

The Effect of Leadership and Training on Employee Performance through Competency at PT Pertamina Drilling Services Project Sumatera Bagian Selatan

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Abstract

This study aims to determine the effect of leadership and training on employee performance through competency in PT. Pertamina Drilling Services Project South Sumatra. The research type is associated with the variables used: leadership, training, competency, and performance, which are developed into 13 indicators. The population is all employees of PT. Pertamina Drilling Services Project South Sumatra had a total of 532 respondents, of which 130 were taken using probability sampling with a cluster sampling system. The data used is primary data with a questionnaire data collection method and secondary data taken through literature. The analysis technique used by researchers is structural equation modeling (SEM). The results of the study prove that 1) Leadership has a positive and significant effect on competency; 2) Training has a positive and significant effect on competency; 3) Leadership has a positive and insignificant effect on performance; 4) Training has a positive and significant effect on performance; 5) Competency has a positive and significant effect on performance; 6) Leadership has a positive and significant effect on performance through work competency; 7) Training has a positive and significant effect on performance through work competency. Based on the discussion results, it was also proven that competency successfully strengthened the influence of leadership and training on performance.

Keywords: Leadership, Training, Competency

1. Introduction

Human resources are a valuable asset for companies in the current era of globalization. Every company must have effective management to compete with other companies. Good management can increase company effectiveness. A company's effectiveness reaches its peak when it is able to compete efficiently. Work productivity is an essential assessment in achieving the targets that have been set. If employee work productivity remains high and even increases, this will contribute to the company's success in achieving its goals. It is important to note that increasing work productivity is not just the responsibility of one party; This requires mutual cooperation. The way employees feel comfortable at work, the facilities provided, consistency in improving employee performance, and creating a work environment that is like a second home for employees are very important factors in achieving this.

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The measure of a company's success is how the company is able to improve organizational performance, including the performance of employees in the company. The ups and downs of employee performance will depend greatly on various factors, including leadership, job training, and employee work discipline in carrying out all their duties and obligations as well as other important factors.

PT. Pertamina Drilling Services Project Southern Sumatra is a company operating in the field of drilling services, workovers and wellservices, has a working area in the provinces of Lampung, Bengkulu, South Sumatra and Riau which in 2022 will operate 8 (eight) units of drilling rigs, workovers and wellservices with a total of employees of more than 530 personnel with 84 of them being operational supervisors (Rig Superintendent, Toolpusher, Driller, Assistant Driller and Chief Mechanic/Electric) to operate the rigs. 2021 and 2022 are very challenging years for PT's operations. Pertamina Drilling Services Project Southern Sumatra. Based on the final evaluation of 2021 and 2022, it was found that the performance of PT. The Pertamina Drilling Services Project, Southern Sumatra, was stated by the Board of Directors as still below expectations, with actual performance in 2021 and 2022.

There are 3 things about PT's performance. Pertamina Drilling Services Project Southern Sumatra in 2021 and 2022 which are not fulfilled which is a reflection of employee performance as previously determined, namely: (1) Learning hours with a reference value (250 hours/worker) of 100%, that is, the greater the percentage value achieved, the work performance becomes better with a maximum value of 100%. In 2021 and 2022 it will only reach (214 hours/worker) 85.60% and (247 hours/worker) 83%; (2) Timeliness of rig moving with a reference value of 98% of the time agreed in the contract with the customer, that is, the greater the percentage value achieved, the better the work performance with a maximum value of 100%. In 2021 and 2022 it will only reach 78% and 74%; (3) Rig Productivity or rig productivity with a reference value of 66.54%, that is, the greater the percentage value achieved, the better work performance with a maximum value of 100%. In 2021 it will only reach 73.35%. From the Rig Productivity data, it can be seen that the performance related to the targeted productivity has not been achieved

Learning hours are targets set by the company for workers by means of independent learning, participating in knowledge sharing activities, special assignments outside the job description and other things that are for each individual's development. Based on data on learning hours achieved with a reference value (250 hours/worker) of 100%, that is, the greater the percentage value achieved, the better work performance with a maximum value of 100%. In 2021 it will only reach (214 hours/worker) 85.60%. Based on this data, it can be seen that achieving performance targets for learning hours has not been effective.

In its business process, namely renting Drilling Rigs for Oil and Gas, PT Pertamina Drilling Services Indonesia Project Southern Sumatra carries out the process of moving drilling rigs from one drilling well location to another location. Moving equipment requires time, the duration of which is determined in the annual performance agreement. The timeliness of the moving rig is a predetermined time target that must be achieved. Based on data on timeliness of rig moving in 2021 with a reference value of 98% of the time agreed in the contract with the customer, that is, the greater the percentage value achieved, the better the work performance with a maximum value of 100%. In 2021 it only reached 78%, in other words the performance target for rig timeliness was not achieved according to target

Rig productivity refers to how productive an oil or natural gas drilling rig is in carrying out its operations. The higher the rig productivity, the more wells can be completed in less time at

lower costs. In 2021 Rig Productivity or rig productivity with a reference value of 66.54%, that is, the greater the percentage value achieved, the better work performance with a maximum value of 100%. In 2021 it will only reach 73.35%. From the Rig Productivity data, it can be seen that the performance related to the targeted productivity has not been achieved. For more than 12 (twelve) years PT. Pertamina Drilling Services Project Southern Sumatra has established and operates drilling rigs, workovers and well services and is asked to always innovate and remain focused on company performance by paying attention to factors that influence performance, especially the aspects of leadership, competency and training which are almost always a concern in management meeting.

PT employee competency. The Pertamina Drilling Services Project in Southern Sumatra is suspected to be one of the causes of the company's low performance in 2021, namely the discovery that the educational aspects of supervisory positions are very diverse, which of course affects the knowledge and skills of the supervisor. Apart from that, the behavior of employees who are less professional, such as not paying attention or not caring enough about maintenance of operational equipment, lack of planning regarding operational material needs and allowing each team member to work without adequate supervision. Not all employees have knowledge about the company, including the vision, mission, values, goals and organizational structure. Not all employees have adequate knowledge of how company systems function and how their tasks support company goals. Employees still lack understanding of the industry in which the company operates. This includes an understanding of the oil and gas drilling process, applicable rules and regulations, industry trends, and recent developments. This knowledge helps supervisors make good decisions in the context of their industry. Especially in industries such as oil and gas drilling, knowledge of good occupational health and safety practices is essential to prevent accidents and injuries.

