a positive impact on performance. However, inconsistent research results raise the need for further analysis regarding the impact of these factors on performance.

Competence is also a key factor that influences employee performance. Competency includes a combination of knowledge, skills and attitudes that are relevant to the task at hand. Competency development through training and technical guidance is a priority in improving performance. Another factor that influences performance is leadership style. Transformational leadership has been identified as a model that is able to create positive change and increase employee motivation to achieve better results.

Based on the results of observations, inappropriate leadership styles, such as a lack of effective communication and attention to employees, also affect performance. Transformational leadership is considered capable of overcoming these challenges through greater inspiration and support for employees.

This research aims to analyze the influence of competence, transformational leadership, and quality of work life on the performance of employees procuring goods and services in the Probolinggo City Government. The variable quality of work life is also analyzed as a mediator between competence and leadership on performance. With this analysis, it is hoped that the research results can contribute both academically and practically, especially in increasing the effectiveness and efficiency of government procurement of goods and services.

2. LITERATURE REVIEW

Competence

Mudrajad Kuncoro (2005:44) also said that core competencies are the main values possessed by a company or organization in building skills and capabilities, which are applied in various production or business lines. Moh. Uzer Usman (2006:4) states that a person is considered competent if they have skills in working in a certain field. Therefore, competency can also be interpreted as something that describes a person's qualifications or abilities, both in terms of quality and quantity.

Transformational Leadership

Robins and Judge (2015) stated that transformational leadership motivates followers to exceed personal interests for the benefit of the organization, which in turn can improve organizational performance. Companies led by transformational individuals typically show higher agreement among top managers regarding organizational goals, which contributes to better performance. This statement underlines that transformational

leadership creates strong interactions between leaders and subordinates, helping employees feel more empowered, motivated, and strive to achieve high performance.

Quality of Work Life

Mosahegrad, (2013) quality of work life enhances employees' dignity through job satisfaction and humanising the work by assigning meaningful jobs, giving opportunities to develop human capacity to perform well, ensuring job security, adequate pay and benefits, and providing safe and healthy working conditions. As a result, high quality of work life organisations may enjoy better sustainable efficiency, productivity and profitability.

Employee Performance

Bernardin & Russell (2012) refer to performance as recording the results of job functions during a certain period. Dharma (2005) defines performance management as a method for achieving better results for organizations, groups and individuals by understanding and managing performance according to targets. Mangkunegara (2013) emphasized that employee performance is the result of work in terms of quality and quantity achieved by employees in accordance with the responsibilities given.

3. RESEARCH METHODS

This research uses a quantitative approach with a cross-sectional design, where data is collected through one observation at a certain time. This research aims to examine the influence of independent variables, namely competence and transformational leadership, on the dependent variable in the form of employee performance with quality of work life as a mediating variable. Data was collected through a questionnaire survey prepared using a Likert scale, and analyzed using the Partial Least Square (PLS) method using SmartPLS software version 3.2.9. This approach was chosen because of its flexibility in handling small samples and data that does not meet normality assumptions.

The research population includes 190 employees involved in the procurement of goods and services in the Probolinggo City Government. Samples were taken using a proportional random sampling technique with the Slovin formula, resulting in a minimum number of respondents of 100 people. Respondents consisted of structural groups, functional procurement officials, as well as commitment-making officials in various regional apparatus. The data collected includes primary information from questionnaires and secondary data from official documents, such as reports from the Goods and Services Procurement Section.

Data analysis was carried out through two main stages: descriptive and inferential. Descriptive analysis is used to provide a general overview of the distribution of respondent data, while inferential analysis via PLS is used to test causal relationships between variables in the research model. This model includes testing the outer model (validity and reliability of measurements) and the inner model (structural relationships between variables). The bootstrap technique is used to overcome the assumption of normality in statistical parameter estimation, ensuring reliable and valid results to support the research hypothesis.

