THE EFFECT OF LEADERSHIP, TEAMWORK AND COMMUNICATION ON EMPLOYEE PERFORMANCE WITH INDIVIDUAL ABILITIES AS INTERVENING VARIABLES AT THE OFFICE OF PORT MASTER AND BATAM SPECIAL PORT AUTHORITY

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Abstract
This study examines the Influence of Leadership, Teamwork and Communication on Employee Cooperation with Individual Ability as an Intervening Variable at the Harbormaster's Office and Special Port Authority of Batam. Quantitative research is a research method that is carried out on research data in the form of numbers and analysis using statistics. The data analysis technique in this study uses Partial Least Square (PLS). The results of the study Leadership has a significant influence on the Individual Ability variable. Teamwork has a significant influence on the Individual Ability variable. Communication has a significant influence on the Individual Ability variable. Individual Ability does not have a significant influence on the Employee Performance variable. Leadership has a significant influence on the Employee Performance variable. Teamwork has a significant influence on the Employee Performance variable. Communication does not have a significant influence on the Employee Performance variable. Individual Ability has a positive and significant influence in mediating Leadership on Employee Performance. Individual Ability does not have a positive and significant influence in mediating Teamwork on Employee Performance. Individual Ability has a positive and significant influence in mediating Communication on Employee Performance.

Keywords: Leadership, Teamwork, Communication, Employee Collaboration and Individual Ability

1. INTRODUCTION

Performance assessment in the context of human resource development is very important. This is because in organizational life, everyone in the organization wants to get appreciation and fair treatment from the leaders of the organization concerned. The Harbor Master's Office and the Batam Special Port Authority as a territorial area has the authority to develop and improve the organization, through the competence and experience of its human resources. Thus, it is clear that there is a significant relationship between employee performance and the work performance demonstrated by the Human Resources of the Harbor Master's Office and the Batam Special Port Authority. The phenomenon regarding employee performance, although the reality in the field shows that the performance of existing employees is not optimal. This condition is due to several reasons, including:

Table 1.1.
Performance of Employees of the Harbor Master's Office and Batam Special Port Authority

No	Condition
1	The role of the Head of the Harbor Master's Office and the Batam Special Port Authority is not yet optimal, thus affecting the optimization of employee performance, where the number of employees is still very poor in terms of their inadequate level of education.
2	Lack of good coordination both internally (coordination between sections) and externally (coordination with related agencies) which affects employee

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	performance.
3	Lack of harmony between employees in carrying out their work, thus affecting employee performance
4	There are no awards or sanctions for employees who commit deviations in carrying out their duties, thus affecting performance.

Source: Harbor Master's Office and Batam Special Port Authority

Based on the researcher's initial observations, the number of employees at the Harbor Master's Office and the Batam Special Port Authority reached 41 people as conveyed by the Head of the Sailing Safety, Guarding and Patrol Section. Activity data shows that ship shipping services in 2023 reached 1,296 units with an average calculation of ship arrival and departure activities reaching 108 units per month, the number of passengers boarding/disembarking reached 166,748 with an average of 13,895 people per month, plus the number of containers reaching 6,896 per unit with an average calculation of 575 units per month.

Table 1.2 Average Performance of KSOP Batam Employees

Dimensions	Mark	Ideal Value	Criteria
Service Orientation	81	90	Good
Integrity	72	90	Enough
Commitment	74	90	Enough
Discipline	75	90	Enough
Cooperation	82	90	Good
Leadership	85	90	Good

Source: Data processed by researchers 2024

Based on the data in table 1.2 from the assessment of the average employee performance targets (SKP) in work units in the agency in the period from January to July 2024, the results of the average achievement of SKP based on employee performance are good because based on the dimensions of service orientation and dimensions of cooperation and leadership exceed the targets set by the agency reaching an average SKP value of 81, 82 and 85. Judging from the performance dimension, there are still criteria for employee SKP achievement values that are below the employee performance value standard. There are 3 dimensions of performance whose average achievement of performance criteria is below the standard, namely integrity, commitment, employee discipline, namely the average performance criteria based on this dimension only get quite good meaning it has not reached the target set by the agency because the value obtained is still less than the standard set.

The Harbor Master's Office and Batam Special Port Authority continue to develop employee capabilities in order to achieve the vision and mission of the organization. Capability is related to motivation, where if employees have the ability, do not get support from various parties, then the ability cannot run optimally, resulting in decreased performance. If individual capabilities improve, then employee tasks can be completed, so that employee performance increases. Mathis and Jackson (2016: 45) explain that individual capabilities are natural abilities that involve the right talents and interests for the job given. Individual capabilities are an individual's capacity to carry out various tasks in a job, capabilities are also the potential that exists within a person to act so that it allows someone to be able to do the job or not be able to do the job.

