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## Influence of leadership and job competence on the performance of the state civil apparatus and its impact on the success of organizational performance in realizing the vision and mission of the regent of south Aceh with organizational culture as its moderation

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### Abstract

The purpose of this research is to find out the influence of leadership and job competence on the performance of the state civil apparatus and its impact on the success of organizational performance in realizing the vision and mission of the Regent of South Aceh with organizational culture as its moderation. The population consists of 243 structural officials of echelons III and IV in 14 Regional Organizations in South Aceh Regency, with a sample of 175 respondents, respondents of each OPD were selected by proportional random sampling method. Data analysis uses SPSS and Structural Equation Modeling (SEM) with AMOS applications. The results of the study found that the conditions of leadership, job competence, ASN performance, organizational performance, and organizational culture were good, leadership does not affect the performance of ASN, job competence has a positive and significant effect on ASN performance, leadership and ASN performance have a

positive and significant effect on organizational performance in realizing the vision and mission of the Regent of South Aceh, job competence does not affect on the organization performance in realizing the vision and mission of the Regent of South Aceh, leadership does not affect on organizational performance through ASN performance, job competence has a significant effect on organizational performance through ASN performance, and organizational culture does not moderate the influence of leadership on ASN performance. So the model for improving organizational performance in the local government of South Aceh Regency turned out to be a function of strengthening leadership which can directly have an impact, and increasing job competence with indirect impacts through ASN performance. The newness of the study lays in the addition of organizational culture moderation variable among leadership variables to ASN performance.

**Keywords:** Leadership, Job Competence, ASN Performance, Organizational Performance, and Organizational Culture

### 1. Introduction

By the mandate of Law No. 23 of 2014 on Local Government, that local governments are authorized to regulate and manage the affairs of government and the interests of local communities based on the aspirations of the community both in planning, budgeting, relatives, supervision, and evaluation. To organize and manage government and community affairs, local governments need strategies, policy direction, and the establishment of development programs based on the vision and mission of the regional head (Regent). The vision draws up the direction of development that will be achieved in the regent's term of office for five years. The mission becomes a guideline for the alignment of development programs so that it can optimize existing resources to obtain the benefits (outcomes) and impacts (impact) aspired.

Regional Organization as an element of the Regent's assistance in the implementation of government affairs, is obliged to realize the vision and mission. During the 3-year term of the Regent, there is a phenomenon, some strategic targets have not met the target. In 2018 (transition period), of the 5 (five) strategic goals only 4 (four) or 80% reached the target. In 2019, out of 18 strategic targets, only 11 (61.11%) reached the target. While in 2020 out of a total of 18 strategic targets only 12 (66.67%) reached the target (LKjIP Data 2020). The phenomenon shows the gap between the target and achievement of organizational performance in realizing the Vision and Mission of the Regent of South Aceh.

Many factors influence the success and failure to achieve organizational goals. One of them is the performance of the State Civil Apparatus (ASN). The success of an organization is inseparable from the contribution of the performance of its apparatus either directly or indirectly.

(Sonntag & Frese, 2005) <sup>[29]</sup>. Notanubun *et al.* (2019) <sup>[18]</sup> state that the individual performance of employees can improve organizational performance. Hameed & Waheed (2011) <sup>[9]</sup> concluded that the success of an organization depends on the performance of its employees. One of the factors that are considered to affect ASN performance and organizational performance success is leadership. Kadarisman (2018) <sup>[13]</sup> states that leadership is an entity that directs the work of organizational members to achieve organizational goals. According to Wijaya (2015) <sup>[34]</sup> leadership is the ability to influence a group to achieve a vision or set of goals. Another factor that influences the improvement of ASN performance and organizational performance is competence. Rizal *et al.* (2013) <sup>[26]</sup> state that the main factor that influences performance is competence. According to Pratiwi *et al.* (2020) <sup>[23]</sup>, one of the strategies to improve public services is to improve the competence of ASN, because the more competent an ASN, the more effective the performance of the ASN in providing qualified services.