4. RESULTS AND DISCUSSION

Results

Goodness Outfit Testing Measurement Model

The results of the outer model testing include convergent validity tests, discriminant validity and construct reliability. Based on testing the latent variable model in this study, it was grouped into two groups, namely exogenous variables and endogenous variables. The exogenous variables are competence (X1) and transformational leadership (X2), while the endogenous variables are quality of work life (Z) and employee performance (Y). The model is said to be good if the development of the hypothesis model is theoretically supported by empirical data. Testing the results of the analysis using Partial Least Square (PLS) to determine the complete influence between variables can be seen in the following picture:

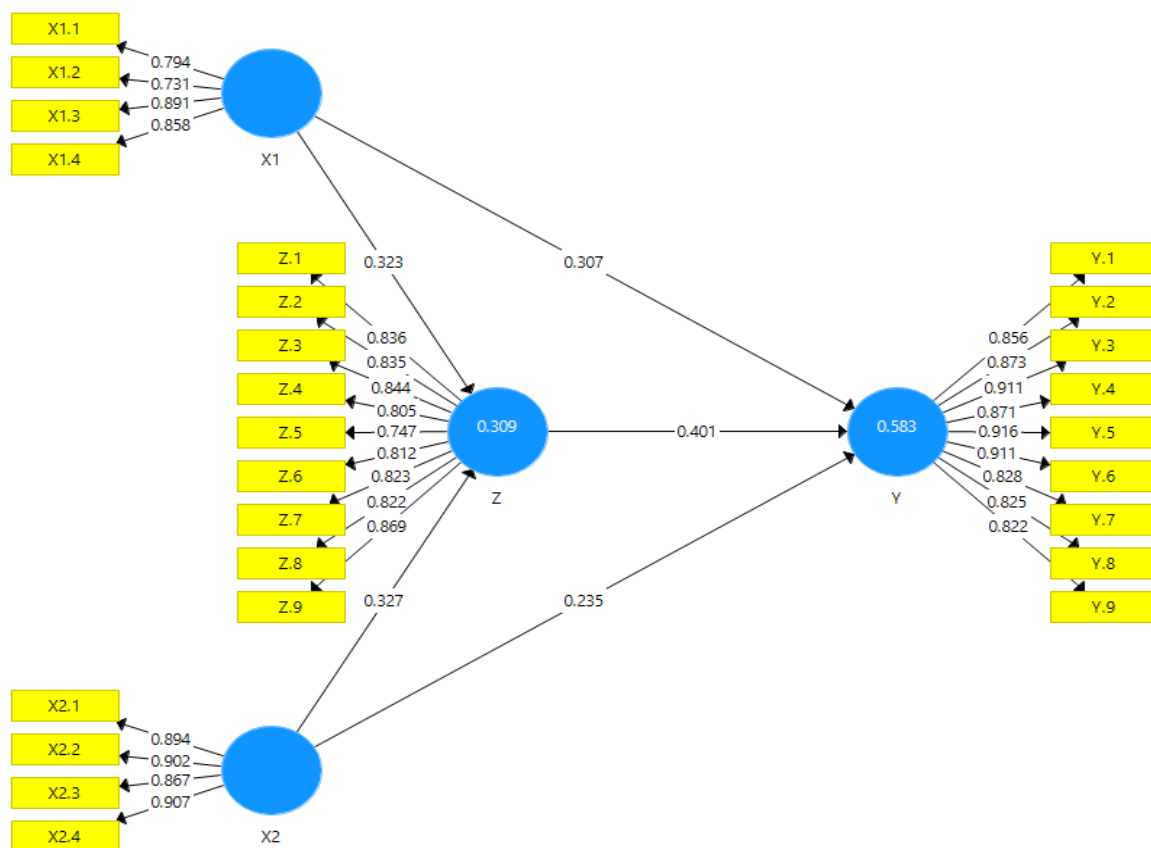


Figure 1. Outer Model

Ways to measure and operationalize the variables being studied. The research variable measurement model (outer model) includes tests of convergent validity, discriminant validity and construct reliability. The following is a description of the test results.

Convergent Validity Test

Convergent Validity is an indicator that is assessed based on the correlation between the item score/component score and the construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between

each measurement item (indicator) and the construct. An individual reflexive measure is said to be high if it correlates > 0.70 with the construct to be measured, whereas according to Chin (1998), an outer loading value between 0.5 – 0.6 is considered sufficient.

