EFFECT OF LEADERSHIP PERFORMANCE ON APPARATUS COMPETENCE.

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Abstrak

Kompetensi pimpinan secara simultan berpengaruh sigfinikan terhadap kinerja aparatu dengan kategori baik. Hal ini menunjukkan bahwa pengaruh kompetensi pimpinan masih perlu ditingkatkan mengingat semakin baik kompetensi pimpinan akan semakin baik kinerja aparatu. Peningkatan kompetensi pimpinan dapat ditingkatkan melalui pendidikan dan latihan, mengingat dalam melaksanakan tugas dan tanggungjawabnya dituntut untuk memiliki pengetahuan, keterampilan dan sikap sesuai dengan tuntutan tugasnya, karena akumulasi dari kompetensi yang ada dalam suatu organisasi dapat diarahkan menjadi faktor keunggulan bersaing bagi suatu organisasi.

Keywords; Kompetensi penentu keberhasilan kinerja aparatu.

INTRODUCTION.

Increasing public demands on the performance of officials is determined, among others, by the changes in social, economic and political. In the social field, an increase in education causes more people know the obligations and rights in the administration of government. In the economic field, by an increase in income they saved some people easily spend their income for the purposes of telecommunications facilities in accessing information about government performance from various sources, and can compare the behaviours of officials between one and other regions. In politics, the democratization of government led to more and more people dare to make a correction on the behaviour of government officials are more oriented to a specific interest group within the administration.

To avoid a governance-oriented personal and group interests, it is important to apply various principles of bureaucracy by Max Weber, for example, emphasizes hierarchy principles, working relationship, which is conducted impersonally (non personal), and various other principles. In hierarchy principle, embodied the meaning of supervision according to the hierarchy so that no irregularities in the administration encountered. But problems will arise if fully
implemented, such as, the principle of hierarchy (structural aspect), the organization will result in too rigid. Impersonal working relationship causes the exclusion of various interests of the organization members which did not cause the creation of collaborative efforts among member of organizations and causes also less creative and less responsiveness of government officials to the demand of the government within which the organization is located.

This is in line with the opinion of Nogi S Syarifudin and Hegel (2004, 28-60), which states that the capability of the organization (institution) is a key factor in determining success of regional development. Organization capabilities can not be separated from the ability of the authorities because of the quality can be achieved through the apparatus and the performance of an organization. It was emphasized again, by Hegel, Nogei Syarifudin S, that the factors that influence the performance of organizations, include (1) organizational structure, (2) human resources (3) organizational culture, and (4) leadership. It was explained that human resources and work ethic are vital elements of interdependency.

The above description basically emphasizes how important aspects of human resources (government officials) and the performance of governance such as public service, which not only focused on internal aspects such as organizational structure, hierarchy and control issues, but also to external factors such as mission organization in the future that tend to be global, more sensitive to changes in technology, distributed work activities beyond the boundaries of space and time, and oriented to customer. The organization's future is an organization that has a high sensitivity to social development, economy and politics which are all related to the ability or competence of government officials. (Thoha, 1997.8).

In a situation of rapid environmental changes, the future is an important aspect that can enhance organizational capabilities based more on intellectual capital (the quality of government officials) than tangible capital such as office equipment and financial capabilities. Intellectual capital is characterized by the availability of Human Resources (government officials) who have meta-skills capability, namely government officials who have the capacity to always be able to learn new things to grow.
Ability of the intellectual capital is abstract, which includes a combination of motivation, attitude, the knowledge, skills and integrity. According to Spencer and Spencer (1993, 9-11), the combination of motivation, attitude, knowledge and skills as a competency, and integrity can be construed as a commitment. Ulrich (1998, 8), on the other hand, pointed out that intellectual capital is the competence of officers in doing their jobs. Competence is a potential / good organizational capital in the process of implementation of tasks and functions, even more than that, is a critical success factor for work ethics and services (outcome) to communities that meet the expected standards.

DEFINITION OF COMPETENCE.