Teamwork is a necessity in realizing work success. Teamwork will be a driving force that has energy and synergy for individuals who are members of the teamwork. Without good cooperation, brilliant ideas will not emerge. As stated by Bachtiar (2016) that cooperation is the synergy of the strengths of several people in achieving one desired goal. Cooperation will unite the power of ideas that will lead to success. Other symptoms that arise from the low work team at the Harbor Master's Office and the Batam Special Port Authority are the achievement of targets that are late from the time that has been set, lack of discipline in implementing regulations, work

behavior that does not support positive work and a lack of openness that is felt to disrupt the smooth running of work in the team.

This is in accordance with the opinion of Lasahido (2018), explaining that, a person's cooperation with their organization will improve their performance so that it will be significantly related to the success of performance against the specified target and ultimately create an effective team. Based on the results of interviews with 5 staff, they stated that there are employees who work because they are supervised by the leader. If the leader is not in the office, there are employees who do not do their work or continue to do their work but are more relaxed so that the completion of the work takes longer. In addition, work that is completed late will be done if the leader has reminded and asked for the results of the work. In addition, based on the results of interviews with one of the staff, information was obtained that there was work that was completed late due to the lack of employee initiative to work. For example, the report data for the approval of the ship's crew list had not been completed by the reporting deadline. This resulted in the delay in the work of approving the crew list. In addition, there is also work and responsibility in patrol activities that have piled up and have not been completed.

Communication is very important in human life. So communication needs to be built well in order to create a harmonious relationship between individuals. Communication is basically not limited to verbal words alone but communication also uses symbols or sign language such as body movements called non-verbal communication. Receiving the same understanding when communicating (feedback) between the communicator and the communicant is an important key in communicating. Communication can be said to be effective if the communication message is achieved. The Harbormaster's Office and the Batam Special Port Authority One of the organizations that has a leader who applies open communication to his subordinates. This is indicated by several achievements of employees who are more enthusiastic about carrying out their duties, some even take them to their respective homes. However, this achievement is still slightly marred by the presence of several employees who are still less disciplined in coming in right on time at the office and there are still many employees who often go out during working hours for their personal matters so that it hinders the service of the Harbormaster's Office and the Batam Special Port Authority. Communication of the Harbormaster's Office and the Batam Special Port Authority can be likened to the brain in an organization. Because all the actions he takes can affect work activities, can provide motivation, influence the performance of his employees and the leader is responsible for making decisions firmly but not authoritarianly.

2. IMPLEMENTATION METHOD

Quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to find information about what we want to know, (Sugiyono, 2017). Based on the problems to be studied, this researcher is included in the type of quantitative research with a descriptive quantitative approach. This study uses a quantitative research type. Quantitative research is a research method that is carried out on research data in the form of numbers and analysis using statistics.

A sample is a portion of a population. According to Siyoto & Sodik, (2015) a sample is a portion of the number and characteristics possessed by the population, or a small part of the population members taken according to a certain procedure so that it can represent the population. According to Sugiyono (2017) probability sampling is a sampling technique that provides equal opportunities or chances for each element or member of the population to be selected as a sample. So in this study, the sample that will be used is the entire population as many as107 respondents.

The data analysis technique in this study uses Partial Least Square (PLS) which is a second-generation Multivariate Analysis using structural equation modeling (Structural Equation Model/SEM). PLS can be used for small sample sizes, and of course with a large sample size it will be more capable of increasing estimation precision. PLS does not require the requirement of data distribution assumptions to be normal or not. The form of the construct can use a reflective or

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formative model. The maximum number of indicators is also quite large, namely 1000 indicators (Hair, Hult, Ringle, & Sarstedt, 2014).

Measurement model analysis (Outer Model) aims to evaluate the construct variables being studied, namely the validity (accuracy) and reliability (reliability) of a variable, including: (1) Internal consistency (Internal consistency/composite reliability), (2) Convergent Validity (Convergent Validity/Average Variance Extracted/AVE), and (3) Discriminant Validity (Hair, Hult, Ringle, & Sarstedt, 2014). Structural Model Analysis aims to test the research hypothesis. There are at least two parts that need to be analyzed in this structural model, namely: (1) Collinearity (Collinearity/Variance Inflation Factor/VIF), (2) Testing the significance of the structural model path coefficient (Structural Model Path Coefficient), (3) Determination Coefficient (R-Square).