Table 1. Convergent Validity Test Results

Variabel		Indikator	Loading Faktor	Syarat	Ket.
Kompetensi (X1)	X1.1	Pengetahuan	0.794	>0.70	Valid
	X1.2	Pengalaman Kerja	0.731	>0.70	Valid
	X1.3	Keterampilan	0.891	>0.70	Valid
	X1.4	Sikap	0.858	>0.70	Valid
Transformational Leadership (X2)	X2.1	Pengaruh Ideal	0.894	>0.70	Valid
	X2.2	Stimulasi Intelektual	0.902	>0.70	Valid
	X2.3	Pertimbangan Individual	0.867	>0.70	Valid
	X2.4	Motivasi Inspirasional	0.907	>0.70	Valid
Quality of Work Life (Z)	Z.1	Partisipasi Pegawai	0.836	>0.70	Valid
	Z.2	Penyelesaian Konflik	0.835	>0.70	Valid
	Z.3	Komunikasi	0.844	>0.70	Valid
	Z.4	Kesehatan Kerja	0.805	>0.70	Valid
	Z.5	Keselamatan Kerja	0.747	>0.70	Valid
	Z.6	Keamanan Kerja	0.812	>0.70	Valid
	Z.7	Kompensasi yang Layak	0.823	>0.70	Valid
	Z.8	Kebanggaan	0.822	>0.70	Valid
	Z.9	Pengembangan Karir	0.869	>0.70	Valid
Kinerja Pegawai (Y)	Y.1	Kuantitas	0.856	>0.70	Valid
	Y.2	Kualitas	0.873	>0.70	Valid
	Y.3	Waktu	0.911	>0.70	Valid
	Y.4	Biaya (efisiensi)	0.871	>0.70	Valid
	Y.5	Orientasi Pelayanan	0.916	>0.70	Valid
	Y.6	Komitmen	0.911	>0.70	Valid
	Y.7	Inisiatif Kerja	0.828	>0.70	Valid
	Y.8	Kerjasama	0.825	>0.70	Valid
	Y.9	Kepemimpinan	0.822	>0.70	Valid

The results of the convergent validity test on competence (X1), transformational leadership (X2), quality of work life (Z), and employee performance (Y) using the reflective measurement model showed that the factor loading value of the indicators was more than 0.70 so that the indicators of the variables had meets convergent validity.

Discriminant Validity Test

Discriminant Validity is a measurement model with reflexive indicators assessed based on cross-loading of measurements with constructs. If the correlation of the

construct with the measurement item is greater than the size of the other construct, it shows that their block size is better than the other blocks. Meanwhile, another method for assessing discriminant validity is by comparing the squareroot of average variance extracted (AVE) value. The test results are shown in the following table:

Table 2. Discriminant Validity Test Results Using the Fornell-Larcker Criterion

Variabel	X1	X2	Z	Y	Ket.
Kompetensi (X1)	0.821				Valid
Transformational Leadership (X2)	0.463	0.893			Valid
Quality of Work Life (Z)	0.474	0.476	0.822		Valid
Kinerja Pegawai (Y)	0.606	0.568	0.658	0.869	Valid

The results of the discriminant validity test using the AVE root value show that the AVE root value (bold) is greater than the correlation value between latent variables, so that competence (X1), transformational leadership (X2), quality of work life (Z), and employee performance (Y) has met discriminant validity.

R-Square (R²)

The R-square value (R²) is a measure of the proportion of variation in the value of the influenced variable that can be explained by the variable that influences it. The predictive power of the structural model can be measured using the R-square (R²) value. This value can explain the magnitude of the influence on endogenous variables. The test results are shown in the following table:

Table 3. Hasil Uji Koefisien Determinasi

Variabel	R Square	R Square Adjusted
Quality of Work Life (Z)	0.309	0.295
Kinerja Pegawai (Y)	0.583	0.570

The results of the coefficient of determination of the influence between competence (X1) and transformational leadership (X2) on the quality of work life (Z) obtained an R-square value of 0.309, which means that the influence on the quality of work life (Z) can be explained by 30.9 percent by competence. (X1) and transformational leadership (X2), while the rest is explained by other variables.

The results of the coefficient of determination of the influence between competence (X1), transformational leadership (X2), and quality of work life (Z) on employee performance (Y), obtained an R-square value of 0.583, which means that the influence on employee performance (Y) can be explained by 58.3 percent by competence (X1), transformational leadership (X2), and quality of work life (Z), while the rest is explained by other variables.

