

# **The Influence of Leadership, Competence, and Organizational Culture on Organizational Commitment and Employee Performance at the Office of the Human Resources Development Agency of South Sulawesi Province**

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## **ABSTRAK**

*The purpose of this research is to analyze the influence of leadership on organizational commitment and employee performance. To analyze the effect of competence on organizational commitment and employee performance. To analyze the influence of organizational culture on organizational commitment and employee performance. To analyze the effect of organizational commitment on employee performance.*

*This research uses a quantitative approach by using primary data through a questionnaire of 113 respondents. The study was conducted from March to June 2022. The data were analyzed using SEM (Structural Equation Modeling) with the help of Amos Version 25. And SPSS Version 25. The results of this study indicate that: (1) leadership has a positive and significant effect on Organizational Commitment. (2) Competence has a positive and significant effect on Organizational Commitment. (3) Organizational culture has a significant and positive effect on Organizational Commitment. (4) organizational commitment has a significant effect on employee performance (5) leadership has a positive and significant effect on employee performance. (6) Competence has a positive and significant effect on employee performance (7) Organizational culture has a positive and insignificant effect on employee performance. (8) Indirect influence of leadership, competence, organizational culture on performance through organizational commitment.*

**Keywords:** *Leadership, competence, organizational culture, organizational commitment, employee performance*

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## **I. INTRODUCTION**

Indonesia as acanyon developed, especially since the era of the new order, the bureaucracy grew as an instrument to promote industrialization and modernization of its society. The high will to achieve the acceleration of development results, in fact, was not accompanied by solid private potential, thus causing the need for government intervention which then infiltrated almost all sectors of people's lives. In addition, the socio-cultural background of the community has not been very conducive in encouraging the growth of a clean and efficient bureaucratic culture. In bureaucratic organizations there are several phenomena and are values and cultural characteristics that are biasedainfluence on the professionalism of bureaucratic employees.

Bureaucratic Reform basically aims to create a professional government bureaucracy with adaptive characteristics, integrity, high performance, clean and free from KKN, able to serve the public, neutral, prosperous, dedicated, and upholding the basic values and code of ethics of the state apparatus. The objectives and conditions of the desired bureaucracy have been stated in Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010–2025 and Regulation of the State Minister of State Apparatus Empowerment and Bureaucratic Reform Number 20 of 2010 concerning *the Road Map* of Bureaucratic Reform 2010–2014. In particular, in 2025 it is hoped that Indonesia will be in a phase that really moves towards a developed country that realizes a world-class government, namely a professional government with high integrity that is able to provide excellent service to the community and democratic governance management and is expected to be able to face challenges in the 21st century through good governance in 2025.

Furthermore, to accelerate the success of the process of changing the mindset and work culture of the apparatus in the environment of kantorpemerintahdaerah, a reference is prepared that can be used as a foundation in the form of guidelines to encourage changes in the attitudes and behavior of officials and

employees in the environment kantor pemerintah daerah which is outlined in Government Regulation Number 46 of 2011 concerning Employee Performance Assessment as a substitute for Government Regulation Number 10 of 1979 concerning DP3 and Regulation of the Head of the National Personnel Agency (Perka BKN) Number 1 of 2013, the civil servant (PNS) work performance assessment system enters into a new paradigm with more comprehensive and objective elements. Not only limited to personality, but also successful performance with certain measures. With the SKP (Employee Performance Target) it is hoped that there will be an increase in the competence and professionalism of civil servants in carrying out their duties and functions as community servants..

According to Wibowo (2014: 3) that performance is the implementation of the plan that has been prepared, where the implementation of performance is carried out by human resources who have the ability, competence, motivation and also interests. How can organizations better value and treat human resources that will affect their attitudes and behaviors in carrying out their performance. Campell said in Mahmudi (2010:20) that the loss of one of the performance factors, namely the knowledge, skills, motivation and role of the employee, will affect performance.