Movements of competence had begun in 1960 and early 1970. according to these movements, many studies showing that attitudes and knowledge of test results, academic achievement and school diplomas can not predict performance or success in life, these elements often creates biases against minorities, women, and persons who come from low socio-economic strata. These findings have encouraged research on variables that allegedly predicting individual competence and unbiased because of racial factors, gender and socio economic. Therefore there are two principles that need to be considered namely; a) comparing individuals who are clearly successful in their work with individual who are not successful, b) identify ways of thinking and behaviour of individuals who are successful.

In terms of etymology, the word competency is an English word adapted from "competence" which means the skill or ability. According to Cloud (2007.5), the term 'competencies,' Competence and Competent 'in Indonesian which is translated as competence, skills and empowerment that refers to any condition or quality of able and appropriate. In the concept of suitability in the work, the expression of competence (competency) description of the behaviour, while the term competence (competence) which is a result of the job description or duties. Both terms are generally acceptable, but in its use is still often interchangeable, which causes everyone has a different understanding. In the Indonesian dictionary
(1989) notion of competence is the ability, skill. Competence in human resources, in the narrow sense can not be released from the terms of employment (*job specification*), Organizations must know in advance how the job must be executed and competencies are needed in the job. This competency may include aspects of knowledge, skills, attitudes and behaviours. Apparatus in broad sense, is related to competencies with organizational strategy which can be combined with the *soft skills, hard skills, social skills, and mental skills*. Soft skills showed intuition, sensitivity. *Hard skills*, reflect the knowledge and skills. *Social skills*, showing skills in the social relations, whereas, *mental skills* showed mental toughness. In the development of human resources management, the talk is currently about how to manage and utilize human resources (HR) based on competence. Implementation of these aspects of competence, ie: a competency lead to authorities should have the capacity to meet the job requirements (*job specification*) for both current and future. So, the competence is not only related to current performance but can also be used to predict future performance.

There are at least four factors that affect the competence of someone in performing his duties namely: 1) Education, including formal education, non formal education, job training and others. 2) Experience, 3) professional interests, such as involvement in professional organizations, seminars, reading and others, 4) natural properties, such as gender, elements and other talents.

Meanwhile, according to Spencer Jr., Lyle M. and Spencer, Signe M (1993; 9-11) components or elements that form a competency are: 1) motives (*motives*), 2) personal characteristics or character (*traits*), 3) Self concept (*Self-concept*), 3) Knowledge (*knowledge*) and 3) skills (*skills*). More detail can be seen in the image of Individual competency model based on the opinion of Lyle M. Spencer Jr., and Spencer. Signe M as follows.
From the above competency model described by Cloud (2007, 9) that: a) Knowledge, referring to the information and skills learning outcomes, refers to the ability of someone to, b) Perform an activity, c) self concept, referring to the attitudes, values, and the value of a person's self image, c) individual characteristics, referring to the physical characteristics and consistent responses to situations or information, and d) The motive is the emotions, desires, needs psychology, or other impulses that trigger action.
Individual Performance in Organizations.

Performance can also be interpreted as an organizational achievement in a given period. Achievement in question is the organization's operational effectiveness in terms of both managerial and operational economies. Achievement is the view faced by organizations in carrying out its activities. With performance, the organization can understand to what extent the successful achievement ratings or even perhaps a failure in carrying out its received mandate. Therefore in the organizational life, the human is one of the main dimensions of the organization (Schermernon, Jr., 1998. Thoha. 1996 and Indrawijaya, 2000), and became a central actor in the utilization of other sources (Sujak, 1990). That means that how good the organization is, complete facilities and work facilities, everything is not going to have any meaning without the existence of human activities that regulate, use and maintain the tasks. Therefore the effectiveness of an organization in order to achieve the objectives will be strongly influenced by the quality of organization members. In other words, organizational performance depends on the performance of its officials (Gibson & Donnelly, 1997: 116).

Performance is correlated significantly to the achievement of organizational effectiveness (Elizur, D, Borg, I, Hunt, R, & Beck IM, 1996), therefore organization component is composed of personalities, groups and organizations that have their own interests. The three components of interest are often contradictory and prone to conflict. Competition and conflict occurs, because they have the same goal but heterogeneous backgrounds, attitudes and sensitive feelings, differences of opinion and differences of interests.