Studies on the relationship between competence, leadership, ASN performance, and organizational performance have previously been studied by: Nurdin *et al.* (2020) <sup>[19]</sup> and Salwa *et al.* (2018) <sup>[27]</sup> research results show that competence influences organizational performance both directly and by mediating employee performance. Basyir *et al.* (2017) <sup>[6]</sup> state that competence and leadership directly affect organizational performance. While studies on the influence of leadership on ASN performance found inconsistencies in several previous research results, including Syopwani (2017) <sup>[31]</sup>, and Astawan & Suryanata (2020) <sup>[2]</sup> which states that leadership affects employee performance. In contrast, research from Basyir *et al.* (2017) <sup>[6]</sup>, and Marjaya & Pasaribu (2019) <sup>[15]</sup> found that leadership does not affect employee performance. These inconsistencies indicate a research gap on the influence of leadership on ASN performance. To fill the research gap, there are other variables (as moderation) that can modify previously weak relationships to become stronger. According to Sugiono (2014), moderation variables are variables that affect (strengthen or weaken) the relationship between free variables and bound variables.

As a novelty of this study, we added a moderating variable of organizational culture on the influence of leadership on ASN performance to eliminate inconsistencies in previous studies so that leadership is expected to have a significant effect on ASN performance. This is in line with research conducted by Nguyen *et al.* (2020) <sup>[17]</sup>, which states that organizational culture is one of the factors that affect employee performance.

## 2. Objectives of the Study

The objectives of this research is to find out the influence of leadership and job competence on the performance of the state civil apparatus and its impact on the success of organizational performance in realizing the vision and mission of the Regent of South Aceh with organizational culture as its moderation.

## 3. Literature Review

### 3.1 Leaderships

Leadership is the ability and willingness of ASN to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals (PP Number 30, 2019). Leadership is a person's ability to

convince others so that they can be directed optimally to carry out certain tasks (Dessler, 2016). According to Badu & Djafri (2017) <sup>[5]</sup> and Bukit *et al.* (2017), leadership is an effort to influence others by providing encouragement and guidance in working together to pursue mutually agreed goals. Leadership in organizations play a very important role in influencing employee performance (Wibowo, 2017) <sup>[33]</sup>.

- H2:** There is an influence of leadership on the performance of ASN
- H4:** There is an influence of leadership on the success of organizational performance in realizing the Vision and Mission of the Regent of South Aceh
- H7:** There is a leadership influence on the success of the organizational performance in realizing the Vision and Mission of the Regent of South Aceh through ASN performance.

### 3.2 Job Competence

Competence is the ability to carry out work or tasks based on skills and knowledge that is supported by the work attitude required by the job (Wibowo, 2017) <sup>[33]</sup>. According to Lotunani *et al.* (2014) competence is an individual's ability to complete a given task, this is related to knowledge, skills and professionalism. Sedarmayanti (2017) <sup>[28]</sup> states that competence is a number of characteristics that underlie individuals to achieve the best performance, in the form of knowledge, skills, and abilities related to work, as well as abilities needed for non-routine work. Salwa *et al.* (2018) <sup>[27]</sup>, examines the effect of competence on KIP organizational performance in Aceh Province.

- H3:** There is an influence of position competence on the performance of ASN;
- H5:** There is an influence of position competence on the success of organizational performance in realizing the Vision and Mission of the Regent of South Aceh;
- H8:** There is an influence of job competence on the success of organizational performance in realizing the Vision and Mission of the Regent of South Aceh through the performance of ASN

### 3.3 Employee (ASN) Performance

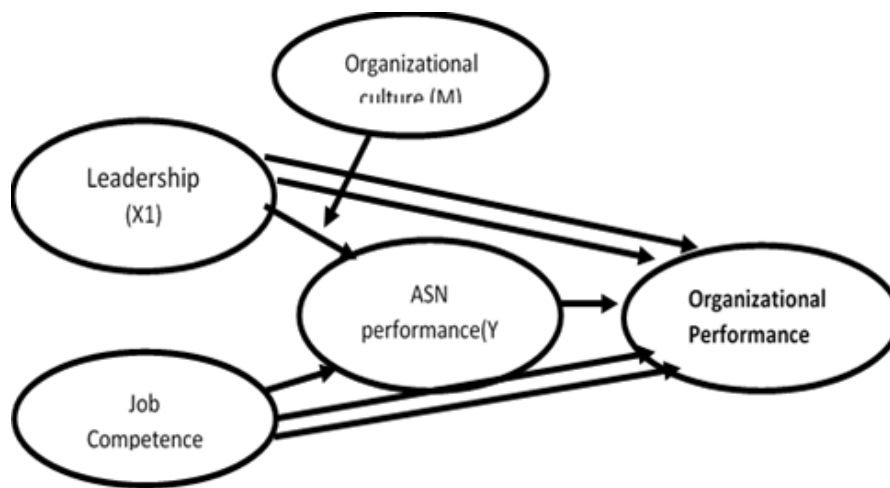
Mangkunegara (2016) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Hajar *et al.* (2018), concluded that performance is the result of a series of process activities carried out to achieve the goals of the organization. Employee performance is the result of work or the level of success achieved by workers in their field of work which can be directly reflected in the output produced in the form of quantity and quality, in accordance with the criteria applied to the job (Nguyen *et al.*, 2020) <sup>[17]</sup>. The success of the organization depends on the performance of its employees (Hameed & Aamer Waheed, 2011) <sup>[9]</sup>. This is in line with the research of Junaidi *et al.* (2020) <sup>[12]</sup>, this study examines the effect of employee performance on organizational performance at the Pidie Jaya Human Resources Development Agency (BKPSDM).