3. RESULTS AND DISCUSSION
3.1 Evaluation of Measurement Model (Outer Model)

The measurement model (outer model) is confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs. The following are the results of the outer model evaluation in this study.
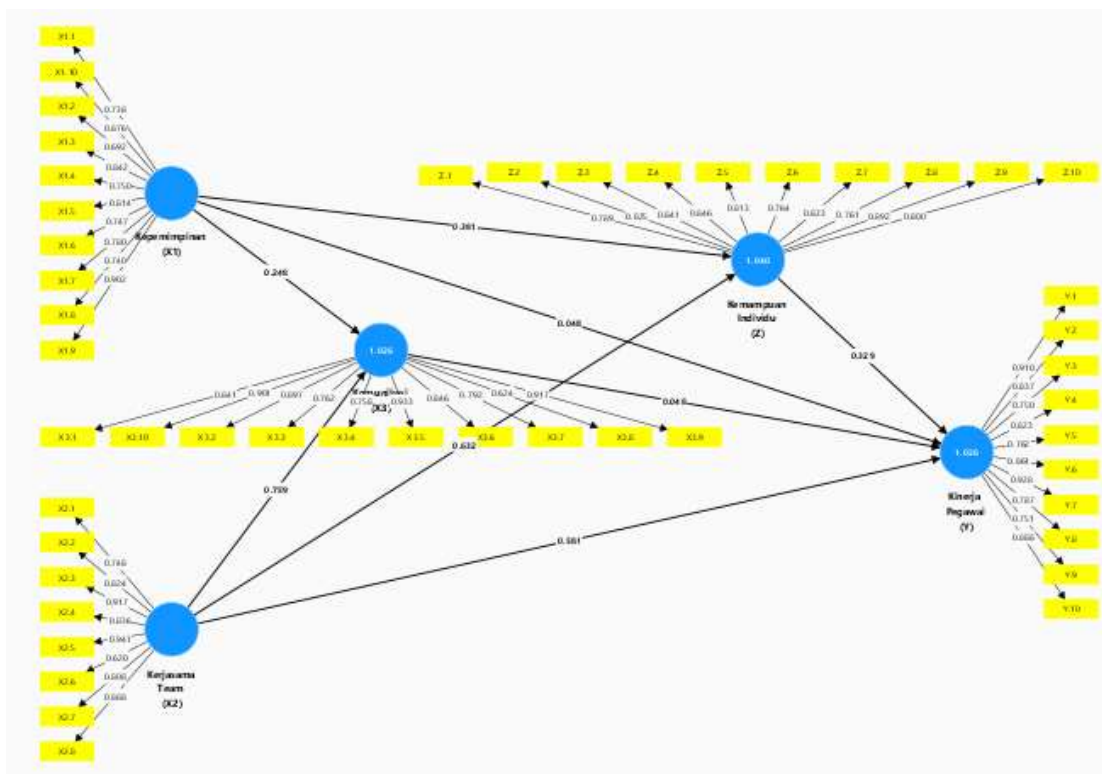

Figure 3.1. Outer Model

To test the validity of data, convergent validity can be used to see the loading factor value and discriminant validity by looking at the cross loading value. In this study, a loading factor of 0.7 was used with the algorithm calculation on Smart PLS 3.0. The following are the results of the convergent validity measurement model test using the loading factor which can be seen in Table 3.1:

Table 3.1
Results of Instrument Validity Test Using Loading Factor

	Z	X1	X2	Y	X3
X1.1		0.738			
X1.2		0.876			
X1.3		0.792			
X1.4		0.842			
X1.5		0.750			
X1.6		0.814			
X1.7		0.747			
X1.8		0.780			
X1.9		0.740			
X1.10		0.902			
X2.1			0.748		
X2.2			0.824		
X2.3			0.917		
X2.4			0.836		
X2.5			0.941		
X2.6			0.720		
X2.7			0.808		
X2.8			0.888		
X3.1					0.841
X3.2					0.901
X3.3					0.897
X3.4					0.762
X3.5					0.758

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X3.6					0.933
X3.7					0.846
X3.8					0.792
X3.9					0.724
X3.10					0.917
Y.1				0.910	
Y.2				0.888	
Y.3				0.837	
Y.4				0.750	
Y.5				0.823	
Y.6				0.762	
Y.7				0.861	
Y.8				0.928	
Y.9				0.787	
Y.10				0.751	
Z.1	0.789				
Z.2	0.800				
Z.3	0.825				
Z.4	0.841				
Z.5	0.846				
Z.6	0.813				
Z.7	0.764				
Z.8	0.823				
Z.9	0.761				
Z.10	0.892				

Source: Processed primary data (2024)

Based on Table 3.1 above, it can be seen that all loading factor values have passed the limit of 0.7 so that it can be concluded that each indicator in this study is valid. Therefore, these indicators can be used to measure research variables.