Robbins (2007:456) views organizational commitment as one of work attitudes. Because he reflects on a person's feelings (whether he likes it or not) towards the organization in which he works. The orientation of the relationship results in the individual (employee) of his own accord being willing to give something, and something that is given it describes the demands of the individual himself. Rivai (2009:420) argues that not all personal aspects of a worker are competencies. Only those personal aspects that drive him to achieve superior performance are the competencies he has. Then Michael Zwell (2000) in Wibowo (2014: 283) revealed that there are several factors that can affect a person's competency skills such as beliefs and values, skills, experience, personality characteristics, motivation, emotional issues, intellectual abilities, and organizational culture. According to Moehariono (2012:333) that the key to the success of an organization is the strong culture of all its employees.

Leadership according to Malayu Hasibua (2006:170) is: "the way a leader influences the behavior of subordinates, in order to be willing to work together and work productively to achieve organizational goals". Meanwhile, according to Shukurat Moronke Bello (2012). *Impact of Ethical Leadership on Employee Job Performance*. The result of this study is to try to examine the concept of ethical leadership, the traits of ethical leaders, ethical leadership and their impact on performance. Miftahuddin, (2013). With judul the influence of Competence and Organizational Culture on Employee Performance and its implications for the Performance of the Operational Head Office of PT. Bank Aceh. The results showed that competence and organizational culture both simultaneously and partially affect employee performance, competence and organizational culture both simultaneously and partially have a significant (positive) effect on organizational performance there is an indirect influence of competence and organizational culture on organizational performance through employee performance and employee performance.

With the performance assessment carried out by the BPSDM Office of South Sulawesi Province, it will be able to improve the performance of each regency at the BPSDM Office of South Sulawesi Province. Theoretically, experts and management practitioners have long understood that performance problems are not an easy thing to continue to maintain, because it is a condition that at any time can change. The phenomenon that often arises is why employee performance that is influenced by competence, leadership, organizational culture, organizational commitment marked by performance at any time can change. Therefore, it is necessary to have leadership to have a positive influence on the relationship between superiors and subordinates. So that subordinates will feel trust, pride, loyalty and respect for their superiors and motivated to do work with results that exceed predetermined targets. And employees are happy in receiving tasks from leaders and employees feel satisfied at work so that employees do not consider the duties or jobs given as a burden in doing work.

From some of the research above, there is a *Gap Research* between the influence of competence, leadership and organizational culture on organizational commitment and employee performance. This research is a development research, namely developing the theory of Robert Kreitner and Angelo Kinicki (2001), in Wibowo which raised the issue of *A Job Performance Model of Motivation*. This study included variables of competence, organizational culture, leadership as exogenous variables and commitment variables as intervening and performance as endogenous variables.

## **II. LITERATURE REVIEW**

Performance Theory According to Rivai (2004) Performance is a function of motivation and ability. Performance is also a real behavior that everyone displays as work achievements produced by employees in accordance with their role in the company. Employee performance is very important in an effort to achieve goals. According to Notoatmodjo (1992:147), performance is the result of actual work performed by employees in connection with the implementation of daily tasks in accordance with what has been outlined in order to achieve organizational goals. The achievement of the goals of the organization can be implemented with an

increase in performance. Thompson (2003) defines performance as a series of activities carried out through inputs, processes, outputs, outcomes, benefits and impacts on an application of work performance activities to achieve organizational goals. That is, the activity of a dynamic work is inseparable from the need for optimal work achievement in accordance with the form of work performance given.

Performance is reflected in the concrete forms of work performance applied by an organization. Barata (2003) work performance is a concern for the community by providing work services to facilitate the ease of meeting needs and realizing satisfaction, so that the community is always loyal to the organization or makes bureaucratic management an integral part of the work performance activities provided. Employee performance is an achieved result that can be measured through the efficiency and effectiveness of the work done. The definition of employee performance is the effort of employee activity in producing output based on directed, organized and sustainable work development to achieve work substance. The substance of the work in question is the magnitude of the work that can be assessed or measured. This is a reference for the definition of various organizations in defining performance broadly. Performance in general is an act or work result (*performance*). The specific context of *performance* is defined as the output of a worker, an output must be able to be shown concrete evidence and can be measured through predetermined standards. Furthermore, the definition of individual performance of human resources according to Mangkunegara (2005) is "Performance (work results) is the result of work in quality and quantity achieved by an individual human resource in carrying out his duties in accordance with the responsibilities given to him". Therefore, it is concluded that the performance of human resources is the performance or work results (outputs) of both the quality and quantity achieved by human resources the unity of the time period in carrying out their work duties in accordance with the responsibilities assigned to them.