- H6:** There is an influence of ASN performance on the success of organizational performance in realizing the Vision and Mission of the Regent of South Aceh;

### 3.4 Organizational Culture

Organizational culture is a general perception of the values, norms, practices that become the grip of every member of the organization in behaving and behaving. And is an invisible force that can influence the thoughts, feelings, and actions of people who work in an organization (Lubis & Indra Jaya, 2019). Badu & Djafri (2017) <sup>[5]</sup>, stated that organizational culture refers to the principles held by members so that it becomes a differentiator between the organization and other organizations. Organizational culture as a moderating variable has previously been proven by Hardi *et al.* (2020) <sup>[10]</sup> and Murniyati (2011) <sup>[16]</sup>.

**H9:** Organizational culture moderates the influence of leadership on ASN performance.



**Fig 1:** Research Model

### 4. Research Method

The study population was 243 structural officials in 14 regional organizations in South Aceh Regency. The sample was taken by 175 respondents, consisting of structural officials of echelons III and IV, respondents were selected by a proportional random sampling method. Organizational performance is measured using 5 items from Dwiyanto, (2021) <sup>[8]</sup>, The performance of ASN (Y) is measured using 8 items from Government Regulation No. 30 (2019), Organizational Culture (M) is measured using 6 items from Nguyen *et al.*, (2020) <sup>[17]</sup>, Leadership (X1) is measured using 6 items from Kartono (2018) <sup>[14]</sup> and Position Competence (X2) is also measured using 6 items from Ministerial Regulation PAN 7 RB (2017).

Primary data is collected by distributing questionnaires directly to all respondents. The analytical tools used are SPSS applications (for research instrument tests, data quality tests, and descriptive hypothesis tests) and SEM with AMOS software.

### 5. Results and Discussion

Of the 175 sets of questionnaires distributed only 168 seats were filled out and returned for analysis. Based on the results of recap data characteristics of respondents can be concluded that of 168 structural officials, 51 officials of echelon 3 and 117 people echelon 4, more than 50% are male, with the most age around 41 – 50 years. More than 60% have a working period of 10-20 years and the average educated Bachelor (S1) with an income of 4,000,000 - Rp. 4,499,000, - per month.

### 3.5 Organizational Performance

According to Moeheriono (2012) performance is a description of the level of achievement of the implementation of a program of activities or policies in order to realize the goals, objectives, vision and mission of the organization in accordance with what has been determined in the organization. Dwiyanto (2021) <sup>[8]</sup> states that organizational performance is the level of achievement of work results or the level of achievement of organizational goals, measured by indicators: productivity, service quality, responsiveness, responsiveness, accountability.

Research Model.

### 5.1 Research Instrument Tests

Based on the results of the analysis it is known that the results of the validity test with Pearson Product Moment Coefficient of Correlation obtained sig values.  $< 0.05$  and through the Average Variance Extracted (AVE) Test, all variables have AVE values  $> 0.5$ . So it can be concluded that the questionnaires and variables used in this study are valid. Reliability test results through the reliability construct test obtained a CR value of  $> 0.7$  for all variables. This shows that the data in this study are all consistent and reliable.

The results of the normality test through the Kolmogorov Smirnov test obtained sig values.  $0.181 > 0.05$ , indicating normally distributed data or meeting the classical assumption of residual normality. And the multi collinearity test results of two independent variables obtained tolerance values of  $0.817 > 0.10$  and VIF values of  $1,224 < 10$ , this shows no multicollinearity between independent variables in this study.

