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The Influence of Authentic Leadership and Work Engagement on Employee Performance through Competency as an Intervening Variable at PT Tritama Jaya Wisata

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| A R T I C L E I N F O	A B S T R A C T
  	The research aims to determine the effect of authentic leadership and work engagement on employee performance using the intervention variable PT Tritama Jaya Wisata. The research method used was quantitative, using saturated samples taken from 45 respondents from all company employees. Analysis was carried out using structural equation models and Partial Least Squares (PLS) software. The research results show that leadership and work involvement have a positive and significant effect on employee performance, with an indirect influence on the competency variable.

INTRODUCTION

The impact of the COVID-19 pandemic has significantly changed travel and tourism activities, thereby presenting major challenges to the tourism industry. The decline in tourism volume and income from the tourism industry is a big challenge for tourism destinations. After the COVID-19 pandemic, many tourists have switched to using Online Travel Agents (OTA) rather than conventional travel agents. The emergence of these app-based travel agents has not only changed travelers' perspectives in planning trips but has also caused significant disruption to the traditional travel agent business. Travel and tourism information, previously only available through travel agents, can now be accessed via everyday devices such as smartphones. Popular online travel applications such as Traveloka, Tiket.com, Agoda, and others are the main choices. The impact is felt far and wide, with tens to hundreds of traditional travel agents who rely on conventional models experiencing business difficulties due to the shift in tourist preferences to online travel agents.

PT Tritama Jaya Wisata is a travel agency company that provides various domestic and international travel services. Employees at PT Tritama Jaya Wisata must make every effort to make customers happy to ensure the effectiveness of their work. Customers should receive the greatest possible service from employees. However, in reality, not all employees at PT Tritama Jaya Wisata can provide their best work.

Net sales value of PT Tritama Jaya Wisata
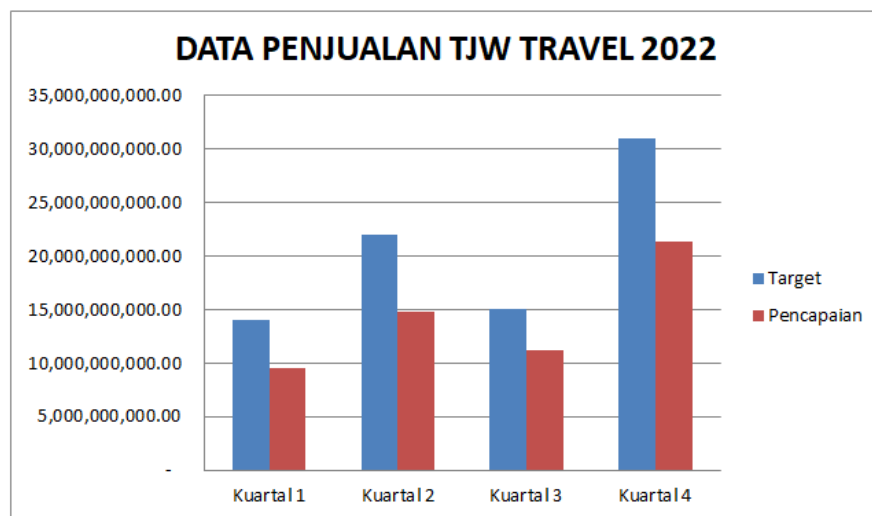
Source: Sales Data PT Tritama Jaya Wisata

Table 1 Pre-Survey Employee Performance at PT Tritama Jaya Wisata

No	Statement	YES	%	NO	%
1	Have a strong enthusiasm for my work.	5	33%	10	67%
2	Take pleasure in multitasking.	4	27%	11	73%
3	Able to resolve issues at work	7	47%	8	53%
4	Able to adapt when changes in work systems occur	5	33%	10	67%
5	Always coordinate with colleagues	6	40%	9	60%

Source : procces data 2023

However, according to data, PT Tritama Jaya Wisata is faced with employee performance problems, namely enthusiasm for work 67%, happy handling many tasks 73%, able to solve problems at work 53%, adapting to changes in work systems 67%, coordinating with colleagues 60%.