Methods.

<table>
<thead>
<tr>
<th>Study Design</th>
<th>explanatory survey</th>
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<tbody>
<tr>
<td>Study Sites</td>
<td>Makassar, Maros, and Gowa</td>
</tr>
<tr>
<td>Research Population and Sample</td>
<td>Population = 176, and 118 samples</td>
</tr>
<tr>
<td>Data Collection Techniques</td>
<td>Observations, interviews, questionnaires and Documentation</td>
</tr>
</tbody>
</table>
Validity and reliability analysis

Reliability analysis intended to look at the consistency of the latent variable model used for measurement. Coefficient used to assess the internal consistency (reliability level)

Data Analysis Techniques

descriptive and inferential statistical techniques
analysis of Structural Equation Modeling (SEM) using the Linear Structural Relationship and continued by using path analysis (path analysis).

Analysis of Research Variables

The results of the overall analysis of the variables studied showed that the variable competence of officers are on good enough category with the index value above 71.%, but from all dimensions of competence that most low-value dimension is related to the ability to think conceptually, with the average value, there is still an index value below 71.%. The results of research on the apparatus shows there is a different of competency level of competence of officials at the National Land Agency of the City / County (Makassar, Maros and Gowa). The competence of the authorities with the lowest index value is the National Land Agency Gowa.

Leadership Competency Variable

To get a clear picture of the leadership competencies following variables described the results of descriptive statistical analysis (attached).

Based on the results of the descriptive statistics table for variable of leaders competence, we obtained a mean of 39.7212, the standard deviation of 4365; variance amount to 19 057. Further spread of the table distribution is also presented on the frequency distribution table. The tables are categorized in the categorizing of data obtained by the following table:

<table>
<thead>
<tr>
<th>Interval</th>
<th>Category</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.0 - 18.0</td>
<td>Very Low</td>
<td>0</td>
<td>0.00</td>
</tr>
</tbody>
</table>
From the categorization table above, the leadership competencies for variable obtained is very low and low categories did not exist; category was 12 with a per cent of 11.54%; high category with 66 percent of 63.46%, and the very high category 26 with percentage of 25%. These results provide a description that leadership competencies are in the high category.

**Apparatus Performance Variables**

To get a clear picture of performance variables, the following officials described the results of descriptive statistical analysis (attached). Based on the results of the descriptive statistics table for the variable of apparatus performance was obtained with a mean of 39.3558; standard deviation of 4231; variance amounted to 17 901. Further spread of the table distribution is also presented on the frequency distribution table. If the data is categorized in the table, the table categorization obtained as follows:

<table>
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</thead>
<tbody>
<tr>
<td>10.0 - 18.0</td>
<td>Very Low</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>19.0 - 26.0</td>
<td>Low</td>
<td>1</td>
<td>0.96</td>
</tr>
<tr>
<td>27.0 - 34.0</td>
<td>Medium</td>
<td>5</td>
<td>4.81</td>
</tr>
<tr>
<td>35.0 - 42.0</td>
<td>High</td>
<td>79</td>
<td>75.96</td>
</tr>
<tr>
<td>43.0 - 50.0</td>
<td>Very High</td>
<td>19</td>
<td>18.27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>104</strong></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</table>
amounting to 75.96%, and a very high category with 19 percent 18:27%. The result is a description that led the performance at high category.

**Effect of Competence on the Performance Apparatus**

<table>
<thead>
<tr>
<th>Estimate</th>
<th>Probability Value</th>
</tr>
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<tbody>
<tr>
<td>Leadership Competencies to Performance</td>
<td>0243</td>
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</table>

<table>
<thead>
<tr>
<th>Total effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competence to Performance Apparatus</td>
</tr>
</tbody>
</table>

The table above describes significance of competences relationship to the performance as follows: Leadership competencies directly influence the performance of officials with the estimated value of 0243 and 0000 the probability value is smaller than the significance level of alpha. The total effect of variable competence of the leadership of officers for 0710 Competencies directly influence the performance of officials in the Office of the National Land Agency City / district (Makassar, Maros, Gowa) equal to 71%.