The specific technical skills possessed by employees related to their duties as operators of special equipment, software, or technical procedures used in their work are not all adequate. Likewise, strong management skills are very important. This includes the ability to plan, organize, coordinate, and supervise team activities. Not all employees have adequate skills in managing resources efficiently and ensuring that work is completed according to deadlines. In dealing with problems that arise in daily operations, there are still employees who do not have sufficient ability to identify the root of the problem, formulate effective solutions, and implement the necessary changes.

Employee character or disposition plays a key role in team dynamics and productivity in the work environment. It was discovered that there were still some employees who did not pay attention or did not care enough about maintenance of operational equipment, which could result in damage and disruption that could slow down work. This may result in additional costs for repair or replacement of equipment. There are still some employees who do not care about work safety practices in carrying out work which can pose a risk of accidents and injuries for themselves and their co-workers. This can disrupt productivity and result in instability in operations.

Referring to the PT Rig operational supervisor employee database. Pertamina Drilling Services is very diverse, including those with a high school or equivalent educational background, D-3, Strata-1 to Strata-2. Working on a drilling rig is a type of work that has high risk work characteristics both in terms of occupational health, occupational safety and environmental protection. A good Work Procedure System (STK) that prioritizes risk mitigation and working as a team that is set in standard and reviewed periodically will make employees feel safe and

comfortable on duty. It was discovered that several jobs were carried out without reviewing the STK or carried out individually, which has made new employees and high-achieving employees worry about their safety and feel uncomfortable at work because it could endanger themselves as a result of other people's carelessness in their actions.

Leadership at PT. The Pertamina Drilling Services Project in Southern Sumatra is also considered to be one of the factors influencing low performance in 2021. The Rig Unit, whether carried out for drilling services, workovers or well services, is led by a Rig Superintendent who plays a very important role in managing the performance of the Rig and its employees. in achieving company targets. In carrying out operational activities, it is still found that several Rig Superintendents in their leadership have not provided clear input and direction to team members about what is expected of them in carrying out certain tasks or work, including an emphasis on policies, rules, ethics or guidelines that must be followed. Providing guidance on steps to be taken, criteria to be met, or standards to be followed. This is proven by the fact that sometimes work is still being carried out by crews without being equipped with JSA, STK and work permits from management according to the requirements, which of course will affect the company's performance. Apart from that, sometimes leadership is still absent during critical work that requires direct direction and supervision.

There are not many leaders, in this case Rig Superintendent, who have the skills to influence/direct their subordinates, respect the work process, have the confidence and optimism to move forward by making breakthroughs or innovations and become a role model. Innovation or breakthrough is something important for service companies like PT. Pertamina Drilling Services because innovation can be used as a brand and a differentiator between one service company compared to other service companies in the same industry. Innovations or breakthroughs that are often talked about at PT. The Pertamina Drilling Services Project in Southern Sumatra has recently appeared to be getting weaker, this can be seen from the cap

Rig superintendents work 24 hours on a 24 hour basis and back to back, 28 days on duty and 28 days off duty, which means that one Rig unit must have 2 Rig Superintendents as definitive leaders. In 2022, it was found that not all Rigs had two complete Rig Superintendents, resulting in irregular rotation of on-duty schedules and situationally, organization and problem solving planning became inconsistent on these Rigs. This irregularity allegedly makes it difficult for the crew/followers to accept the presence of changing superiors because there is concern that their career will not change and there is a delay in promotion for them, where it is not uncommon to find several crew members who are still stagnant in the same position even though they have served the company for more than ten years. .

In carrying out his duties as a leader, the Rig Superintendent is also required to be able to maintain or in other words maintain and ensure that the team structure and infrastructure continues to support the company's performance. A leader who maintains a team structure ensures the organization and management of roles within the team so that they are effective and efficient in achieving goals. Leaders who maintain a team's infrastructure ensure that all the tools, technology, resources, and equipment needed by the team are operating properly. The irregularity of the Rig Superintendent's on duty schedule has made the concept of equipment/infrastructure maintenance not work well because each person's perspective is sometimes different in prioritizing due to different backgrounds, so that when funds are limited, some equipment/infrastructure is not ready for use. just in time. The irregularity of the Rig Superintendent's on-duty schedule which causes the leader to be indefinite, coupled with the educational background, knowledge and management skills of a Rig Superintendent, is

suspected to be an obstacle in organizing and managing roles within the team so that they are effective and efficient in achieving the performance goals expected by the company.

Apart from leadership, employee training at PT. It is suspected that the Pertamina Drilling Services Project in Southern Sumatra is also experiencing problems that are affecting performance. Problems with employee training that occur include the lack of training materials related to operational activities, training participants are still very limited for each training material (operations, maintenance, HSE, etc.) and training methods (online methods) are sometimes not very effective.

Supervisors who have participated in the Upskilling program in the HSSE field are 84 people (100% of the number of supervisory employees), while upskilling in the Operation field is 17 people (20% of the number of supervisors) and upskilling in the administrative field is 12 people (15% of the number of supervisors). It is indicated that the small number of training participants has created an uneven understanding of problem solving at the supervisory level, both in terms of speed and accuracy of resolution, which ultimately affects performance such as rig moving and the realization of learning hours.

The training material which is still limited in the form of HSSE training, operations and administration is also allegedly still inadequate to increase the knowledge and skills of supervisors in supporting employee performance. Other training materials are still needed such as training on equipment maintenance, leadership training, communication training and so on in accordance with the company training matrix required by the company. Investing sufficient time and resources in the development of good training materials is an important step to improving employee performance and achieving company goals. Quality training materials can help employees develop the knowledge and skills they need to succeed in their jobs

Online training methods sometimes become a number of obstacles for employees for various reasons, such as locations in remote areas where internet facilities are sometimes not available or even signal coverage from telecommunication providers is not available. Training materials and instructors are still very limited, which is a problem that greatly affects employee performance.