This research is strengthened by the results of a pre-survey of 15 employee respondents, highlighting the variables that influence employee performance. Pre-survey results show that work engagement has the biggest problem with a percentage of 53.3%, followed by competence with a percentage of 53.3%, and authentic leadership with a percentage of 60%. Several related studies show different findings, where research by A.A. Bagus Bayu Krisnadiputra, Ida Bagus Widiadnya, and Sapta Rini Widyawati (2022) found the influence of authentic leadership on employee performance, while research by Agus Purwanto, Masduki Asbari (2020) stated the opposite. Ali Imran Mashadi (2022) shows the influence of work engagement on employee performance, different from the findings of Tri Rahmadalena, and Asmanita (2020). However, Astri Pradytha and Rini Iestari (2021) found the influence of competence on employee performance, in contrast to research by Puspa Dewi Yulianty, Sari Laelatul Qodriah, Pebi Kurniawan, Hani Indriyanti (2021) which stated the opposite. This divergence of findings shows the complexity of the variables that influence employee performance and the need for further research to gain a deeper understanding.

THEORETICAL REVIEW
Employee Performance

Veithzal (2005:97) defines performance as the overall results achieved by a person in carrying out tasks over a certain period, including work performance standards, goals or criteria that have been set and agreed upon. More than just advertising or payroll data, employee performance is also key to motivating employees and creating plans to overcome performance declines.

Mangkunegara (2018) stated that efficiency comes from the words work efficiency or real efficiency which refers to work efficiency or a person's real achievements. Performance includes qualitative and quantitative achievements by the responsibilities given to individuals.

Authentic Leadership

According to Shahid (2020), Authentic Leadership describes the attitude of a leader who utilizes and improves mental performance and positive attitudes. This includes better self-understanding, a taught attitude perspective, the cultivation of information, and positive relationships between leaders and employees. Authentic Leadership also involves positive self-development.

From the perspective of Avolio & Mahtre (2018), Authentic Leadership is defined as leadership characterized by self-confidence, optimism, hope, efficiency and resilience. Authentic leaders have clear values and moral perspectives, carry a positive outlook for the future, and place employees in a position to become leaders of higher interests. Authentic Leadership is believed to help grow organizational commitment in employees through increasing mental performance, such as self-efficacy, hope and optimism.

Work Engagement

Schaufeli and Bakker (2018) stated that work engagement is a concept where employees feel attachment and enthusiasm for their work. Employees who have high work engagement tend to be more enthusiastic and psychologically involved in their work. Work engagement is defined as positive things that include behavior at work, such as enthusiasm (vigor), dedication (dedication), and full involvement (absorption). In other words, employees who have a high level of work engagement will show strong involvement and enthusiasm in carrying out their duties.

A similar opinion was expressed by Ali Imran Mashadi (2022), who stated that work engagement involves psychological presence with two main components, namely attention and absorption. Attention refers to cognitive abilities and time spent thinking about one's role in the organization, while absorption reflects a person's level of focus and involvement in their work.

Competence

According to Rahmat (2019), competency is a person's characteristics that are related to effective and superior performance in certain work situations. Competencies are considered basic characteristics because they are an inherent part of an individual's personality and can be used to predict behavior and performance in various work situations.

Rachmaniza (2020) suggests that competence is a basic individual characteristic that is related to effective performance at work or has a causal relationship with reference criteria, showing excellent or superior performance in the workplace or certain situations.

Sinaga (2019) states that competence is an individual's ability that has selling value, resulting from creativity and innovation. Thus, understanding competence includes aspects of basic characteristics, relationships with performance, and value resulting from individual creativity and innovation.
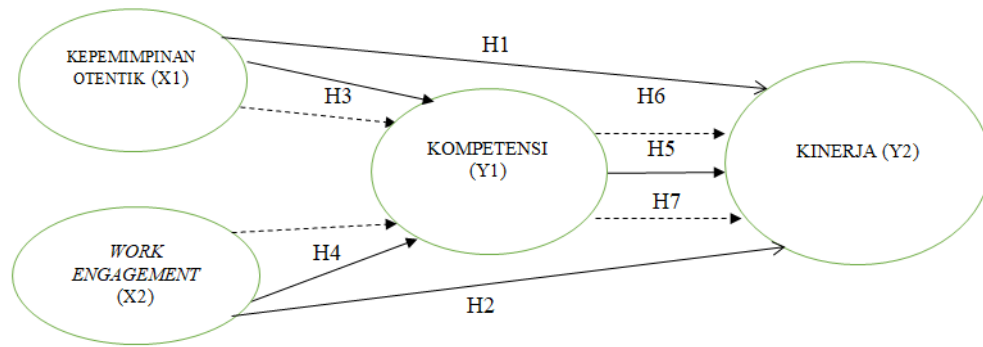
Figure 1. Conceptual Framework