Research Hypothesis Testing

Hypothesis testing is the process of testing whether a proposed hypothesis is true or false using collected data and certain statistical analysis procedures. Hypothesis testing

is used to determine whether there is enough evidence in sample data to support a hypothesis about the population. In hypothesis testing, it can be seen from the t-statistic value and probability value. To test the hypothesis, namely by using statistical values, for alpha 5% the t-statistic value used is 1.645. So the criteria for accepting or rejecting a hypothesis is that H_a is accepted and H_0 is rejected when the t-statistic is > 1.645 . To reject/accept a hypothesis using probability, H_a is accepted if the p value < 0.05 . Based on the empirical data used in this research, the proposed hypothesis can be tested. Below are presented the results of hypothesis testing based on the path coefficient value and T-Statistics / P-value.

Table 4. Hypothesis Test Results

No	Pengaruh	Koef. Jalur	SE	T Stat	P	Ket.
1	Kompetensi -> QWL	0.323	0.119	2.717	0.003	Hipotesis diterima
2	Transformational Leadership -> QWL	0.327	0.139	2.355	0.009	Hipotesis diterima
3	Kompetensi -> Kinerja Pegawai	0.307	0.113	2.721	0.003	Hipotesis diterima
4	Transformational Leadership -> Kinerja Pegawai	0.235	0.130	1.800	0.036	Hipotesis diterima
5	QWL -> Kinerja Pegawai	0.401	0.143	2.810	0.003	Hipotesis diterima
6	Kompetensi -> QWL -> Kinerja Pegawai	0.130	0.061	2.133	0.017	Hipotesis diterima
7	Transformational Leadership -> QWL -> Kinerja Pegawai	0.131	0.078	1.688	0.046	Hipotesis diterima

Discussion

The influence of competency on quality of work life

Based on the results of the hypothesis test, the influence of competency on the quality of work life was obtained by the third highest path coefficient, where the competency indicator had a dominant loading factor, namely skills, and a non-dominant indicator, namely the work experience indicator. Meanwhile, the quality of work life indicator has a dominant factor loading, namely pride, and a non-dominant indicator, namely job security. The results of the hypothesis test show that competence has a positive and significant influence on the quality of work life. These results indicate that the higher the competency, the higher the quality of work life of goods/services procurement employees in the Probolinggo City Government. This research supports the research results of Hana Lestari and Ima Rahmawati (2020), Maria Eliza and Nimas Aryany Pratiwi (2021), Qarlaqi, et al. (2020) which shows that competence has a positive and significant effect on the quality of work life.

Based on this phenomenon, the Probolinggo City Government must pay attention and take a personnel approach to employees who believe that they do not have sufficient competence in procuring goods/services, so training is needed to increase knowledge and expertise in procuring goods/services. Apart from that, the Probolinggo City Government needs to pay attention to the condition of quality of work life which is still low, especially in terms of implementing fair punishment for all employees, employees are given the opportunity to be involved in conflicts or problems and resolve problems in the field of procurement, employees are given awards in accordance with their work performance, employees are given appropriate health programs and counseling services and employees are given salaries commensurate with their work. So that employees feel enthusiastic about work and can carry out the task of procuring goods/services effectively and efficiently, effectively and in accordance with applicable regulations.

The influence of transformational leadership on quality of work life

Based on the results of hypothesis testing, the influence of transformational leadership on the quality of work life resulted in the second highest path coefficient, where the transformational leadership indicator had a dominant factor loading, namely inspirational motivation, and a non-dominant indicator, namely individual consideration. Meanwhile, the quality of work life indicator has a dominant factor loading, namely pride, and a non-dominant indicator, namely job security. The results of this hypothesis test show that transformational leadership has a positive and significant influence on the quality of work life. These results indicate that the higher the transformational leadership, the higher the quality of work life of goods/services procurement employees in the Probolinggo City Government. This research supports the research results of Thomas Stefanus Kaihatu (2007), Kim, H et al (2021), Huseyin Akar and Mehmet Ustuner (2019) which show that transformational leadership has a positive and significant effect on the quality of work life.

Based on this phenomenon, as an agency leader, you must pay attention and take a personnel approach to employees who think that the leadership has not given sufficient attention to employees, the leadership has not used symbols so that subordinates focus on their tasks and the leadership has not provided a clear vision and mission in procurement activities. /service. For example, paying attention to employees includes accompanying employees who are working overtime outside of working hours, visiting employees who have been sick for several days. So that attention from leadership to employees can increase respect and trust. Apart from that, leaders need to pay attention to the condition of quality of work life or the quality of work life of procurement employees which is still low, especially in terms of implementing fair punishment for all employees, employees are given the opportunity to be involved in conflicts or problems and resolve problems in the field of procurement. , employees are given awards commensurate with their work performance, employees are given appropriate health programs and counseling services and employees are given salaries commensurate with their work. So that employees feel enthusiastic about work and can carry out the task of

procuring goods/services effectively and efficiently, effectively and in accordance with applicable regulations.