Based on the performance phenomenon that occurs at PT. Pertamina Drilling Services Project Southern Sumatra and gap research related to previous research, the author feels interested in conducting further research entitled The Influence of Leadership and Training on Employee Performance Through Competency at PT. Pertamina Drilling Services Project Southern Sumatra.

2. Literature Review

In the definition of performance from experts, it is known that work performance or achievement is the work results achieved by a person in carrying out the tasks assigned to him which are based on skill, experience, sincerity and on time. Yuniarti et al. (2021), stated that employee performance is the achievements achieved by a person or group based on authority and responsibility, their responsibilities are in line with organizational goals efficiently and effectively. The form of performance can be seen from the level of work performance in the form of work results, abilities and acceptance of the clarity of task delegation and interests of a worker.

Performance is a person's ability to utilize the resources they have to achieve work results both in quality and quantity, in accordance with the responsibilities given. Good performance is performance that follows procedures or procedures according to established standards

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(Komang, 2021). Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve company goals legally, does not violate the law and does not conflict with morals or ethics. In other words, performance is the result of work that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, ability to overcome problems according to the time limit given legally, do not violate the law and are in accordance with morals and ethics (Busro, 2018).

One of the factors that influences performance is competence. Armstrong (2021) stated: "The term 'competency' focuses on someone's personal attributes or inputs. They can be defined as the behaviours, knowledge and skills that individuals need to perform effectively at work." Referring to this quote, the term competency focuses on the attributes of an individual. Competency can be defined as including the behavior, knowledge and skills that an individual needs to do a job effectively. Competency is a collection of behaviors and skills that describe superior performance in a particular context. Or in other words, HR competency is the main characteristic of each individual that enables him or her to produce effective and superior performance or not, which can be measured through agreed standards and improved through activities in well-implemented training and development programs. at general, national or international level (Yuniarti et al., 2021). Wirawan in Rino (2020) conveys that performance is a function of competence, attitudes and actions, which means that competence is one of the factors that will influence performance. Spencer & Spencer in Sudarmanto (2020) stated that competence is a basic characteristic of individual behavior that is related to effective reference criteria and/or superior performance in work or in certain situations. The competencies possessed by employees in an organization, whether knowledge, skills, education, will influence the performance of the organization itself. The higher the level of education, knowledge or skills possessed by employees in an organization, logically the higher the performance produced.

Several studies have been carried out regarding the influence of competence on performance, conducted by Sandy et al. (2020), who revealed that in their research results, competence has a significant effect on performance. Research conducted by Ataunur & Ariyanto (2015) examined the influence between competence and performance and concluded that competence had a positive and significant effect on performance. However, there is research with different results (gap research) between competency and performance as conducted by Hidayat (2021) regarding the influence of competency on employee performance, showing that there is an insignificant influence between competency on employee performance.

Another factor that influences performance is leadership. According to Hasibuan (2022), theoretically, leadership is very important in management, because leadership means the management process will run well and employees will be enthusiastic in carrying out their duties. The success of an organization cannot be separated from the quality of its leaders, because a quality leader is able to utilize existing resources within the company, has the ability to direct the activities of the subordinates he leads, anticipates all changes that occur suddenly and can correct all existing weaknesses, able to bring the organization to the agreed goals within the specified time period (Hasibuan, 2022).

Leadership is the process by which an individual influences other group members toward achieving group or organizational goals (Torrington et al., 2022). Leadership is an ability or

strength within a person to lead and influence other people in terms of work, where the aim is to achieve predetermined targets (goals) (Hutahean, 2021). Silva in Tjiptadi et al. (2021) defines leadership as an interaction process that occurs when, in a certain context, several people accept someone as their leader to achieve a common goal. Leadership is a process that must exist and needs to be held in every organization. Leadership is an ability that a person has to influence and direct the activities of a group in carrying out its duties and obligations to achieve a common vision or goal (Armstrong 2021). Wirawan in Rino (2020) states that there are 3 factors that influence performance, namely individual factors (ability, skills, background, family, work experience, social level), psychological factors (perception, role, attitude, personality, motivation) and organizational factors. (job design, leadership, reward systems). Hemphill & Coons in Rino (2020) defines leadership as individual behavior that directs group activities to achieve common goals.

Several studies conducted by Makmur et al. (2022) regarding the influence between leadership and performance found that leadership had a significant effect on performance. Research conducted by Indahsari (2023) examined the influence between leadership and performance and concluded that competence had a positive and significant effect on performance. However, there is research with different results (gap research) between leadership variables and performance as conducted by Nababan (2019) regarding the influence of leadership on performance, stated that leadership partially but not significantly influences performance.

Leadership also influences competence, based on Situational Theory or Situational Leadership which was first developed by Hersey and Blanchard in 1969 and has undergone several refinements since its initial development. In this leadership theory, leadership consists of two main dimensions: directive behavior and supportive behavior, and both must be applied appropriately in specific situations. To determine what is needed in a particular situation, leaders must evaluate their followers and assess how competent and committed those followers are to achieving certain goals. Based on the assumption that followers' skills and motivation change over time, Blanchard's model proposes that leaders must change the extent to which they are directive or supportive to meet the changing needs of followers. This theory emphasizes that leadership must be adapted to the situation and the individual's level of development or competence. This means that a leader must adapt their leadership style (either more directive or more supportive) based on the individual's level of competence in a given situation. By supporting individual development, a leader can influence and increase the competence of his members (Northouse, 2022).

Research conducted by Jamsari et al. (2019) regarding the influence between leadership and competence found that leadership had a significant effect on competence. Meanwhile, research conducted by Arifin et al (2022) regarding the influence between leadership and competence found that leadership had a significant effect on competence. However, there is research with different results (gap research) between leadership and competency variables, as conducted by Syakir et al. (2015) regarding the influence of leadership on competency, stating that leadership has an influence but is not significant on competency.