The following are the results of reliability calculations using Average Variance Extracted (AVE), Cronbach Alpha and Composite Reliability which can be seen in the following table:

Table 3.2
Calculation of AVE, Cronbach Alpha, and Composite Reliability

	Cronbach's Alpha	(rho_a)	(rho_c)	AVE
Individual Ability (Z)	0.952	0.953	0.952	0.666
Leadership (X1)	0.943	0.946	0.943	0.625
Teamwork (X2)	0.944	0.951	0.945	0.686

Employee Performance(Y)	0.956	0.960	0.957	0.692
Communication (X3)	0.955	0.961	0.957	0.692

Source: Processed primary data (2024)

Based on Table 3.2 above, it can be seen that the Cronbach Alpha value of the Employee Performance variable (Y) is 0.952, the Communication variable (X3) is 0.955, the Teamwork variable (X2) is 0.944, the Leadership variable (X1) is 0.943 and the Individual Ability variable (Z) is 0.952. From the calculation results above, it can be seen that all indicators are reliable in measuring their latent variables.

3.2 Structural Model Evaluation (Inner Model)

Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R2), Predictive Relevance (Q2) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this study are as follows:
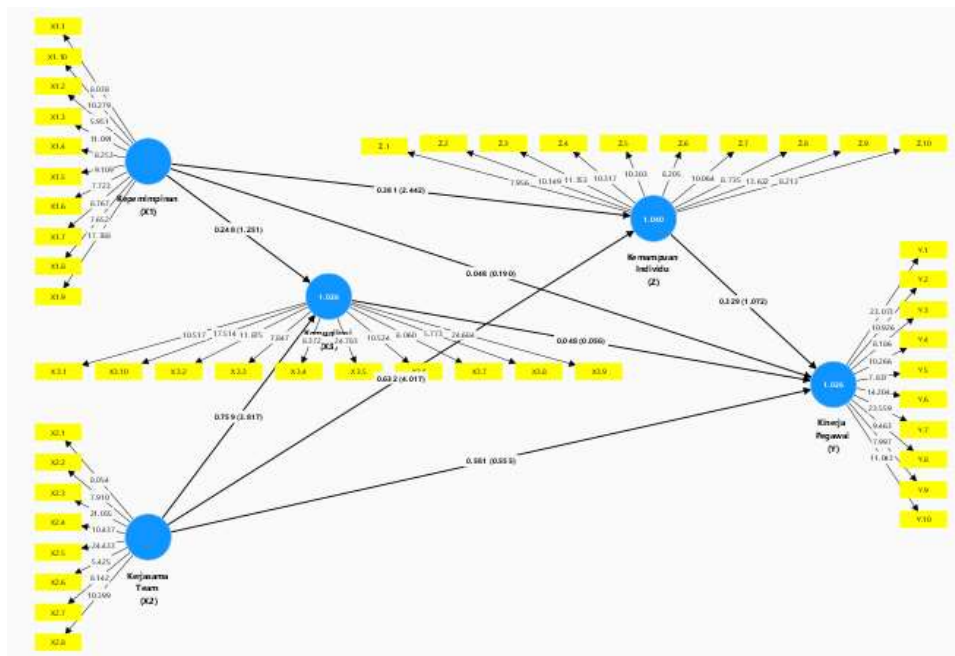

Figure 3.2 Structural Model (Inner Model)

3.3 R-Square Determination Test Results (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The results of the r2 calculation in this study are as follows:

Table 3.3
R-Square Determination Test (R2)

	R-Square	*Adjusted R-square*
Employee Performance(Y)	0.940	0.842
Individual Ability (Z)	0.926	0.829

Source: Processed primary data (2024)

Based on the calculation results using bootstapping in Table 3.3 above, it is known that the r2 value of the Employee Performance variable (Y) is 0.842, which means that the Employee Performance variable (Y) is influenced by the Leadership variable (X1), Teamwork (X2) and

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Communication variable (X3) by 84.2% or in other words the contribution of the Leadership variable (X1), Teamwork (X2) and Communication variable (X3) is 84.2%.

