

The Influence of Leadership, Organizational Commitment, and Work Culture on Employee Competence and Performance with Moderation of Employee Development Policies at the Education Office of North Sumatra Province

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ABSTRACT

The success of education and teaching at private universities in North Sumatra Province will depend heavily on the quality of lecturers who are able to produce high lecturer performance. which in the end will be able to improve the performance of the private university. This study aims to identify, analyze and examine Visionary Leadership, Organizational Culture, and Lecturer Competence on Affective Commitment and Job Satisfaction and Their Implications for Lecturer Performance at Private Universities in North Sumatra. This study used a quantitative method with a descriptive analysis and verification analysis approach. In this study, the sample was the lecturers who received the fixed income with a sample of 212 lecturers. The method of analysis in this study uses path analysis (path analysis). The results of the study concluded that: 1). There is a significant influence from Visionary Leadership, Organizational Culture, and Lecturer Competence on Affective Commitment, with a magnitude of influence of 73.18 percent 2). There is a significant influence from Visionary Leadership, Organizational Culture, and Lecturer Competence on Job Satisfaction with an influence of 75.11 percent, and 3) there is a significant influence. of affective commitment and job satisfaction on lecturer performance with an influence size of 85.57 percent. 11 percent, and 3) there is a significant effect. of affective commitment and job satisfaction on lecturer performance with an influence size of 85.57 percent. 11 percent, and 3) there is a significant effect. of affective commitment and job satisfaction on lecturer performance with an influence size of 85.57 percent.

Keywords: Visionary Leadership; Organizational Culture; Lecturer Competency Affective Commitment; Job Satisfaction; Lecturer Performance

INTRODUCTION

Education is one of the important factors to advance a nation(Hamdani et al., 2022). Through good education, new things are obtained so that they can be used to create quality human resources. A nation if it has quality human resources (Mardhiyah et al., 2021), of course, able to build the nation to be more advanced. Therefore, every nation should have a good and quality education (Datzberger, 2018; Domine, 2011; Latif et al., 2019; Shen et al., 2015).

In order to educate the life of the nation, improving the quality of education is very important for sustainable development in all aspects of human life(Nurhidayah, 2014). The national education system must always be developed in accordance with the needs and developments that occur both at the local, national and global levels.

In order for education to be of quality and have an impact on regional development, it is necessary to carry out educational planning involving multidisciplinary activities that pay attention to demographic, economic, financial, governmental, pedagogical, school statistics, environmental, socio-cultural issues and other aspects that directly or indirectly can influence educational planning (Warouw et al., 2022). This means that education planning is carried out in a comprehensive manner by considering various aspects so that education can function properly to produce quality human resources as a whole (Sarnoto, 2017). Comprehensive in the sense that all citizens get the opportunity to learn so that each has the ability to support the development of a region or country. Therefore an area in its development process is very much determined by the availability of quality human resources (Junaidi & Zulgani, 2011). In other words, quality human resources is a factor that determines the progress or not of a region.

One of the authorities of regional, provincial and district/city governments in the era of regional autonomy is to manage the education sector. Where education is one of the most important local government affairs, concerns the livelihood of many people, determines the future of this nation's children, and will also determine the progress of the region itself in the long term, if measured by the quality of human resources owned by the region as result of the educational process it takes care of. Performance problems are certainly inseparable from processes, results, and usability, in this case 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. Employee performance is the extent to which the employee can carry out the task properly in the sense that the said implementation is in accordance with the plan, so that satisfactory results are obtained for achieving good employee performance. So employees are required to have quality human resources who are able to carry out their duties as government officials in accordance with the tasks assigned.

The North Sumatra Education Office is a government agency that provides services for schools in North Sumatra with the vision of realizing North Sumatra resources that are noble, intelligent and competitive. To provide services in accordance with the vision above, the state civil apparatus serving the state through the North Sumatra Education Office is assigned a position with the applicable duties and authorities in accordance with statutory regulations (Connors & Morris, 2015; Rengifurwarin et al., 2018, 2018).

Every ASN, both employees of the education office and teachers who teach in schools, must have good performance to realize these 4 indicators by implementing integrated schools. The method is strengthening character education, namely increasing the capacity and competence of human resources, and quality education management based on electronics. In order for the vision and mission of the head of the North Sumatra Education office to be carried out, the role of leadership and the commitment formed must be seen, namely whether the organizational commitment supports it or not and the organizational culture that has been formed (Balthazard & Cooke, 2004; Chênevert et al., 2013; Kaper et al., 2021; Podsakoff et al., 1996).

The service targets that have not been achieved are due to the lack of optimal placement of employees according to their competencies, so that employees cannot use all their skills and abilities at work. Competence is often used to reflect a person's abilities in certain fields or certain skills (Kusumaningsih & others, 2020).

For an employee, competence is fully measured when participating in a fit and proper test as well as education and training. In addition, employee competence can also be seen based on the ability to master knowledge and skills in their field when carrying out tasks given by the head of service or leadership. PP No. The resources of the state civil apparatus with their intellect,

knowledge, abilities and skills as potentials that should always be developed and improved so that they can be used as much as possible for the advancement of public organizations, especially government institutions.