Competence According to Purwadarminta in the general dictionary Indonesian "Competence is the authority (power) to determine or decide something. According to Purwadarminta in the general dictionary Indonesian "Competence is the authority (power) to determine or decide something. The definition of competence understood so far includes mastery of 3 types of abilities, namely: knowledge (knowledge, science), technical skills (skills, technology) and behavioral attitudes (attitude). Competence must be reinterpreted as the development of personal integrity based on strong faith as the foundation (SQ), only then can it build sincere relationships with others (EQ), and finally only then can mastery of IPTEKK through IQ can be useful for building an ethical business in order to achieve the goal of common prosperity for stakeholders, not only for the benefit of personal ego. The definition of competence is outlined by Steven Moulton, in Listio (2010) entitled "Competency Development, Integration and Application". For organizations, he said, competence can be defined as a technical ability that distinguishes a company from competitors. Meanwhile, for individuals, competence can be defined as a combination of skill knowledge, and habits that affect performance. According to Watson Wyatt in Ruky (2003: 106) competency is a combination of skills (skills), knowledge (knowledge), and behavior (attitude) that can be observed and applied critically to the success of an organization and work achievements as well as the personal contribution of employees to their organization. So it can be concluded that Competence is a statement of what a person must do in the workplace in order to demonstrate his knowledge, skills and attitude in accordance with the required standards.

The role of HR in the organization has the same important meaning as the work itself, considering the importance of the role of Human Resources in the organization, HR as the determining factor of the organization, competence is an aspect that determines the success of the organization. According to the American Psychological Industry Organization (Mitrani, Palziel and Fitt, 1992:14) in Listio (2010) the competency movement has begun in the 1960s and early 1970s.

The success of an organization is determined by a superior who is the captain who manages the course of the organization, Robbins (1996: 39) argues that leadership is the ability to influence a group towards achieving goals. Meanwhile, Nimran (2004: 64) suggests that leadership or leadership is a process of influencing the behavior of others to behave as desired. Leadership types consist of (1) Charismatic Type, (2) Paternalist and Maternalistic Type, (3) Militaristic Type, (4) Autocratic Type, (5) Laisser faire type, (6) Populist type, (7) Administrative type, and (8) Democratic type. Organizational culture as a pattern of basic assumptions found, created or developed by a certain group with the intention that the organization learns to overcome or overcome problems arising from external adaptation and internal integration that are already running quite well (Schein, 1985). Robbins and Judge (2008:256) posit organizational culture as a system of shared meaning embraced by members, which distinguishes it from other organizations. Furthermore, Robbins and Judge (2008:256) state that a system of mutual meaning is formed by its citizens which at the same time distinguishes it from other organizations. Basically the human being or someone who is in the life of an organization seeks to determine and form something that can accommodate the interests of all parties, so that in carrying out its activities it does not clash with the various attitudes and behaviors of each individual. Something in question is nothing but the culture in which the individual is located, such as values, beliefs, assumptions, expectations, and so on. Organizational Commitment According to Gibson et al., (2000:186) defines organizational commitment as

"a sense of identification, loyalty and involvement expressed by an employee toward the organization or unit of the organization", (A sense of identification, loyalty, and involvement expressed by an employee to the organization or organizational unit). Meanwhile, According to Hellriegel et. al., (2004:54): "*Organizational commitment refers to the strength of an employee's involvement in the organization and identification with it*". (Organizational commitment refers to the strength of an employee's involvement within the organization and getting to know him or her). From the previous description, it can be concluded that organizational commitment is a belief that binds a person to the organization in which he works, which is indicated by the presence of loyalty, involvement in work and identification of the values and goals of the organization. An individual's commitment to the organization is not something that happens unilaterally. In this case the organization and employees (individuals) must jointly create conditions conducive to achieving the intended commitment.