### 5.2 Confirmatory Factor Analysis (CFA)

CFA is part of Structural Equation Modeling (SEM) analysis. SEM is a full-model analysis intended to test models and hypotheses developed in this study. This analysis is carried out after the measurement model analysis through the Confirmatory Factor Analysis (CFA) test, from the results of the CFA test it is known that there is one indicator on the competency variable of the position, namely indicator X2.4 has a loading factor value of  $\leq 0.5$  so that the indicator is not included in the next test. SEM analysis is performed by testing the significance of causality through regression cohesion tests.

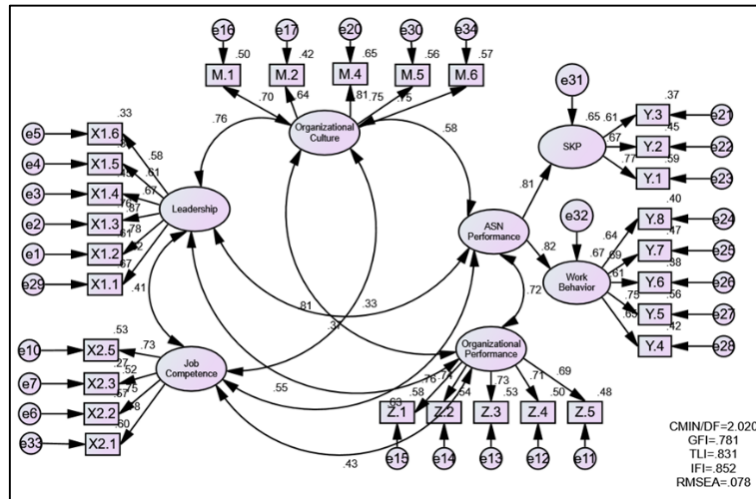


Fig 2: Confirmatory Factor Analysis (CFA)

Based on the results of SEM analysis, it is known that the value of the goodness of fit index has qualified the suitability of the model. So the SEM analysis on this study has also

qualified for use in testing hypotheses. The goodness of fit value can be seen in Table 1 and the results of structural equation modeling analysis can be seen in Table 2 below.

Table 1: Criteria of Goodness of Fit

The goodness of Fit Index	Cut of Value	Results of Analysis	Model evaluation
CMIN/DF	≤ 2	1.600	Fit
IFI	≥ 0,9	0.924	Fit
GFI	≥ 0,9	0.859	Marginal
CFI	≥ 0,9	0.923	Fit
RMSEA	≤ 0,08	0.060	Fit

Source: Primary data processed (2021).

Hypotheses Testing

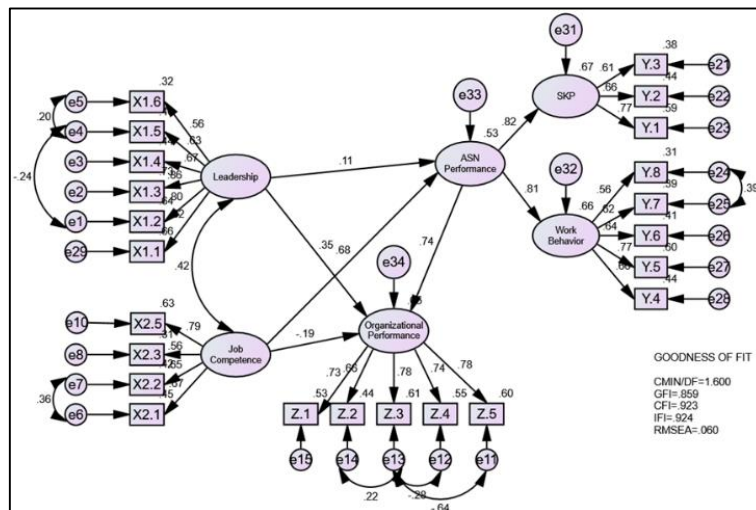


Fig 3: Structural Model

Table 2

			Estimate	S.E.	P	Beta
ASN performance	<---	Leadership	0.075	0.070	0.281	0.109
ASN performance	<---	Job competence	0.502	0.122	***	0.676
Organizational performance	<---	Job competence	-0.161	0.143	0.261	-0.191
Organizational performance	<---	Leadership	0.275	0.070	***	0.350
Organizational performance	<---	ASN performance	0.841	0.236	***	0.740