Apart from competence and leadership, another factor that influences performance is training. According to Hasibuan (2022), training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. Gede (2020) defines that training is an activity process that involves developing the knowledge, attitudes and skills of a person or group of people to achieve organizational goals. The learning process to achieve a change or attain specific technical skills.

Usually short term and mostly carried out on the job.

The development of technology and information means that every organization is forced to look for ways so that their business can survive amidst increasingly fierce competition. Organizational performance is an important focus for entrepreneurs and some entrepreneurs realize that success in facing these developments does not only depend on the resources they have but also from the skills and abilities of their employees. Skills and expertise that must be possessed to improve their performance, so investment is needed in employee development programs through training (Yuniarti et al., 2021). According to Nitisemito in Yuniarti et al. (2021), training is defined as an activity of a company that has the aim of increasing competence or, in other words, improving and developing the attitudes, behavior, skills, and knowledge of employees, following the wishes of the company concerned.

Several other studies conducted by Khoirurrahman et al. (2022) regarding the influence of training on employee competency at PT Daya Artha Mulia found that training had a positive and significant effect on employee competency. Research conducted by Pramutia et al (2023) examined the effect of training on competence and concluded that training variables had a positive and significant effect on competence. However, there are different research results (gap research) as conducted by Wisastra et al. (2016) regarding the effect of training on employee competency and it was found that training does not have a significant effect on employee performance.

Apart from influencing competence, training also influences performance. Blumberg and Pringle in Armstrong (2021) put forward a performance formula that emphasizes the importance of organizational context in achieving good performance ($\text{Performance (P)} = \text{Individual Attribute (A)} \times \text{Work Effort (E)} \times \text{Organizational Support (S)}$). In this context, "formula" refers to the approach or concept used to understand and manage individual or group performance in an organization. Individual/employee performance is influenced by three factors, namely (1) individual ability, consisting of talents, interests, personality factors, and physical factors. (2) effort (effort expended), consisting of motivation, work ethics, job design, and work appearance. (3). Encouragement (support), consisting of training, equipment, understood organizational expectations, and work group productivity. Based on this theory, it can be seen that training is one of the factors that influences performance.

Research conducted by Setiawan et al. (2021) regarding the effect of training on employee performance at PT SPC Cikarang found that training had a positive and significant effect on employee performance. As for research conducted by Hasanah & Markus (2023) regarding the influence of training on employee performance, it was found that training had a positive and significant effect on employee performance. However, there are different research results (gap research) as conducted by Keka (2021) regarding the effect of training on employee performance and it was found that training has no significant effect on employee performance.

3. Research Method

The research method used by the author is an associative method which is used to explain and determine the relationship between the independent variable competence (X1), the independent variable leadership (X2) with the dependent variable performance (Y2) and the intervening variable motivation (Y1). The performance indicators are effectiveness, timeliness and productivity. Competency indicators are knowledge, skills and character. Leadership indicators are advising, innovating, promoting and nurturing. Training indicators are participants, materials and methods.

In this research the author used a population of PT employees. Pertamina Drilling Services Project Southern Sumatra, totaling 532 personnel. In this research the author will use a sample size based on the number of indicators in all variables multiplied by 10 in the hope that it is sufficient to represent the population that will be used in the structural equation model (Structural Equation Model). Considering that there are 13 indicators in the variables, the total number of samples to be taken is $13 \times 10 = 130$ samples and based on the distribution above the number of samples is rounded up to 130 samples. Cluster sampling was chosen by the author due to the heterogeneous nature of the sample group and was located in each different Rig unit (clustered). In this research the author will use a questionnaire method which will be distributed to a predetermined sample size. The questionnaire method was chosen by the author because the sample size was quite large. The author considered it easier and faster to analyze the data when compared to the interview method.

The data analysis technique used by the author is structural equation modeling (SEM). SEM modeling is a further development of path analysis, in the SEM method the causal relationship between exogenous variables and endogenous variables can be determined more completely. By using SEM, not only causal relationships (direct and indirect) on observed variables or constructs can be detected, but also the magnitude of the components that contribute to the formation of the construct can be determined.

4. Findings and Discussions

4.1 Validitas Convergen Test

At this stage, there are two value criteria that will be evaluated, namely the loading factor value and the average variance inflation factor (AVE) value.