The r2 result of the Individual Ability variable (Z) is 1.029, which means that the Employee Performance variable (Y) is influenced by the Leadership variable (X1), Teamwork (X2) and Communication variable (X3) by 84.2% or in other words, the contribution of the Job Placement variable (X1), Work Environment (X2) and Work Commitment variable (X3) is 84.2%.

1. Goodness of Fit Model

The calculation of goodness of fit can be used to determine the magnitude of the contribution given by exogenous variables to endogenous variables. The GoF value in PLS analysis can be calculated using Q-square predictive relevance (Q2). The following are the results of the calculation of the Goodness of Fit Model in this study:

$$Q2= 1 – (1 – r12) (1 – r22)$$
$$Q2= 1 – (1 – 0.842) (1 – 0.829)$$
$$Q2= 0.9729$$

Based on the calculation above, the Q-square predictive relevance (Q2) value is 0.9729 or 97.29%. This is able to show that the diversity of Employee Performance variables (Y) can be explained by the model as a whole by 0.9729 or it can also be interpreted that the contribution of the Leadership variables (X1), Teamwork (X2), Communication variables (X3) and Individual Ability (Z) to the Employee Performance variable (Y) as a whole is 97.29%, while the remaining 2.71% is the contribution of variables not discussed in this study.

3.4 Hypothesis Testing

1. Testing Results T-Test (Partial)

Table 3.4
T-Test (Partial)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P Values
Leadership_(X1)-> Individual Ability_(Z)	0.381	0.369	0.156	2,442	0.016
Teamwork_(X2) -> Individual Ability _(Z)	0.632	0.645	0.157	4.017	0.000
Communication_(X3) -> Individual Ability _(Z)	0.759	0.770	0.199	3,817	0.000
Individual Ability _(Z)-> Employee Performance_(Y)	0.329	0.408	0.307	1,072	0.286
Leadership_(X1)-> Employee Performance_(Y)	0.185	0.187	0.214	2,886	0.001
Cooperation_Team_(X2) -> Employee Performance_(Y)	0.826	0.825	0.213	3,878	0.000
Communication_(X3) -> Employee Performance_(Y)	0.049	-0.076	0.868	0.056	0.956

Source: Processed primary data (2024)

    a. Leadership (X1) has a positive and significant influence on the Individual Ability variable (Z). The Leadership variable (X1) has a t-statistic value of 2.442 and a p-value

of 0.016. The t-statistic value of Leadership (X1) is above the t-table value of 1.96 (2.442 > 1.96), with a p-value of 0.016 < 0.05 so that the first hypothesis is accepted. The first hypothesis is that Leadership (X1) has a significant influence on the Individual Ability variable (Z).

b. Teamwork (X2) has a positive and significant influence on the variable Individual Ability (Z). The variable Teamwork (X2) has a t-statistic value of 4.017 and a p-value of 0.000. The t-statistic value of Teamwork (X2) is above the t-table value of 1.96 (4.017 > 1.96), with a p-value of 0.000 < 0.05 so that the second hypothesis is accepted. The second hypothesis is that Teamwork (X2) has a significant influence on the variable Individual Ability (Z).

c. Communication (X3) has a positive and significant influence on the Individual Ability variable (Z). The Communication variable (X3) has a t-statistic value of 3.817 and a p-value of 0.000. The t-statistic value of Communication (X3) is above the t-table value of 1.96 (3.817 > 1.96), with a p-value of 0.000 < 0.05 so that the third hypothesis is accepted. The third hypothesis is that Communication (X3) has a significant influence on the Individual Ability variable (Z).

d. Individual Ability (Z) has a positive and significant influence on the Employee Performance variable (Y). The Individual Ability (Z) variable has a t-statistic value of 1.072 and a p-value of 0.286. The t-statistic value of Individual Ability (Z) is above the t-table value of 1.96 (1.072 <1.96), with a p-value of 0.286> 0.05 so that the fourth hypothesis is rejected. The fourth hypothesis is that Individual Ability (Z) does not have a significant influence on the Employee Performance variable (Y).

e. Leadership (X1) has a positive and significant influence on the Employee Performance variable (Y). The Leadership variable (X1) has a t-statistic value of 2.886 and a p-value of 0.001. The t-statistic value of Leadership (X1) is above the t-table value of 1.96 (2.886 > 1.96), with a p-value of 0.001 < 0.05 so that the fifth hypothesis is accepted. The fifth hypothesis is that Leadership (X1) has a significant influence on the Employee Performance variable (Y).