### III. RESEARCH METHODS

This study uses *explanatory research*, namely the quality of explaining a relationship between this research was chosen through hypothesis testing (Ghazali, 2004). This type of research was chosen considering that the objectives to be achieved include efforts to explain the relationships and influences that occur between questionnaires as a primary data collection tool. Based on the hypothesis in this research design, the variables used are determined. There are five variables, namely the variables of leadership, competence, organizational culture, organizational commitment and performance. Next to determine the instrument based on the research variables and then determine the sample. Data collection was carried out using observation methods, interviews and questionnaires. The collected data is processed using quantitative descriptive analysis tools. The analysis technique used to analyze the data is SEM (*Structural Equation Modeling*) analysis.

The types of data used are quantitative and qualitative data. In this study, the quantitative data referred to is the number of BPSDM office employees in South Sulawesi Province while qualitative data is the existence of a research location, namely regarding information on employees of the BPSDM Office of South Sulawesi Province.

The population in this study was all employees at the BPSDM Office of South Sulawesi Province which amounted to 113 people. Sugiyono (2013: 148) population is a generalized area consisting of objects / subjects that have a certain quantity and characteristics set by the researcher to be studied and then drawn conclusions. The study sample is part of the population that is taken as a data source and can be representative of the entire population. Seeing the large population, the sampling used the *Statified Proportional Random Sampling* Technique with sample determination based on the slovin formula (Umar, 1999: 78).

The data analysis stage begins with conducting an instrument test consisting of a validity test and a reliability test. Furthermore, a structural model test was carried out which aimed to test the hypothesis of causal relationships between constructs (Hair et.al., 1998:613). The analysis tool used is the AMOS program.

### HASIL DAN PEMBAHASAN

Descriptive research variables aim to interpret the data of each research variable based on the frequency distribution and average answer scores of respondents categorized in five categories using the Likert scale described below:

*Leadership (X1)* Leadership Variables in this study, measured by four indicators which include: K-oriented leadership (X1.1), supportive leadership (X1.2), participatory leadership (X1.3), achievement leadership (X1.4), with a mean average value of 4.40% which shows the distribution of respondents' answers regarding leadership indicators in general agree.

*Competence (X2)* Competency variables in this study, measured with five indicators which include: motive (X2.1), trait (X2.2), self-concept (X2.3), skill (X2.4), and knowledge (X2.5), with a mean average value of 4.20% artinya respondents agreed about the competence of employees at the Office of the Human Resources Development Agency of South Sulawesi Province. *Organizational Culture (X3)* The Organizational Culture Variables in this study were measured by five indicators which include: integrity (X3.1), professionalism (X3.2), innovation (X3.3), responsibility (X3.4), and exemplaryn (X3.5), with an average mean value of 4.08% artinya employees agreed about the organizational culture applied to the Office of the Human Resources Development Agency of South Sulawesi Province.

*Organizational Commitment (Y1)* The Organizational Commitment Variable in this study, measured by 3 indicators which include: effective commitment (Y1.1), continuation commitment (Y1.2) and normative commitment (Y1.3). With a mean average value of 4.23%, respondents' answers to the organizational commitment variable agreed on average.

Performance (Y2)

Performance variables in the study, measured by five indicators which include: Input (Y2.1), output (Y2.2), Results (Y2.3), Benefits (Y2.4) and impact (Y2.5), with an average mean value of 4.11% for the

Performance variable, this indicates that respondents generally agreed with performance at the Office of the Source Development Agency Daya Human Province of South Sulawesi.