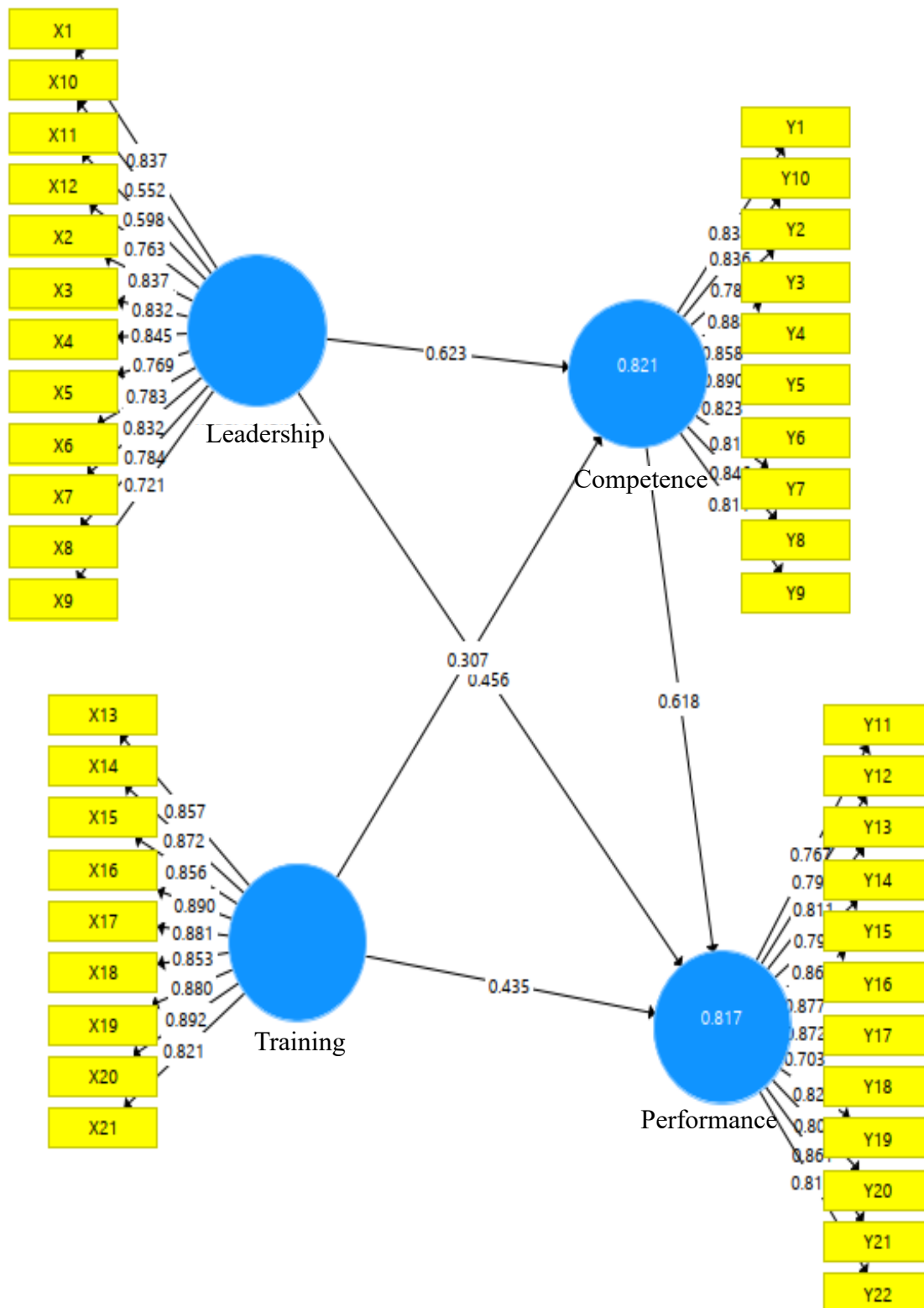


Figure 1. Loading Factor Value

Table 1. Loading Factor, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability Value

Variabel	Indikator	Loading Factor	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Kepemimpinan	X1	0.837	0.590	0.936	0.945
	X2	0.837			
	X3	0.832			
	X4	0.845			
	X5	0.769			
	X6	0.783			
	X7	0.832			
	X8	0.784			
	X9	0.721			
	X10	0.552			
	X11	0.598			
	X12	0.763			
Pelatihan	X13	0.857	0.752	0.959	0.965
	X14	0.872			
	X15	0.856			
	X16	0.890			
	X17	0.881			
	X18	0.853			
	X19	0.880			
	X20	0.892			
	X21	0.821			
Kompetensi	Y1	0.834	0.704	0.954	0.960
	Y2	0.787			
	Y3	0.888			
	Y4	0.858			
	Y5	0.890			
	Y6	0.823			
	Y7	0.810			
	Y8	0.846			
	Y9	0.811			
	Y10	0.836			
Kinerja	Y11	0.767	0.667	0.954	0.956
	Y12	0.790			
	Y13	0.811			
	Y14	0.796			
	Y15	0.860			
	Y16	0.877			
	Y17	0.872			
	Y18	0.703			
	Y19	0.826			
	Y20	0.804			
	Y21	0.861			
	Y22	0.815			

Based on the output of loading factor values for the performance variable with 12 measurement indicators, the competency variable with 10 measurement indicators and the Training variable with 9 measurement indicators, it was found that the loading factor value was above 0.60. Furthermore, for the leadership variable with 12 measurement indicators, it was found that 10 indicators had loading values. factors above 0.60 and there are 2 measurement indicators that have factor loading values below 0.60, namely indicator X10 = 0.552 and indicator the following

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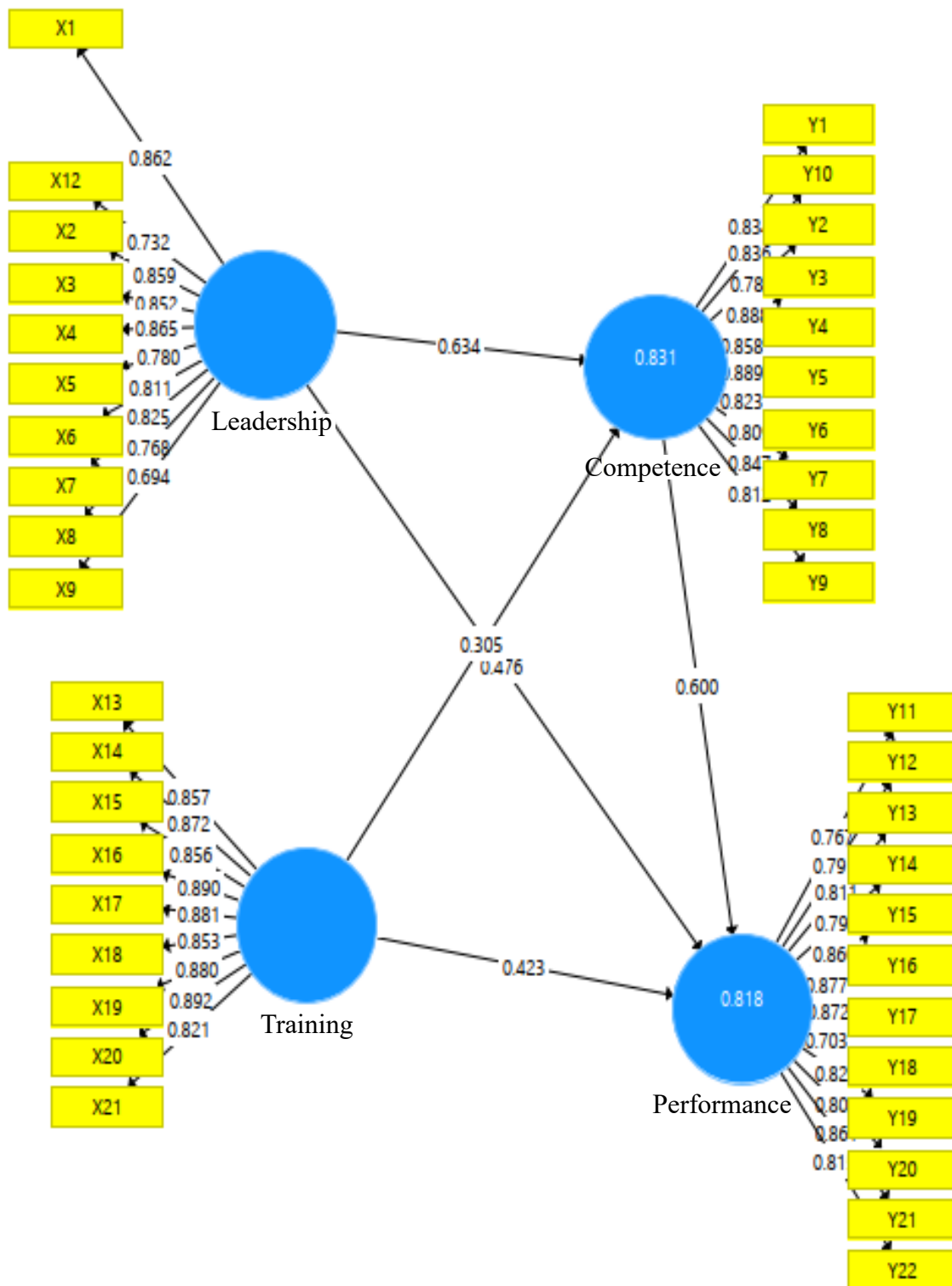