Based on the picture above, the following hypothesis can be developed:

H1: Authentic leadership has a significant effect on performance at PT Tritama Jaya Wisata

H2: Work engagement has a significant effect on performance at PT Tritama Jaya Wisata

H3: Authentic leadership has a significant effect on the competence of PT Tritama Jaya Wisata

H4: Work engagement has a significant effect on competence at PT Tritama Jaya Wisata

H5: Competence has a significant effect on performance at PT Tritama Jaya Wisata.

H6: Authentic leadership has an indirect effect on performance through competency at PT Tritama Jaya Wisata

H7: Work engagement has an indirect effect on performance through the competence of PT Tritama Jaya Wisata.

METHODOLOGY

The research method used is quantitative. Analysis in quantitative research emphasizes data in the form of numbers, processed using statistical methods (Hardani, et al., 2020). This type of observation is causal research because it wants to find out the causal relationship between variables and test a hypothesis.

The independent variables in this research are authentic leadership (X1) and Work Engagement (X2), then the intervening (mediation) variable is Competence (Y1) and the dependent variable is Employee Performance (Y2) with the data collection method being a questionnaire using a Likert Scale. The Likert scale is useful for measuring the perceptions, attitudes and opinions of individuals or groups of people regarding social phenomena (Sugiyono, 2017)

According to Sugiyono (2017), population does not only include the number of subjects or objects studied but also includes the characteristics of these objects to study them and then draw conclusions. The sample used in this research is a full population sample, meaning that the entire research

population is a sample, the sample comes from all employees of PT. Tritama Jaya Wisata consisted of 45 respondents who were the full population sample.

Data analysis uses Structural Equation Modeling (SEM) with instrument testing using the Partial Least Square (PLS) method. Data analysis was carried out after all questionnaires were collected and then calculated using SmartPLS 3 software.

RESULTS AND DISCUSSION

The results of the data obtained through a questionnaire can describe the subject's characteristics in terms of gender, age, highest level of education, length of service and level of position.

Table 1. Description of Respondents

| No	Berdasarkan	Ciri	Jumlah	Persentase
1	Jenis Kelamin	Laki-Laki	15	33.3
		Perempuan	30	66.7
2	Usia	19-25	3	6.7
		26-35	31	68.9
		36-45	9	20
		46-55	2	4.4
3	Pendidikan	Diploma	4	8.9
		Pascasarjana	4	8.9
		Sarjana	22	48.9
		SLTA/Sederajat	15	33.3

Sumber: Hasil olah data SmartPLS, 2023

Evaluation of the Measurement Model (Outer Model)

This measurement is carried out through validity and reliability tests which aim to determine the relationship between latent variables and their indicators (Ghozali, 2016).

Validity testing is carried out in two steps: (1) convergent validity, which is carried out on the loading factor values of each construct, which aims to determine that unobserved variables can be measured by each observed variable construct through confirmatory factor analysis (CFA). or factor analysis, and (2) discriminant validity to determine how much a construct differs from other constructs on empirical measures. If the loading factor value exceeds 0.7 and the AVE exceeds 0.5 then the indicator is considered valid (Ghozali and Latan, 2015). The following are the results of the convergent validity test:

Figure 1. Confirmatory Factor Analysis (CFA)
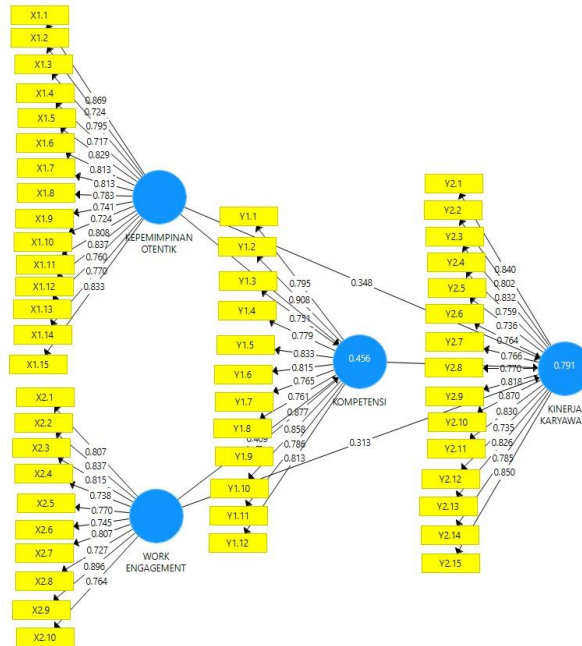
Source: Data processing results SmartPLS, 2023

Based on Figure 1 above, it is known that all loading factors exceed 0.7, so that all indicators on all research variables are declared valid.

Then, the next convergent validity test will be carried out with Average Variance Extracted (AVE)

Table 2. *Average Variance Extracted* (AVE)

	Outer Loading	AVE	Keterangan
Kepemimpinan Otentik			
X1.1	0.869	**0.622**	Valid
X1.2	0.724		Valid
X1.3	0.795		Valid
X1.4	0.717		Valid
X1.5	0.829		Valid
X1.6	0.813		Valid
X1.7	0.813		Valid
X1.8	0.783		Valid
X1.9	0.741		Valid
X1.10	0.724		Valid
X1.11	0.808		Valid
X1.12	0.837		Valid
X1.13	0.760		Valid
X1.14	0.770		Valid
X1.15	0.833		Valid

Work Engagement			
X2.1	0.807	**0.627**	Valid
X2.2	0.837		Valid
X2.3	0.815		Valid
X2.4	0.738		Valid
X2.5	0.770		Valid
X2.6	0.745		Valid
X2.7	0.807		Valid
X2.8	0.727		Valid
X2.9	0.896		Valid
X2.10	0.764		Valid
Kompetensi			
Y1.1	0.795	**0.661**	Valid
Y1.2	0.908		Valid
Y1.3	0.751		Valid
Y1.4	0.779		Valid
Y1.5	0.833		Valid
Y1.6	0.815		Valid
Y1.7	0.765		Valid
Y1.8	0.761		Valid
Y1.9	0.877		Valid
Y1.10	0.858		Valid
Y1.11	0.786		Valid
Y1.12	0.813		Valid
Kinerja Karyawan			
Y2.1	0.840	**0.640**	Valid
Y2.2	0.802		Valid
Y2.3	0.832		Valid
Y2.4	0.759		Valid
Y2.5	0.736		Valid
Y2.6	0.764		Valid
Y2.7	0.766		Valid
Y2.8	0.770		Valid
Y2.9	0.818		Valid
Y2.10	0.870		Valid
Y2.11	0.830		Valid
Y2.12	0.735		Valid
Y2.13	0.826		Valid
Y2.14	0.785		Valid
Y2.15	0.850		Valid

As seen in the table above, the factor loading value for all indicators is >0.7, and the AVE value for each construct variable is >0.5, so all latent variables are valid.

Next, discriminant validity is used to determine whether the construct has sufficient discriminants. Of several discriminant validity test methods, Henseler and Sarstedt (2015) stated that HTMT has a higher level of sensitivity in detecting discriminant validity compared to the Fornell-Lacker Criterion and Cross Loadings methods. In ensuring discriminant validity between two reflective constructs, the HTMT value must be less than 0.9.

Tabel 3. Hasil HTMT

	Authentic Leadership	Employee Performance	Competence	Work Engagement
Authentic Leadership	0.789			
Employee Performance	0.766	0.800		
Competence	0.596	0.772	0.813	
Work Engagement	0.629	0.762	0.622	0.792

Source: SmartPLS, 2023

Based on the HTMT table in Table 3 above, it is known that the HTMT value for the variable pair is less than 0.90. This indicates that the variable has good discriminant validity.