Data Testing and Analysis Models The hypothesis test in the study will be valid if it is based on valid data or information, and the information will be valid if obtained from quality data. After testing the indicators, it was found that all research indicators had a greater mean value than the standard deviation, so all indicators used in this study were worthy of analysis to prove the hypothesis. Reliability is also one of the indicators of convergent validity. The magnitude of the *Construct Reliability* (CR) value can be calculated by the formula: Construct Reliability of 0.70 or more indicates good reliability, while the reliability of 0.60 – 0.70 can be well accepted as the condition of the validity of the indicators in the model is good (Ghozali, 2017:144), for more details can be seen in the following table 1:

**Tabel 1. Hasil Uji Realibilitas**

Konstruk	Indikator	Lambda Loading	Lambda Square	1-Lambda Square	AVE	CR
Kepemimpinan (X1)	X11	0.837	0.701	0.299	0.653	0.883
	X12	0.824	0.679	0.321		
	X13	0.791	0.626	0.374		
	X14	0.780	0.608	0.392		
Σ		<b>3.232</b>	<b>2.614</b>	<b>1.386</b>		
Kompetensi (X2)	X2.1	0.909	0.826	0.174	0.785	0.948
	X2.2	0.934	0.872	0.128		
	X2.3	0.895	0.801	0.199		
	X2.4	0.886	0.785	0.215		
	X2.5	0.801	0.642	0.358		
Σ		<b>4.425</b>	<b>3.926</b>	<b>1.074</b>		
Budaya Organisasi (X3)	X3.1	0.726	0.527	0.473	0.568	0.840
	X3.2	0.710	0.504	0.496		
	X3.3	0.781	0.582	0.418		
	X3.4	0.812	0.659	0.341		
	X3.5	0.763	0.582	0.418		
Σ		<b>3.011</b>	<b>2.273</b>	<b>1.727</b>		
Komitmen Organisasi (Y1.1)	Y1.1	0.878	0.771	0.229	0.723	0.886
	Y1.2	0.880	0.774	0.226		
	Y1.3	0.789	0.623	0.377		
Σ		<b>2.547</b>	<b>2.168</b>	<b>0.832</b>		
Kinerja pegawai (Y2)	Y2.1	0.770	0.593	0.407	0.668	0.909
	Y2.2	0.793	0.629	0.371		
	Y2.3	0.836	0.699	0.301		
	Y2.4	0.880	0.774	0.226		
	Y2.5	0.803	0.645	0.355		
Σ		<b>4.082</b>	<b>3.340</b>	<b>1.660</b>		

The composite reliability test results from table 1 show that the *composite reliability* value in each construct is greater than 0.70. Another measurement that is also used to test reliability is to use the *Average variance Extracted* (AVE) value of the minimum recommended AVE value is 0.5 It indicates that the construct tested is reliable.

After testing the data, the following is carried out model testing or model goodness test. Models are said to be good when the development of hypothetical and theoretical models is conceptually and theoretically supported by empirical data.

**Tabel 2. Evaluasikriteriagoodness of fit indices overall models**

Goodness of fit index	Cut-off value	Hasil model awal	Ket.	Hasil model akhir	Ket
$\chi^2$ - Chi- Square	Diharapkan kecil	454.939 > (0.05: 199 = 232.911)	Marginal	206.866 > 0.05: 175 = 149.824	Baik
Probability	$\geq 0.05$	0.000	Marginal	0.916	Baik
CMIN/DF	$\leq 2.00$	2.286	Marginal	0.856	Baik
GFI	$\geq 0.90$	0.754	Marginal	0.901	Baik
AGFI	$\geq 0.90$	0.712	Marginal	0.856	Marginal
TLI	$\geq 0.90$	0.651	Marginal	1.015	Baik
CFI	$\geq 0.90$	0.700	Marginal	1.000	Baik
RMSEA	$\leq 0.08$	0.107	Marginal	0.000	Baik

Sumber: Data setelah diolah (2022)

The result of model evaluation at the initial stage can be seen from the 8 criteria for *goodness of fit indices*, the existence of a model that is quite *fit* or *marginal* between the data and the model. This is evident from the 8 index values, the marginal ones are chi-square, probability, CMIN/DF, GFI, AGFI, except TLI, and CFI. But RMSEA is up to standard so it is necessary to modify the model according to the instructions of *the modification indices*. After the modification of the model, the final stage obtained has shown that all *the criteria for goodness of fit indices* have met the criteria or have been in accordance with the *cut-off value* criteria, so that the model can be said to have complied with the criteria *for goodness of fit indices* for further analysis.