f. Teamwork (X2) has a positive and significant influence on the Employee Performance variable (Y). The Teamwork variable (X2) has a t-statistic value of 3.878 and a p-value of 0.000. The t-statistic value of Teamwork (X2) is above the t-table value of 1.96 (3.878 > 1.96), with a p-value of 0.000 < 0.05 so that the sixth hypothesis is accepted. The sixth hypothesis is that Teamwork (X2) has a significant influence on the Employee Performance variable (Y).

g. Communication (X3) has a positive and significant influence on the Employee Performance variable (Y). The Communication variable (X3) has a t-statistic value of 0.056 and a p-value of 0.956. The t-statistic value of Communication (X3) is above the t-table value of 1.96 (0.056 <1.96), with a p-value of 0.956> 0.05 so that the seventh hypothesis is rejected. The seventh hypothesis is that Communication (X3) does not have a significant influence on the Employee Performance variable (Y).

2. **Indirect Effect Intervening Test**

The indirect influence test is carried out by testing the strength of the indirect influence of the independent variable (variable X) on the dependent variable (variable Y) through the intervening variable (variable Z) with the condition that the t-statistic value is > 1.96.

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Table 3.5
Intervening Test

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P Values*
Leadership_(X1)-> Individual_Ability_(Z) -> Employee_Performance_(Y)	0.425	0.566	0.645	2,865	0.008
Teamwork_(X2) -> Individual_Ability_(Z) -> Employee_Performance_(Y)	0.208	0.247	0.208	1.001	0.319
Communication_(X3) -> Individual_Ability_(Z) -> Employee_Performance_(Y)	0.337	0.319	0.944	3,039	0.000

Source: Processed primary data (2024)

a. Leadership (X1) has a positive effect on Employee Performance (Y) mediated by Individual Ability (Z) greater than the statistical value (1.96) with a large influence of 2.865 and a p-value <0.05 with a spread of 0.008. So it can be concluded that Individual Ability (Z) has a positive and significant effect in mediating Leadership (X1) on Employee Performance (Y).
b. Teamwork (X2) does not have a positive effect on Employee Performance (Y) mediated by Individual Ability (Z) smaller than the statistical value (1.96) with a large influence of 1.001 and p-value> 0.05 with a spread of 0.319. So it can be concluded that Individual Ability (Z) does not have a positive and significant effect in mediating Teamwork (X2) on Employee Performance (Y).
c. Communication (X3) has a positive effect on Employee Performance (Y) mediated by Individual Ability (Z) greater than the statistical value (1.96) with a large influence of 3.039 and a p-value <0.05 with a spread of 0.000. So it can be concluded that Individual Ability (Z) has a positive and significant effect in mediating Communication (X3) on Employee Performance (Y).

4. CONCLUSION

Based on the research results explained in the previous chapter, the following research conclusions can be obtained:
1) Leadership has a significant influence on the Individual Ability variable with a p-value of 0.016 < 0.05 so that the first hypothesis is accepted.
2) Teamwork has a significant influence on the Individual Ability variable with a p-value of 0.000 < 0.05 so that the second hypothesis is accepted.
3) Communicationhas a significant influence on the Individual Ability variable with a p-value of 0.000 < 0.05 so that the third hypothesis is accepted.
4) Individual Ability does not have a significant influence on the Employee Performance variable with a p-value of 0.286 > 0.05 so that the fourth hypothesis is rejected.
5) Leadershiphas a significant influence on the Employee Performance variable with a p-value of 0.001 < 0.05 so that the fifth hypothesis is accepted.
6) Teamwork has a significant influence on the Employee Performance variable with a p-value of 0.000 < 0.05 so that the sixth hypothesis is accepted.

7) Communicationdoes not have a significant influence on the Employee Performance variable with a p-value of 0.956 > 0.05 so that the seventh hypothesis is rejected.

8) Individual Ability has a positive and significant influence in mediating Leadership on Employee Performance with a large influence of 2.865 and a p-value <0.05 with a spread of 0.008.

9) Individual Ability does not have a positive and significant influence in mediating Team Cooperation on Employee Performance with a large influence of 1.001 and a p-value > 0.05 with a spread of 0.319.

10) Individual Ability has a positive and significant influence in mediating Communication on Employee Performance with a large influence of 3.039 and a p-value <0.05 with a spread of 0.000.

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