Testing the reliability of a construct can use 2 methods, namely Cronbach's alpha and composite reliability. In the construct reliability test, the composite reliability value exceeds 0.7 (Ghozali & Latan, 2015).

Table 4. Composite Reliability and Cronbach's Alpha

Variabel	Cronbach's Alpha	Composite Reliability	Keterangan
Kepemimpinan Otentik	0.956	0.961	Reliabel
Work Engagement	0.934	0.944	Reliabel
Kompetensi	0.953	0.959	Reliabel
Kinerja Karyawan	0.960	0.964	Reliabel

Source: SmartPLS, 2023

The results presented in Table 4 show that the combined reliability and Cronbach's alpha values for all latent variables exceed 0.70. When measuring the latent variables of the evaluation model, it can be concluded that all manifest variables are considered reliable.

Structural Model Testing (Inner Model)

The purpose of internal model testing is to assess the relationship between latent constructs. Based on the results of this model calculation, it is determined whether the empirical research material included in the research supports the relationship forming the hypothesis. So, it is very useful to first calculate the overall Goodness of Fit (GoF) by checking the benchmark of the variance percentage value through R2, Q2, F2 tests, and hypothesis testing.

The R-squared test is useful for assessing the robustness of structural model estimates for each endogenous construct. According to Hair et al. (2019), r-squared values of 0.75, 0.50 and 0.25 indicate a significant (strong), moderate and weak relationship, respectively.

Table 5 Results of R Square Values

Konstruk	Nilai *R-Square*	Nilai *R-Square* Adjusted
Kompetensi	0.456	0.430
Kinerja Karyawan	0.791	0.776

Sumber: SmartPLS, 2023

The results in Table 5 state that the r-square value of employee performance (Y2) is 0.791, between 0.5-0.75, which is classified as moderate. These results explain that 79.1% of employee performance is influenced by authentic leadership, work engagement and competence, while the rest 20.9% was influenced by other factors not observed in this study. Meanwhile, the second r-square value, namely competency, is 0.430, which is less than 0.5, and can be categorized as weak. These results explain that 45.6% of competence is due to authentic leadership and work engagement, while 54.4% is due to other things that were not observed in this observation.

The f-square test is run to determine how much the endogenous latent variable is influenced by the exogenous latent variable. If the resulting value of $f2 \geq 0.02$ shows a low effect size, if the resulting value of $f2 \geq 0.15$ shows a medium effect size, if the resulting value of $f2 \geq 0.35$ shows a large effect size. (Ghozali and Latan, 2015).

Table 6 Results of F Square Values

Variabel	Kinerja Karyawan	Kompetensi
Kepemimpinan Otentik	0.310	0.128
Work Engagement	0.239	0.186
Kompetensi	0.357	

Sumber: SmartPLS, 2023

Based on Table 6 above, the f-square effect size (F2) measurement results show that authentic leadership on employee performance has a moderate influence with an effect size of 0.310. Authentic leadership on competence has a small influence with an effect size of 0.128. Work engagement on employee performance has a moderate influence with an effect size of 0.239. Work engagement on competence has a small influence with an effect size of 0.186. Competence on employee performance has a big influence with an effect size of 0.357. The inner model is also measured by evaluating the Goodness of the Fit Model with Q^2. If Q2 exceeds 0, it means the model has predictive relevance and for a Q2 value < 0 it means the model lacks predictive relevance (Ghozali and Latan, 2015).

$$Q^2 = 1 - (1-0{,}791)(1-0{,}456)$$

$$Q^2 = 1 - (0{,}209)(0{,}544)$$

$$Q^2 = 1 - 0{,}113$$

$$Q^2 = 0{,}886$$

$$Q^2 = 88{,}6\%$$

The results of the Q2 calculation show that the predictive relevance value for the structural model in this study is 0.886 or 88.6%, indicating that the model can explain phenomena related to the variables studied because Q2 > 0.

The Goodness of Fit Index (GoF) focuses on predicting the overall performance of the obtained model and examining the joint performance between the measurement model and the structural model used. The criteria are a value of 0.10 (small GoF), a value of 0.25 (medium GoF), and a value of 0.36 (large GoF) (Ghozali and Latan, 2015).

$$GoF = \sqrt{AVEx R2}$$

GoF = $\sqrt{AVEx R2}$

GoF = $\sqrt{0.6375 \times 0.791}$

GoF = $\sqrt{0.5042}$

GoF = 0.710

The results of the GoF calculation above produce a value of 0.710, and it can be summarized that the combination of the outer model and inner model is found to be on a large scale overall.