The Influence of Competency on employee performance

Based on the results of hypothesis testing, the influence of competency on employee performance was obtained by the fourth highest path coefficient, where the competency indicator had a dominant loading factor, namely skills, and a non-dominant indicator, namely the work experience indicator. Meanwhile, employee performance indicators have a dominant factor loading, namely service orientation and a non-dominant indicator, namely leadership. The results of the hypothesis test show that competence has a positive and significant influence on employee performance. These results indicate that the higher the competency, the higher the performance of goods/services procurement employees in the Probolinggo City Government. This research supports the research results of I Wayan Bagia and Wayan Cipta (2019), Pujoyono et al (2019) which show that competence has a positive and significant effect on employee performance. This is supported by Donald's theory (2007) which states that competence is central to successful performance which is influenced by knowledge, skills, work experience and attitudes.

Based on this phenomenon, the Probolinggo City Government must pay attention and take a personnel approach to employees who believe that they do not have sufficient competence in procuring goods/services, so training is needed to increase knowledge and expertise in procuring goods/services. Apart from that, agencies within the Probolinggo City Government need to pay attention to the performance of employees procuring goods/services which is still low, especially in terms of employee commitment so that employees can work hard without being asked, in terms of work initiative so that employees can make decisions when in urgent situations, in terms of costs (efficiency) so that employees are able to work quickly, in terms of leadership so that employees can create a conducive atmosphere, in terms of cooperation so that employees can work together well in carrying out goods/services procurement work, in terms of quantity so that employees in carrying out procurement work always strive to achieve targets, as well as in terms of quality so that employees can work in accordance with the SOP for procurement of goods/services.

The influence of transformational leadership on employee performance

Based on the results of hypothesis testing, the effect of transformational leadership on employee performance was obtained by the fifth highest path coefficient, where the transformational leadership indicator had a dominant factor loading, namely inspirational motivation, and a non-dominant indicator, namely individual consideration. Meanwhile, employee performance indicators have a dominant factor loading, namely service orientation and a non-dominant indicator, namely leadership. The results of this hypothesis test show that transformational leadership has a positive and significant influence on employee performance. These results indicate that the higher the transformational leadership, the higher the performance of goods/services procurement

employees in the Probolinggo City Government. This research supports the research results of Rafini Ninda Oktaviona (2023), Suhartiningtyas (2022), Pariesti (2022) and Mukti et al (2022) which show that transformational leadership has a positive and significant effect on employee performance. This is supported by the theory of Bass (1990) which states that the more transformational a leader is, the more effective the organization he leads, and the better his relationship with staff and leadership and the better the performance of his employees.

Based on this phenomenon, as an agency leader, you must pay attention and take a personnel approach to employees who think that the leadership has not given sufficient attention to employees, the leadership has not used symbols so that subordinates focus on their tasks and the leadership has not provided a clear vision and mission in procurement activities. /service. For example, paying attention to employees includes accompanying employees who are doing overtime outside of working hours, visiting employees who have been sick for several days. So that attention from leadership to employees can increase respect and trust. Apart from that, agencies within the Probolinggo City Government need to pay attention to the performance of employees procuring goods/services which is still low, especially in terms of employee commitment so that employees can work hard without being asked, in terms of work initiative so that employees can make decisions when in urgent situations, in terms of costs (efficiency) so that employees are able to work quickly, in terms of leadership so that employees can create a conducive atmosphere, in terms of cooperation so that employees can work together well in carrying out goods/services procurement work, in terms of quantity so that employees in carrying out procurement work always strive to achieve targets, as well as in terms of quality so that employees can work in accordance with the established SOP for procurement of goods/services.

The influence of quality of work life on employee performance

Based on the results of hypothesis testing, the influence of quality of work life on employee performance was obtained by the first highest path coefficient, where the quality of work life indicator had a dominant loading factor, namely pride, and a non-dominant indicator, namely job security. Meanwhile, employee performance indicators have a dominant factor loading, namely service orientation and a non-dominant indicator, namely leadership. The results of the hypothesis test show that quality of work life has a positive and significant influence on employee performance. These results indicate that the higher the quality of work life, the higher the performance of goods/services procurement employees in the Probolinggo City Government. This research supports the research results of Bambang Satriawan (2022), Leita, et.al (2019) which show that quality of work life has a positive and significant effect on employee performance.