Hypothesis Testing Based on the empiric model carried out in this study, testing of the hypothesis proposed through testing the path coefficient on the model of the structure equation 1. if the p-value is less than 0.05, then the influence between the variables is significant. The test results are presented in the following table 3 below:

**Table 14. Total Direct And Indirect Influence Between Variables**

No	Variabel			P- Value	Direct Effect	Total Effect	Kete rangan	
	Eksogen	Intervening	Endogen					
H-1	Kepemimpinan(X1)	Komitmen (Y1)	-	0.003	0.290	0.290	Signifikan	
H-2	Kompetensi(X2)	Komitmen (Y1)	-	0.000	0.639	0.639	Signifikan	
H-3	Budaya Organisasi(X3)	Komitmen (Y1)	-	0.039	0.125	0.125	Signifikan	
H-4	Komitmen(Y)	-	Kinerja (Y2)	0.040	0.173	0.173	Signifikan	
H-5	Kepemimpinan(X1)	-	Kinerja (Y2)	0.004	0.194	0.194	Signifikan	
H-6	Kompetensi(X2)	-	Kinerja (Y2)	0.000	0.679	0.679	Signifikan	
H-7	Budaya Organisasi(X3)	-	Kinerja (Y2)	0.697	0.013	0.013	Tidak Signifikan	
PENGARUH TIDAK LANGSUNG								
	Eksogen	Intervening	Endogen	P- Value	Direct Effect	Indirect Effect	Total Effect	Kete-angan
H-8	Kepemimpinan (X1)	Komitmen (Y1)	Kinerja (Y2)	0.047	0.290	1.665	1.955	Signifikan

H-9	Kompetensi (X2)	Komitmen (Y1)	Kinerja (Y2)	0.022	0.639	2.003	2.642	Signifikan
H-10	Budaya Organisasi (X3)	Komitmen (Y1)	Kinerja (Y2)	0.037	0.125	1.778	1.903	Signifikan

according to the results of research analysis and described in sequence based on variable indicators, then supported by several relevant theories and links with several previous studies, then connected with the latest resource management concepts. More details can be described as follows:

The results of the study have proven that the Leadership variable has a positive and significant effect on Organizational Commitment at the BPSDM Office of South Sulawesi Province. This positive influence shows that the better the leadership carried out, the higher the commitment to the organization. This happened because of the implementation of good leadership at the BPSDM Office in South Sulawesi Province. The results of this study are in line with Gede's statement (2018, according to Eunike and Pio1 (2015) stated that, leadership has a positive and significant effect on employee performance. Eunike and Greis (2015) leadership style positively influences employee performance. Based on the value of the loading factor indicator, the Directive leadership indicator is an indicator that greatly contributes to the leadership variable. This result is in accordance with house's opinion in Robbins (2006:448) directive leadership, which is a leadership style that has a positive relationship with organizational commitment. Superiors often give special orders or tasks (autocracy). Achievement-oriented leadership indicators are the lowest indicators contributing to leadership variables. Suhana (2007), examines the influence of relationship-oriented leadership behavior and tasks on organizational commitment. His findings suggest that relationship-oriented leadership behaviors that include building trust, providing inspiration, vision, encouraging creativity and emphasizing development have a positive effect on employee affective commitment. Meanwhile, task-oriented leadership behavior also affects the affective commitment of employees, although the level of influence is lower.