Hypothesis testing is used to test the influence of exogenous variables on endogenous variables. The test criteria state that if the T-statistics value is ≥ T-table (1.96) or the P-value is < 0.05 (Haryono, 2017).

Table 7. Hypothesis Test Results

Hubungan Konstruk	Original Sample (O)	T Statistics	P-Value	Keterangan
Kepemimpinan Otentik → Kinerja Karyawan	0.348	3.883	0.000	Signifikan
Work Engagement → Kinerja Karyawan	0.313	3.521	0.000	Signifikan
Kepemimpinan Otentik → Kompetensi	0.339	2.541	0.011	Signifikan
Work Engagement → Kompetensi	0.409	3.321	0.001	Signifikan
Kompetensi → Kinerja Karyawan	0.370	3.848	0.000	Signifikan
Kepemimpinan Otentik → Kompetensi → Kinerja Karyawan	0.126	2.090	0.037	Signifikan
Work Engagement → Kompetensi → Kinerja Karyawan	0.151	2.129	0.034	Signifikan

Source: Data processing results SmartPLS, 2023

Based on Table 7, shows that the test results for the effect of authentic leadership on employee performance are positive and significant. Original Sample = 0.348, meaning that the direction of the relationship between authentic leadership and employee performance is positive. Meanwhile, the T-Statistics value is 3.883 > 1.96 and the P-value is 0.000 < 0.05, meaning that authentic leadership influences employee performance. This means that hypothesis 1 is accepted.

Based on Table 7, shows that the work engagement variable on employee performance has an original sample figure of 0.313, meaning that the relationship between work engagement and employee performance is positive.

Meanwhile, the t-statistics number is 3.521 > 1.96 and the P-values are 0.000 < 0.05, meaning that work engagement is related to employee performance. This means that hypothesis 2 is accepted.

Based on Table 7, it is known that the authentic leadership variable on competence has an original sample figure of 0.339, meaning that the relationship between authentic leadership and competence is positive. Meanwhile, the t-statistics figures are 2.541 > 1.96 and the P-values are 0.011 < 0.05, meaning that authentic leadership is related to competence. This means that hypothesis 3 is accepted.

Based on Table 7, it is known that the work engagement variable on competence has an original sample figure of 0.409, meaning that the relationship between work engagement and employee performance is positive. Meanwhile, the t-statistics figures are 3.321 > 1.96 and the P-values are 0.001 < 0.05, meaning that work engagement is related to competence. This means that hypothesis 4 is accepted.

Based on Table 7, it is known that the competency variable on employee performance has an original sample figure of 0.370, meaning that the relationship between competency and employee performance is positive. Meanwhile, the t-statistics number is 3.848 > 1.96 and the P-values are 0.000 < 0.05, meaning that competency is related to employee performance. This means that hypothesis 5 is accepted.

Based on Table 7, it is known that the variable authentic leadership on employee performance with competency mediation has an original sample figure of 0.126, meaning that the link between authentic leadership on employee performance with competency mediation is positive. Meanwhile, the t-statistics figures are 2.090 > 1.96 and the P-values are 0.037 < 0.05, meaning that authentic leadership has a strong link to employee performance with competency mediation. This means that hypothesis 6 is accepted.

Based on Table 7, it is known that the work engagement variable on employee performance with competency mediation has an original sample figure of 0.151, meaning that the relationship between work engagement and employee performance with competency mediation is positive. Meanwhile, the t-statistics figures are 2.129 > 1.96 and the P-values are 0.034 < 0.05, meaning that work engagement has a strong link to employee performance through competency. This means that hypothesis 7 is accepted.

CONCLUSIONS AND RECOMMENDATIONS

The findings of the observations that have been made can be summarized as follows:

1. Authentic leadership has a positive and significant effect on the work results of PT employees. Tritama Jaya Wisata. The better the authentic leadership, the better the employee performance at PT. Tritama Jaya Wisata.
2. Work engagement has a positive and significant effect on the work results of PT employees. Tritama Jaya Wisata. The better the employee's

commitment to work, the better the employee's performance at PT. Tritama Jaya Wisata.