Figure 3. Outer Model

4.2 Construct Reliability Test

The results of construct reliability testing can be seen in the following table

Table 2. Construct Reliability

	Cronbach's Alpha	Composite Reliability
Leadership	0,940	0,949
Performance	0,954	0,960
Competency	0,953	0,960
Training	0,959	0,965

Based on the results of the construct reliability test above, data was obtained that the Composite Reliability (CR) value for each variable was greater when compared to the value of 0.7. So it can be concluded that all distributed variables are reliable and can be used as data collection tools.

4.3 Hypothesis Test

Based on the SEM results, it can be seen that: (1) The calculated t value (7.774) > t table value (1.657). Apart from that, the significance value is $0.000 < 0.05$ so it can be concluded that there is a positive and significant influence of leadership on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra; (2) Calculated t value (3.478) > t table value (1.657). Apart from that, the significance value is $0.001 < 0.05$ so it can be concluded that there is a positive and significant influence of training on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra; (3) The calculated t value (1.013) < t table value (1.657). Apart from that, the significance value is $0.311 > 0.05$ so it can be concluded that there is a positive and insignificant influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra; (4) The calculated t value (2.301) > t table value (1.657). In addition, the significance value is $0.001 < 0.05$ so it can be concluded that there is a positive and significant influence of training on the performance of employees of PT Pertamina Drilling Services Project Southern Sumatra; (5) The calculated t value is (5.020) > t table value of (1.657). In addition, the significance value is $0.000 < 0.05$ so it can be concluded that there is a positive and significant influence of competence on the performance of employees of PT. Pertamina Drilling Services Project Sumatra Section South