Based on this phenomenon, agencies in the Probolinggo City Government need to pay attention to the condition of quality of work life which is still low, especially in terms of implementing fair punishment for all employees, employees are given the opportunity to be involved in conflicts or problems and resolve problems in the field of procurement,

employees are given awards according to their work performance, employees are given appropriate health programs and counseling services and employees are given salaries commensurate with their work. Apart from that, it is also necessary to pay attention to the performance of employees procuring goods/services which is still low, especially in terms of employee commitment so that employees can work hard without being asked, in terms of work initiative so that employees can make decisions when in urgent conditions, in terms of costs (efficiency) so that employees are able to work quickly, in terms of leadership so that employees can create a conducive atmosphere, in terms of cooperation so that employees can work together well in carrying out goods/services procurement work, in terms of quantity so that employees in carrying out procurement work always try to achieve targets, and in quality matters so that employees can work according to the SOP procurement of specified goods/services.

The Influence of Competency on Employee Performance with Quality of work life as a mediating variable

The results of the hypothesis test show that competence has a positive and significant influence on employee performance, mediated by quality of work life. This means that an increasingly good or conducive quality of work life is able to mediate the influence of competence on the performance of employees who handle goods/services procurement activities within the Probolinggo City Government. This research supports the research results of Lalompoh et al (2019) which stated that good competence mediated by good quality of work life can encourage increased employee performance.

Based on Cascio's (2006) theory, Quality of Work Life refers to various aspects that influence employee satisfaction and well-being at work. These aspects include employee participation, conflict resolution, communication, occupational health, occupational safety, job security, appropriate compensation, pride and career development. Improving the quality of work life has a significant impact on employee performance. Organizations that pay attention to and improve the quality of work life will enjoy benefits such as higher productivity, stronger employee loyalty, and a positive work culture. By creating a supportive work environment, government agencies can achieve better, more effective, efficient and accountable performance.

In fact, the conditions in several agencies in the Probolinggo City Government are that the majority of employees have good competence, where they also get a good quality of work life, which has an impact on good employee performance, especially on the performance of goods/services procurement employees in the Probolinggo City Government.

The influence of transformational leadership on employee performance with Quality of Work Life as a mediating variable

The effect of transformational leadership on employee performance with the mediation of quality of work life obtained the path coefficient with a positive sign, as an indication of a significant influence, included in the sixth highest category. The transformational leadership indicator has a dominant factor loading, namely inspirational motivation, and a non-dominant indicator, namely individual consideration.

The quality of work life indicator has a dominant factor loading, namely pride, and a non-dominant indicator, namely job security. Employee performance indicators have a dominant factor loading, namely service orientation and a non-dominant indicator, namely leadership. The results of this hypothesis test show that transformational leadership has a positive and significant influence on employee performance, mediated by quality of work life. This means that an increasingly better or more conducive quality of work life can mediate the influence of transformational leadership on the performance of employees who handle goods/services procurement activities within the Probolinggo City Government. This research supports previous research conducted by Adya Hermawati and Nasharuddin Mas (2016) which stated that there was a significant positive influence of transglobal leadership on employee performance through the mediation of quality of work life (QWL).

5. CONCLUSION

Based on the research results, it was concluded that quality of work life has the most dominant influence on employee performance. This condition emphasizes the importance of agencies paying attention to the quality of work life, including providing fair rewards, applying proportional penalties, and providing adequate health programs and counseling services. Apart from that, aspects such as work initiative, cost efficiency and teamwork need to be improved to improve the performance of goods/services procurement employees in Probolinggo City.

Transformational leadership factors have also been proven to have a significant influence, especially in improving the quality of employee work life. Leaders who provide personal attention, a clear vision, and motivational symbols are able to encourage employee morale. Employee competency also plays an important role, both directly and through the mediation of quality of work life, in improving employee performance. However, this mediation effect tends to be weaker than the direct effect.

This research shows that the positive relationship between competence, transformational leadership, and quality of work life can result in better employee performance. Therefore, strategic efforts are needed from agencies to develop training, improve communication, and create a conducive work environment so that employees can work optimally in supporting the procurement of government goods/services.

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