3. Authentic leadership has a positive and significant effect on PT competency. Tritama Jaya Wisata. The better the leader's authentic leadership, the better the employee competency at PT. Tritama Jaya Wisata.

4. Work engagement has a positive and significant effect on PT qualifications. Tritama Jaya Wisata. The better the employee is involved in the work, the better the employee's PT competency will be. Tritama Jaya Wisata.

5. Competence has a positive and significant effect on the performance of PT employees. Tritama Jaya Wisata. The better the worker's qualifications, the better the results at PT. Tritama Jaya Wisata.

6. Authentic leadership has a positive and significant effect on performance through PT competencies. Tritama Jaya Wisata. Competence acts as a mediator in the authentic management of employee performance. The better the leader's authentic leadership, the better the employee's competence, so that employee performance at the PT will be better. Tritama Jaya Wisata.

7. Work Engagement has a positive and significant effect on performance through PT competencies. Tritama Jaya Wisata. Competence plays a mediating role in work commitment and employee performance. The better the Work Engagement at work, the better the competence they have so the better the employee performance at PT. Tritama Jaya Wisata.

Based on the conclusions, suggestions that can be given are:

1. Authentic leadership variables on leader indicators show that beliefs consistent with actions are the highest. This must be further improved, leaders can show consistency between beliefs and actions in leadership. However, further improvement is needed to strengthen consistent confidence in leadership. Leaders need to combine all aspects of themselves to create a unity that supports each other. Meanwhile, the variable for indicators of leaders encouraging each employee to express opinions is the lowest. It can be proposed that leaders must create an environment that supports employees' courage in expressing opinions, encourages critical thinking, and facilitates quick solutions to problems. Leaders can also encourage employee innovation and creativity by providing space to contribute and express their ideas. Thus, special attention needs to be paid to increasing two-way interaction and communication between leaders and employees.

2. The work engagement variable is an indicator that I have mental resilience at work. This must be further improved. Mental toughness at work can be assessed from employee morale which is reflected in high morale, willingness to make serious efforts at work and determination to face difficulties at work, as well as thoroughness in minimizing mistakes. Meanwhile, the indicator that I consider that the work I do gives me pride in myself is the lowest. So that companies can implement a culture

that makes employees feel proud of the work they do. This culture will increase employee ties with the company, the company culture implemented such as wearing uniforms and using employee ID cards.

3. Competency variable for indicators: I know training related to the field of work handled. This must be further improved. Companies can organize training to improve the skills of their employees so that employees can do their jobs more accurately. Meanwhile, the indicator that I know procedures for carrying out a work process is the lowest. The company uses Standard Operating Procedures (SOP) so that every employee, manager, supervisor and company leader understands the direction and goals the company wants to achieve. Companies should establish standard operating procedures (SOP), work orders and work manuals that are appropriate for all company work processes. Apart from that, the company should provide training so that employees understand the work process well.

Employee performance variables based on indicators: I work according to established procedures. This must be further improved. Companies can provide rewards as a form of appreciation or appreciation given by the company to employees as a form of recognition for their performance or achievement of targets that have been set. Meanwhile, the indicator that I am responsible for what I do is the lowest. The company wants to provide work according to the employee's job description. The company can provide soft skills training that can support employee performance so that this can be overcome when the employee faces a problem in the future. Employees are also given warnings or warnings if they often do not take responsibility for what they have done.

FURTHER STUDY
1. This research has limitations because it was only conducted within PT Tritama Jaya Wisata with a total of 45 respondents, so it cannot necessarily be applied to other travel companies or in general. Further research can be carried out by increasing the number of respondents in various company branches.
2. The variables used in the research are authentic leadership, work engagement, employee performance and competency as intervening variables. Based on the R-square, it is known that employee performance variables are substantially influenced by authentic leadership, work engagement and competency variables by 79.1%. Where 20.9% is influenced by other variables. It is hoped that researchers in future research can use other variables not examined in this research, such as motivation, work environment, and discipline, which according to theory influence employee performance.

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