The results showed that competence has a positive and significant effect on organizational commitment. This means that the higher the competence of employees, the higher the commitment to the organization at the BPSDM Office in South Sulawesi Province. The results of this study indicate the need to build commitment from employees by increasing the competence of adequate employees to be able to carry out the work charged to them. Competencies include motif, the nature of self-concept, skills and knowledge that standardize to be able to carry out the work required by the organization, so that employee competencies need to be developed according to needs and need to be socialized so that in the pegawai built personality values in accordance with the values built by the corporation. The results of this study are in line with the research of WahyuniFirdian, et al (2022) The findings show that: There is a positive and significant influence on competence and leadership on organizational commitment in the Sawahlunto City Subdistrict. The same research was conducted by Rahayu, et al, (2020). The purpose of the study is to determine the influence of competence on organizational commitment. The population is a lecturer of the S1 Management Study Program at a Private University in Bandung. The sample consisted of 102 lecturers. Data collection is carried out through the dissemination of questionnaires. The data obtained were processed using multiple linear regression. The results show that competence has a positive and significant influence on organizational commitment partially and simultaneously.

The results showed that organizational culture has a positive and significant effect on organizational commitment. This shows that the stronger the organizational culture at the BPSDM Office in South Sulawesi Province, the higher the organizational commitment in employees. Thus, at the BPSDM Office of South Sulawesi Province, it is necessary to apply values and regulations that will affect employee behavior which leads to the formation of organizational commitments. The results of this study are in accordance with the results of previous studies studied by Dwivendi et al. (2014), Sinha et al. (2017) which found a positive influence of organizational culture on organizational commitment. These results are in accordance with the theory that organizational culture serves as an adhesive and collective commitment among all members of the organization that provides organizational identity for members and forms the stability of the social system within the organization (Schein, 2004). These results show that the better the culture implemented by the organization, the higher the organizational commitment of employees.

The results showed that there is a positive influence between the organization's commitment to performance. This means that the higher the organizational commitment, the higher the employee performance will be. This is in accordance with the theory put forward by Tumbbs& Dahl (1991) who have sought to serve the impact of commitment on performance relationships, assuming that committed workers are better prepared to achieve organizational goals than noncommittal workers. The results of this study are in accordance with the results of previous studies studied by Rumawas. (2019), Based on Structural Analysis of Equating Modelling

(SEM) with the results of organizational commitment has a positive and significant effect on employee performance in ISO-9000 Certified Construction Services companies in Sulut Province).

The results of this study show that there is a positive influence between leadership on employee performance. This can be seen in the implementation of good leadership at the BPSDM Office of South Sulawesi Province, able to improve employee performance. The results of this study are in line with Warsidi's statement (2011) stating that leadership has a positive and significant effect on employee performance. Komang (2018) stated that leadership has a positive and significant effect on employee performance. KartiniKartono (2003:39) contains a broad sense, namely a person who leads by initiating social behavior by regulating, directing, organizing or controlling the efforts of others, or through prestige, power or position. This is in accordance with the theory put forward by Tumbbs& Dahl (1991) who have sought to serve the impact of commitment on performance relationships, assuming that committed workers are better prepared to achieve the goals of organizational goals than non-committed workers.

Furthermore, in testing the effect of employee competence on employee work, it shows that there is a positive influence between competencies on employee performance. This means that the good competence of employees will increase the achievement of their performance. This is supported by Wibowo (2014: 272) who states that there are five indicators of competence, namely motives, traits, self-concept, knowledge and skills. Employee competence will provide significant developments in the way work is carried out. This is because the competence of employees will provide knowledge and skills that will improve their performance. McClelland (Sutrisno, 2011: 209) shows that in addition to being academic, competencies that are non-academic in nature, such as the ability to generate innovative ideas, management skills, speed of studying networks, and so on successfully predict individual achievements in their work. Employee competence is the basic capital that must be owned by all existing employees in order to produce satisfactory performance. This justifies the theory according to Ruky (Sutrisno, 2011: 209) that competencies consisting of a number of key behaviors are needed to carry out certain roles so that they can produce satisfactory work performance.