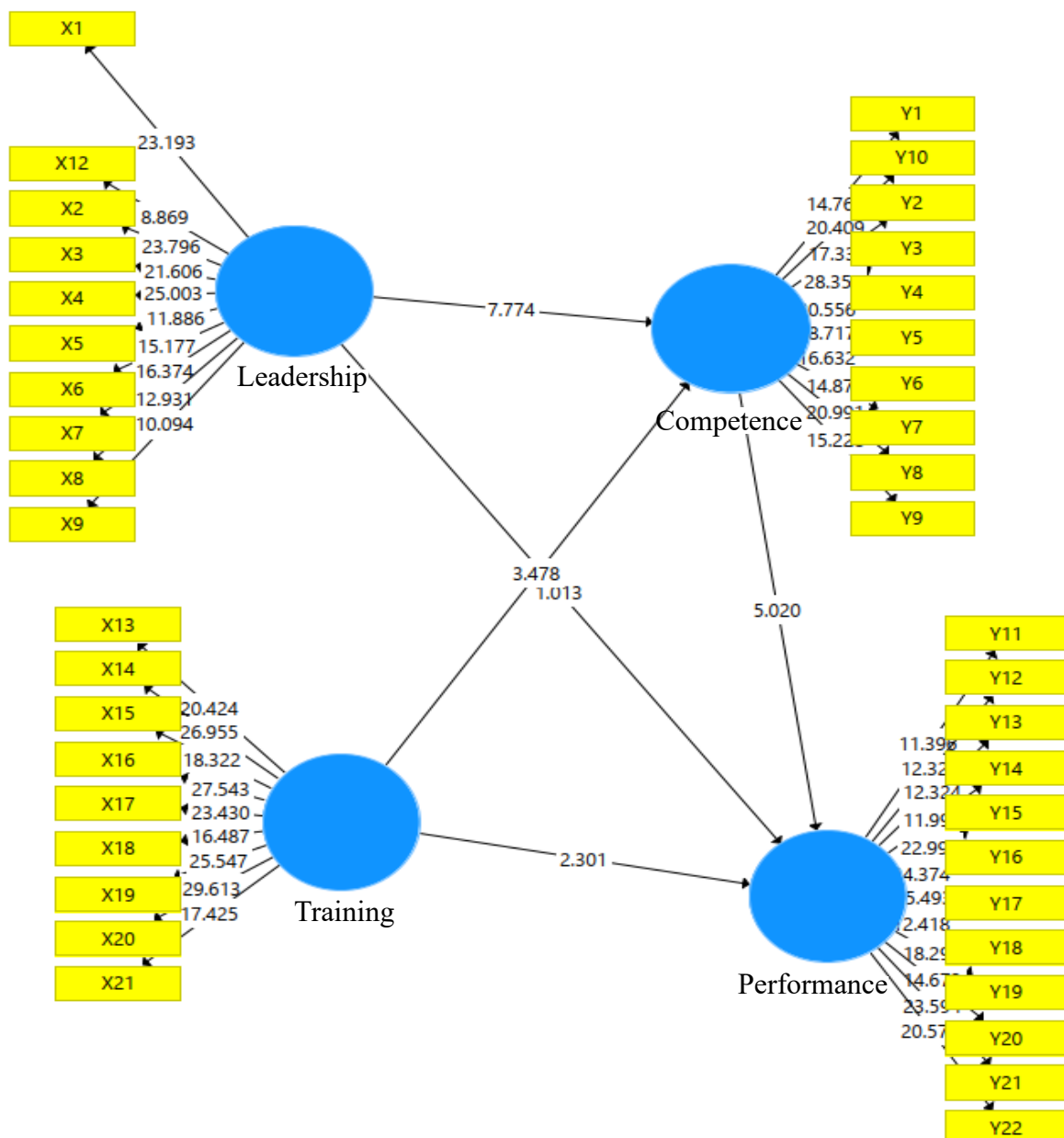


Figure 4. Hypothesis Test

4.4 Goodness of Fit Test

The Goodness of Fit Index (Gof Index) is an evaluation of the entire model which is an evaluation of the measurement model and structural model. This GoF index can only be calculated from reflective measurements, namely the root of multiplying the geometric average communality by the average R square. According to Wetzels et al (2009) in Yamin (2022), the interpretation of the GoF index values is 0.1 (low GoF), 0.25 (medium GoF) and 0.36 (high GoF). The calculation results show that the GoF model value is 0.75, including the high GoF category. Empirical data is able to explain measurement models and measurement models with a high degree of suitability.

Table 3. Goodness of Fit Index

Average Communality	Average square	R	GoF Index
0,691	0,824	0,75	

4.5 Discussion

The influence of leadership on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the analysis show that leadership partially influences the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra, namely 63.4%. Meanwhile, from the results of the hypothesis analysis, it is proven that leadership has a positive and significant effect on the work competence of PT employees. Pertamina Drilling Service Project Southern Sumatra. This influence identifies that if leadership improves or becomes better, then employee work competence will increase. Leadership is measured based on the indicators of advising, innovating, promoting and nurturing. Meanwhile, competency is measured based on knowledge, skills and character. These results are in line with Balanchard's opinion in Northouse (2022) which states that employee competence is influenced by leadership. A leadership style that supports, motivates and provides clear direction can help employees develop effectively. On the other hand, if leadership is ineffective or unsupportive it can hinder the development of employee competence. The results of this research are in line with research conducted by Kuncoro (2021) which found that leadership has a significant influence on competence. The research results are different from the results of research conducted by Syakir et al. (2015) which found that leadership had an influence but not a significant impact on competence. The causal factor related to the difference in the results of research conducted by researchers and research conducted by Syakir et al. (2015) above is based on several factors, namely, the number of respondents in Syakir et al. (2015) research was less, amounting to 105 respondents, whereas in this study there were 135 respondents. Syakir et al. (2015) used sampling while the research used cluster sampling (sample area). The data analysis method of Syakir et al. (2015) uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of training on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the analysis found that partially the influence of training on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra is 30.5%. Meanwhile, hypothesis testing proved that partially training had a positive and significant influence on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. These results identify that if training increases it will directly increase employee competency. Training is measured based on indicators of participants, materials and methods. Meanwhile, competency is measured based on knowledge, skills and character. These results are in line with Balanchard's opinion in Northouse (2022) which states that one of the factors that influences employee competency is training. Training is a company's effort to develop employee competency through developing skills, knowledge and attitudes that are very necessary at work. This research is in line with the results of research conducted by Salsabila et al. (2023) and Khoirurrahman et al. (2022) which stated that training has a positive and significant impact on employee competence. However, these results are different from research conducted by Wisastra et al (2016) regarding the effect of training on

employee competence and it was found that training did not have a significant effect on employee competence. The causal factor related to the difference in the results of the research conducted by researchers and the research conducted by Wisastra et al. (2016) above is based on several factors, namely, the number of respondents in Wisastra et al. (2016)'s research was more, namely 192 respondents while in this study there were 130 respondents. Wisastra et al. (2016) used simple random sampling while the research used cluster sampling (sample area). Wisastra et al. (2016) use a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the analysis show that the magnitude of the partial influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra is 9.5%. Meanwhile, based on hypothesis testing, it proves that leadership directly has a positive and insignificant influence on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. These results provide an understanding that changes to leadership, whether increasing or decreasing, cannot change employee performance significantly. In this regard, leadership is measured based on the indicators of advising, innovating, promoting and nurturing. Meanwhile, employee performance is measured using indicators of effectiveness, timeliness and productivity. These results are in line with Harrison's opinion in Armstrong (2021:433) which states that there are four factors that can influence performance, one of which is the organization. Organizational factors play a very important role in creating employee performance, organizational factors include leadership style, organizational culture, and so on. The results of this research are in line with the results of Nababan (2020) who stated that leadership has a positive and insignificant influence on employee performance. This is different from the results of research conducted by Mokorimban (2023) which found that leadership had a positive and significant effect on employee performance. The causal factor related to the difference in the results of the research conducted by the researcher and the research conducted by Mokorimban (2023) above is based on several factors, namely, the number of respondents in the research by Mokorimban (2023) was less, namely 78 respondents, whereas in this study the number was 135 respondents. Mokorimban (2023) took samples using nonprobability sampling or saturated sampling, while the research used cluster sampling (sample area). The data analysis method of Mokorimban (2023) uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The effect of training on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the partial analysis show that the magnitude of the influence of training on the performance of PT employees. Pertamina Drilling Service Project Southern Sumatra is 24.1%. Meanwhile, hypothesis testing proves that training directly has a positive and significant effect on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. This means that if employee training is improved, employee performance will also increase. Training is measured based on indicators of participants, materials and methods. Meanwhile, employee performance is measured using indicators of effectiveness, timeliness and productivity. These results are in line with the opinion of Harrison (2020:433) who states that one of the factors that influences employee performance is the individual manager factor. This factor includes the role of managers in ongoing support to individuals as well as acting as an example, coach and driver regarding individual performance. The results of this research are in line with research conducted by Khairunnisa et al. (2023), which found that training had a positive and significant effect on employee performance. In contrast to other