5.3 Direct Effect Hypothesis

The hypothesis is accepted (Ha) if the value P < 0.05. Table.2 indicates that the influence of leadership on the AS

performance has a P-value of 0.281 > 0.05, so it can be concluded that: H2 is rejected. The results of this study are following the results of Basyir *et al.* (2017) [6], and Marjaya



& Pasaribu (2019) <sup>[15]</sup> which states that leadership does not affect employee performance. As well as rejecting the results of Syopwani (2017) <sup>[31]</sup>, Astawan & Suryanata (2020) <sup>[2]</sup>, Rezeki *et al.* (2021), and Andayani & Titayasa (2019) <sup>[1]</sup>, which states that leadership affects employee performance. The influence of job competence on ASN performance has a P-value  $*** < 0.05$  with a positively marked coefficient. So it can be concluded that: H3 is accepted. With an effect of 0.676 Likert scales. This means that each increase in one unit of competence will increase the performance of ASN by 67.6%. This is following the results of research Salwa *et al.* (2018) <sup>[27]</sup>, Syopwani (2017) <sup>[31]</sup>, Rezeki *et al.* (2021), Pratiwi *et al.* (2020) <sup>[23]</sup>, Astawan & Suryanata (2020) <sup>[2]</sup>, Pandaleke (2016) <sup>[20]</sup>, Rantesalu *et al.* (2016) <sup>[24]</sup>, Nurdin *et al.* (2020) <sup>[19]</sup>, and Zaim *et al.* (2013).

The influence of leadership on organizational performance in realizing the vision and mission of the Regent of South Aceh has a P-value of  $**** < 0.05$  with a positively marked coefficient. So it can be concluded that: H4 is Accepted. With an effect of 0.350 Likert scales. This means that each increase in one leadership unit will increase the success of organizational performance in realizing the Vision and Mission of the Regent of South Aceh by 35%. The results of this study are the following research conducted by Junaidi *et al.* (2020) <sup>[12]</sup>, Salwa *et al.* (2018) <sup>[27]</sup>, Nurdin *et al.* (2020) <sup>[19]</sup>, Azhari *et al.* (2017) <sup>[4]</sup>, and Hasanuddin *et al.* (2019) <sup>[11]</sup>.

The influence of job competence on organizational performance in realizing the vision and mission of the Regent of South Aceh has a value of  $P\ 0.261 > 0.05$ . So it can be

concluded that: H5 is rejected. The results of this study reject the results of research at Atan & Mahmood (2019) <sup>[3]</sup>, Basyir *et al.* (2017) <sup>[6]</sup>, Nurdin *et al.* (2020) <sup>[19]</sup>, dan Zaim *et al.* (2013) which states that competence has a significant effect on organizational performance.

The influence of ASN performance on organizational performance in realizing the vision and mission of the Regent of South Aceh has a P-value of  $*** < 0.05$  with a positive coefficient value. So it can be concluded that: H6 is accepted. With an effect of 0.740 Likert scales. This means that each increase of one unit of ASN performance will increase the success of organizational performance in realizing the Vision and Mission of the Regent of South Aceh by 74%. The results of this study are following the research of Junaidi *et al.* (2020) <sup>[12]</sup>, Salwa *et al.* (2018) <sup>[27]</sup>, Nurdin *et al.* (2020) <sup>[19]</sup>, Azhari *et al.* (2017) <sup>[4]</sup>, and Hasanuddin *et al.* (2019) <sup>[11]</sup>, which stated that employee performance variables have a significant effect on organizational performance.

**5.4 Indirect Effect Hypothesis**

Hypothesis testing is using the Sobel test at link <http://quantpsy.org/sobel/sobel.htm>, the hypothesis is accepted if the P-value of the test result  $< 0.05$ .

The test results of influence the leadership on the success of organizational performance in realizing the Vision and Mission of the Regent of South Aceh through ASN performance are shown in Table.3, and the mediation model describing the relationship between X, Y, and Z. can be seen in Figure 3.

**Table 3:** Sobel Test results of the influence of leadership on organizational performance through ASN performance

	Input	Statistic Test	Std. Error	P-value
a	0.075	1.026	0.061	0.305
b	0.841			
Sa	0.070			
Sb	0.236			

Source: Primary data processed (2021).