*The Influence of Organizational Culture on Employee Performance* Theseventh H ipotesisin his observations showed that organizational culture has a positive, but not significant, influence on employee performance. Based on respondents' perceptions that cause organizational culture to have no effect on employee performance is in carrying out the work employees do it mostly individually. Which in other words in doing the work is very lacking in terms of team orientation which is one of the indicators of organizational culture. This research is consistent with research conducted by Sari Girsan, 2019. The results showed that organizational culture did not have a significant effect on employee performance at Putri Hijau Hospital. In contrast to feryPanjaitan'sresearch, 2022, the results showed that. Organizational culture has a positive and significant effect on employee performance and organizational culture also has a positive and significant effect on organizational commitment.

*The influence of leadership on performance through organizational commitment* The direct influence of leadership on organizational commitment has a significant value, when viewed from the indirect influence of leadership on performance through organizational commitment shows that leadership is able to improve employee performance through organizational commitment, with this indirect influence is expressed significant. Theoretically, Stoner and Freeman (1992) reveal the leadership approach that Hersey and Blanchard developed outlining how the leader must adjust his leadership style, in response to the desire to succeed in his work. Furthermore, Hasibuan (2001: 103) explained that leadership applied by a manager in an organization can create harmonious integration and encourage employee work passion to achieve maximum goals.

*The effect of competence on performance through organizational commitment* Based on the results of this study shows that the direct influence of competence on organizational commitment has a significant value, and the indirect influence of competence on performance through organizational commitment also has a positive and significant influence value. Competence can affect the improvement of employee performance if employees have good competence in the form of a professional attitude such as establishing cooperative relationships with colleagues in completing a job so as to get maximum results and be able to become a reliable employee. Employee performance is concerned with the final results of an employee's work activity in the organization which is reflected in the output produced both in the form of quantity and quality (Fauzi and Hidayat, 2020). In this study, it was found that competence has a positive effect on performance both directly and directly, this indicates that competence can maximally increase employee commitment and performance.

*The Influence of Organizational Culture on Performance Through Organizational Commitment* Pengaruh directly the organizational culture on organizational commitment has a significant influence. The results of the hypothesis test to determine the indirect influence of organizational culture on performance through organizational commitment have a significant positive influence. This shows that organizational culture is able to improve employee performance through commitment. Theoretically, according to Robbins (2006) a strong organizational culture is needed to improve employee commitment and performance which will ultimately affect the overall performance of the organization. The organization needs to disseminate



its core values to all employees. The results of this study reinforce the opinions of Bass and Avolio, (1993) and Schein, (2004) state that a leader shapes culture and in turn is shaped by the resulting culture. Schein, (2004) says that organizational culture and leadership are interconnected. He illustrated this interconnection by looking at the relationship between leadership and culture in the context of the organizational life cycle, then organizational culture will also affect the attitudes and behaviors of all members of the organization.

#### IV. Conclusions And Suggestions

Based on the results of the research and discussion that has been carried out, it is concluded that the results of the hypothesis test through testing the jarlur coefficient when viewed from the direct influence that leadership, competence, organizational culture have a positive and significant effect on organizational committeemen. If the relationship between organizational commitment, leadership, and competence is drawn, it also has a positive and significant effect on employee performance, only organizational culture has a positive but not significant effect on organizational performance. Meanwhile, if an indirect influence between leadership, competence, and organizational culture is drawn on employee performance through organizational commitment, the results of the hypothesis test show a positive and significant influence. The importance of improving good leadership in helping to increase employee commitment and work, especially in terms of directive leadership, supportive leadership, participatory leadership and team orientation leadership. The BPSDM Office of South Sulawesi Province, must implement a good organizational culture as a reference in work, it is hoped that in the future the application of organizational culture will be further improved. Thus making it strong and supporting every effort to improve employee performance. The march performance of the BPSDM Office in South Sulawesi Province can also be supportive because it is also influenced by a strong organizational culture and strong employee commitment as well as so as to improve employee performance. It is hoped that in the future employee performance will be maintained and further improved in order to achieve quality employee performance. For employees, they should have a high sense of organizational commitment in themselves. Thus employees will try to develop existing competencies, and can master all difficult and challenging situations and tasks in achieving company goals.

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