research, it was found by Keka et al. (2021) regarding the effect of training on employee performance and it was found that training had no significant effect on employee performance. The causal factor related to the difference in the results of the research conducted by researchers and the research conducted by Keka et al. (2021) above is based on several factors, namely, the number of respondents in the research by Keka et al. (2021) was less, namely 45 respondents, whereas in This research consisted of 135 respondents. Keka et al. (2021) used saturated sampling, while the research used cluster sampling (sample area). Keka et al. (2021) data analysis method uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of work competency on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the partial analysis show that the magnitude of the influence of work competency on the performance of PT employees. Pertamina Drilling Service Project Southern Sumatra is 60%. Meanwhile, based on hypothesis testing, it is proven that work competency directly has a positive and significant effect on the performance of PT employees. Pertamina Drilling Services Project, South Sumatra. The results of this research mean that if employee competence increases, it can directly improve employee performance. Likewise, if employee competency decreases, employee performance will decrease. These results are in line with Harrison's opinion in Armstrong (2021:433) which states that factors that can influence performance are individual factors. These factors include the level of competence, motivation, support and incentives. The results of this research are in line with the results of research conducted by Hanifa (2022) which found that competence has a positive and significant effect on performance. Apart from that, Purwaningsih (2017) also found that competence has a positive and significant effect on performance. In contrast to other research, it was found by Hidayat (2021) regarding the influence of competence on employee performance and it was found that competence had no significant effect on employee performance. The causal factor related to the difference in the results of the research conducted by the researcher and the research conducted by Hidayat (2021) above is based on several factors, namely, the number of respondents in the research by Hidayat (2021) was less, namely 80 respondents, whereas in this study there were 135 respondents. Hidayat (2021) used saturated sampling while the research used cluster sampling (sample area). Hidayat's (2021) data analysis method uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of leadership on performance through the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the indirect analysis show that the magnitude of the indirect influence of leadership on performance through employee work competency is 38.1%. Meanwhile, the results of hypothesis testing prove that leadership indirectly has a significant positive effect on employee performance through employee competency at PT. Pertamina Drilling Services Project Southern Sumatra. Indirectly, competence is able to mediate the influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. When viewed from the results of the analysis, the role of mediation in this influence is included in the full mediation category. This means that efforts to improve employee performance can be made if employee competence is improved and leadership is also improved. These results are in line with Balanchard's opinion in Norhouse (2022) which states that one of the factors that can influence employee competence is leadership. Meanwhile, in relation to performance, Harrison in Armstrong (2021:433) believes that the factors that can influence performance are organizational factors and individual factors, which include leadership and competence. The results of this research

are in line with research conducted by Kuncoro (2021) which states that leadership has a positive and significant effect on employee performance, mediated by employee competence. This is different from other research, which was found by Widodo Ismanto et al (2021) regarding the influence of leadership on employee performance through employee competency and it was found that there was an insignificant influence between leadership on employee performance through employee competency. The causal factor related to the difference in the results of the research conducted by researchers and the research conducted by Ismanto et al. (2021) above is based on several factors, namely, the number of respondents in the research by Ismanto et al. (2021) was less, namely 101 respondents, whereas in this study totaling 135 respondents. Ismanto et al. (2021) used census sampling techniques, while the research used cluster sampling (sample area). The data analysis method of Ismanto et al (2021) uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of training on performance through the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the indirect analysis show that the magnitude of the indirect influence of training on performance through employee work competency is 18.3%. Meanwhile, the results of hypothesis testing prove that competence can indirectly mediate the influence of training on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. When viewed from the results of the analysis, the role of mediation in this influence is included in the part mediation category. This means that efforts to improve employee performance can be done through increasing employee competency and employee training. However, companies can also make direct improvements to one of the variables, competency or training. These results are in line with Balanchard's opinion in Norhouse (2022) which states that one of the factors that can influence employee competence is training. Meanwhile, Harrison (2020:433) states that one of the factors that influences employee performance is the individual manager factor. This factor includes the role of managers in providing ongoing support to individuals as well as acting as an example, coach and driver regarding individual performance. The results of this research are in line with research conducted by Kuncoro (2021) which states that training has a positive and significant effect on employee performance, mediated by employee competence. This is different from other research, which was found by Asep (2020) regarding the influence of training on employee performance through employee competency and it was found that there was an insignificant effect between training on employee performance through employee competency. The causal factor related to the difference in the results of the research conducted by the researcher and the research conducted by Asep (2020) above is based on several factors, namely, the number of respondents in the research by Asep (2020) was less, namely 106 respondents, whereas in this study there were 135 respondents. Asep (2020) sampling technique, namely the entire population is sampled, while the research uses cluster sampling (sample area).

5. Conclusion

Based on the research results, it can be concluded as follows: (1) There is a positive and significant influence of leadership on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra; (2) There is a positive and significant influence of training on the competence of PT employees. Pertamina Drilling Services Project Southern Sumatra; (3) There is a positive and insignificant influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. Indirectly, leadership has a significant effect on performance through employee competence. The role of mediation

in this influence is full mediating; (4) There is a positive and significant influence of training on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. Indirectly, training has a significant effect on performance through employee competency. The role of mediation in this influence is the mediating part. (5) There is a positive and significant influence of competence on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. (6) There is a positive and significant influence of leadership on performance through the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. (7) There is a positive and significant influence of training on performance through the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra.

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