Based on the Table. 3 and Figure 3, it is known that the value of P-Value is  $0.305 > 0.05$ . This means that leadership does not affect organizational performance through ASN performance. So it can be concluded that H7 is Rejected, or in other words, ASN performance variables cannot carry out their role as mediation variables on the influence of leadership on organizational performance. These results are following the research of basyir *et al.* (2017) <sup>[6]</sup> research which states that employee performance does not affect as a mediation variable between leadership construct and

organizational performance. And reject the results of research Azhari *et al.* (2017) <sup>[4]</sup>, which states that leadership style affects organizational performance through employee performance.

The test results of influence the job competence on the success of organizational performance in realizing the Vision and Mission of the Regent of South Aceh through ASN performance are shown in Table.4, and the mediation model describing the relationship between X, Y, and Z, can be seen in Table 4.

**Table 4:** Sobel test results of the influence of job competence on organizational performance through ASN performance

	Input	Statistic Test	Std. Error	P-value
a	0.502	2.694	0.157	0.007
b	0.841			
Sa	0.122			
Sb	0.236			

Source: Primary data processed (2021).

Based on Table 4 and Figure 4, it is known that the value of P-Value is  $0.007 < 0.05$ . This means that job competence has a significant effect on organizational performance through ASN performance. So it can be concluded that H8 is accepted. The magnitude of the indirect influence is 0.500 Likert scale. This means that each increase in one unit of position competence and ASN performance will increase

organizational performance by 50%.

The role of ASN performance as a mediation variable is full mediation because directly the competence of the position has no effect on organizational performance but through the mediation of ASN performance, job competence has a significant effect on organizational performance. The results of this study are following the research of Salwa *et al.* (2018)

[27], and Nurdin *et al.* (2020) [19], which concluded that competence influences the performance of the company through employee performance.

**5.5 Moderation Test**

The moderation test is conducted through the moderation interaction test, accepted hypothesis (Ha) if the P-value of the interaction  $X1.M < 0.05$ . The images and the results of the moderation interaction test can be seen in Figure 5 and Table 5.



Source: Primary data processed (2021)

Fig 5: Moderation Interaction Test

Table 5: Moderation Test

			C.R.	P	Beta
Y	<-	X1	0.983	0.326	0.089
Y	<-	M	4.274	***	0.391
Y	<-	Interac-tion	1.316	0.188	0.096

Table 5 is known that the P- value of leadership interaction With organizational culture (X1.M) are  $0.188 > 0.05$ . So it can be concluded that H9 is rejected. This means that the organization's culture does not moderate or in other words the nature of moderation is weak.

The results are following the results of Velen's (2012) study which stated that organizational culture does not moderate the relationship between organizational commitments to employee performance. Instead, reject the results of the Hardi *et al.* (2020) [10] study, which states that organizational culture moderates the influence of commitment to employee performance, and the results of Murniyati research (2011) [16] which shows that organizational culture moderates the influence of leadership behavior on organizational commitment.

The addition of organizational culture moderation variables to the study has not answered the inconsistencies of leadership influence on ASN performance. Because organizational culture moderation only acts as a predictor of variable moderation (predictor variable moderation), i.e. moderation variables only act as independent variables in the relationship model formed, because the coefficient value of b2 is declared significant with an effect of 39.1%, while coefficient b3 is insignificant and only has an effect of 9.6%. Leadership and ASN performance are important factors that influence the success of organizational performance. Because the better the leadership, and the performance of ASN in an organization, it will further increase the success of organizational performance in realizing the vision and mission of the Regent of South Aceh. While job competence is an important factor that affects ASN performance. The better the job competence, the more ASN performance in the organization will increase. ASN performance influenced by job competence can improve the success of organizational performance in realizing the vision and mission of the Regent of South Aceh.

**6. Conclusion**

From the test results concludes the relationship between variables as follows.

Leadership does not affect ASN performance, and ASN performance does not mediate leadership influence on organizational performance. Conversely, leadership has a direct influence on the organizational performance in realizing the vision and mission of the Regent of South Aceh. Job competence has a positive and significant effect on ASN performance. Conversely, Job competence does not directly affect organizational performance in realizing the vision and mission of the Regent of South Aceh but must go through the ASN performance.

ASN performance has a positive and significant effect on the organizational performance in realizing the vision and mission of the Regent of South Aceh.

Organizational culture does not moderate the influence of leadership on ASN performance. Thus, the research model and the test results have answered the research hypothesis. The model for improving organizational performance in the local government of South Aceh Regency turned out to be a function of strengthening leadership which can directly have an impact, and increasing job competence with indirect impacts through ASN performance.

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