From the above table, it can be explained that the apparatus performance is significantly influenced by competence, but competence influence on the performance of officers still in good category. This condition is, of course, can serve as the description that the competences of officers are still needed, to be improved through various training and education programs in carrying out its routine work. This finding shows that human capital factors such as competence is the dominant factor in improving the performance of officials, so this finding supports the opinion of Spencer (1993) that the factor of human resources (HR) is the most valuable asset. Similarly Lako (1998), stated the success of an organization is largely determined by the quality of human resources (HR).

Based on empirical findings which showed the significant influence of the leadership competencies to the performance apparatus with both categories, the results of this study provide information that is:
First, the leadership competencies that includes 11 (eleven) dimensions where the dimensions of developing other people with the lowest index value of 45.07, this case shows that the apparatus for improving performance need to be improved through various training and education programs. Every officer is required to have knowledge, skills and attitudes in accordance with the demands of the job execution requirements are the duties and responsibilities. Herman (2005) stated that leadership competencies and skills in managing interpersonal relationships of the apparatus can improve the performance of the apparatus. Aston (1996) reinforces that leadership competence is something related to the values, outlook on life and living standards associated with surrounding and people. While the leadership competencies with the highest index value are the impact and influence of 81.30, this means that the competence of the leadership has good influence.

The second findings of this research is that if leadership has a good competence then the apparatus will have better performance, this is in line with the opinions expressed by Spencer (1993) that through the leadership competencies performance results of its officials can be predicted. Furthermore, the performance of good apparatus is largely determined by their knowledge and skills. Therefore Spencer (1993) pointed out that leadership competence is an essential characteristic for good performance.

Third, that different leadership competencies result different apparatus performance. For the leader who has particularly good competence, the performance will be better. This is in line with the opinions expressed by Spencer (1993), that through the competence of a predictable result of work performance of officials, because competency is a characteristic that underlies a person to be able to demonstrate a good performance in field work, role and particular situation. This is also in line with the opinion of Munro (1994) that competence and trust as enabling factors of an organization to build superior compete by providing human resources is promptly directed to activities to build knowledge and skill. Green (1994) states that accumulation of competencies that exist within
an organization can be directed to competitive advantage factors for an organization.

When asked about the 11 variables such as the description of leadership competence Spencer (1993) then there is no land officials in the three research sites explained in detail, basically they explained various answers, but basically this is an answer key and the "leadership competence especially the impact and influence in order to improve the performance of land, which is the deciding factor, because the ability to deliver impact and influence of ability is the ability to make changes in the organization (Interview informant. According to one of Gowa land official, that leadership competence is only one factor of performance improvement, but the main effect of the impact and perceived as motivation toward change triggers apparatus performance that was a major factor. (informant interview).

The result of the interview shows that variable of relevant competence is significant between the leadership competencies to the performance of the apparatus. Thus from the data analysis, the total effect of leadership competencies variable of officers is 0710.

Competencies directly influence the performance of officials in the Office of the National Land Agency of the City / District (Makassar, Maros, Gowa) is equal to 71%. From the results of the eleventh hypothesis testing variables and if the leadership competencies associated to the results of interviews showed that there are contributions from the leadership competencies to the apparatus performance both theoretically and in empirically.

CONCLUSION

Leadership competencies simultaneously have significant effect on the performance of both categories of officers. This shows that the influence of leadership competence still needs to be improved given better leadership competencies, and better performance of officials. The leadership competencies can be increased through education and training, considering that in performing its duties and responsibilities are required to have the knowledge, skills and attitudes
in accordance to the demands of his job, because the accumulation of competencies that exist within an organization can be directed to competitive advantage factor for an organization.

The relationship between competencies and performance, in both categories will still need to improve education and training system in a more planned, targeted and measured in accordance to the needs of standard operation procedures for land service. So the insight and ability (skill) in the field of service is more leverage.

Through the leadership competencies performance results of performance apparatus can be predicted. Furthermore, the performance of very good apparatus is determined by the knowledge and leadership skill competencies because it is a fundamental characteristic which shows a good performance.

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