The development and improvement of the quality of human resources for civil servants or civil servants is currently a prominent discourse in both the public and private sectors. (Andalangi et al., 2022). This was triggered by various advances in technology and knowledge and culture. In the government administration sector, efforts to develop and improve the quality of human resources for civil servants are absolutely necessary to answer criticism and scrutiny from the public on accountability for the performance of public agencies in realizing good governance. (Sholehah & Angin, 2018), so that the business world and the community can be served well and able to increase economic and social growth which will ultimately improve people's welfare. Therefore it is very important that efforts to improve the quality of human resources for this apparatus are planned and structured through an appropriate program and in accordance with the needs and dynamics of change.

The results of pre-survey research on employee development policies obtained results with an average score of 3.1417. This shows that the implementation of the management of the state civil apparatus at the North Sumatra Education Office so far has not been based on a comparison between the competencies and qualifications required by positions with the competencies and qualifications of candidates in recruitment, appointment, placement and promotion in positions in line with governance. the good one. Study the implementation of the competency development policy for state civil apparatus resources based on Law no. 5 of 2014 needs to be implemented, to what extent this policy is able to be a solution to the development of needs, national demands and global challenges to the development of the competence of the state civil apparatus as expected.

Leadership is one of the issues in management that is still interesting enough to be discussed today. The mass media, both electronic and print, often displays opinions and talks that discuss leadership.

From the background above, the researcher is interested in conducting research on the problems above by taking the research title "The Influence of Leadership Roles, Organizational Commitment and Work Culture on Competency Improvement and Their Implications for Employee Performance Moderated by the Implementation of Employee Development Policies in Regional Service Work Units North Sumatra Province Education".

METHOD

The method used in this study is a survey method to obtain facts from existing phenomena and seek factual information. (Sugiyono, 2018). The survey method can dissect, discuss and recognize problems, as well as obtain justification for the state of ongoing practices. In addition, the survey method can also evaluate and compare things that people do in handling similar situations or problems and the results can be used in making plans and making decisions in the future. (Moleong, 2017).

To apply the survey research method in operations, a research design is needed that is in accordance with the conditions of the depth of the research to be carried out. Research design is the entire process required in planning and conducting research. In a narrower sense, research design involves two things, namely collection and analysis.

In accordance with the hypothesis in this study that the description referred to describes the variables used, namely the Role of Leadership, Organizational Commitment and Work Culture, Increasing Employee Competence and Performance and Implementation of Employee Development Policies. While the verification analysis is to explain the direction of the relationship and the influence of the independent variables (Leadership Role, Organizational Commitment and Work Culture) on the intervening variable (Competence Improvement), and the dependent variable (Employee Performance) through the moderating variable (Implementation of Employee Development Policy).

This research includes data on the variables studied including the Role of Leadership, Organizational Commitment and Work Culture, Increasing Employee Competence and Performance and Implementation of Employee Development Policies which are collected through questionnaires which are distributed directly to employees of the State Civil Apparatus in Regional Work Units. North Sumatra Provincial Education Office, according to the research sample. Furthermore, the data was obtained from the results of interviews and discussions with employees, as well as from the results of the assessment process of the respondents who were samples of the research questionnaire.

Secondary data is needed to see an overview of the institution obtained from statistics that have been processed from the Regional Work Unit of the North Sumatra Province Education Office which was used as the research sample. In addition, the secondary data used in this study is data obtained through library research.

The sample that is the target of the research is the elements that are in the population. The sampling technique chosen is proportional random sampling, because the number of samples from the population is relatively homogeneous and not stratified. The samples taken were 203 employees. The technique used is proportional random sampling.

The data collection method is a questionnaire, so the sincerity of the respondents in answering the questions is very important. While secondary data is data to support primary data. As for obtaining secondary data, data is sourced from related institutions or agencies by contacting the institution directly. The validity and validity of the data collected is largely determined by the measuring instrument used (Fitrah & others, 2018). If the measuring instrument used is not reliable, then the research results obtained will not reflect the real situation. To overcome these problems, testing tools are needed, namely validity tests and reliability tests. Testing instruments through validity tests and reliability tests will give researchers good confidence in the data collected and respondents' answers as a basis for measuring research results and other parties who will conduct similar research.

RESULTS AND DISCUSSION

Measurement Tool Normality Test Results.

The normality test is used to find out whether a data follows a normal distribution or not. To find out whether the data follows a normal distribution, it can be done using various methods, including the Kolmogrov-Smimov method. The results of data calculations show that all variables follow a normal distribution with a p-value > 0.05 (Sudjana, 2000: 136), which is explained in the following table 1.

Table 1.
One-Sample Kolmogorov-Smirnov Test

		Leadership Role	Organizational Commitment	Work Culture	Competence	Development Implementation	Employee Performance
N		170	170	170	170	170	170
Normal Parameters, b	Means	42.3907	41.6733	39,087	42,168	47.0333	42.5687
	std. Deviation	4.72035	6.11901	8.75642	5.39895	6.08333	6.10192
Most Extreme Differences	absolute	0.154	0.131	0.106	0.161	0.102	0.117
	Positive	0.154	0.131	0.106	0.114	0.087	0.08
Negative	Negative	-0.116	-0.118	-0.104	-0.161	-0.102	-0.117
	Test Statistics	0.154	0.131	0.106	0.161	0.102	0.117
asympt. Sig. (2-tailed)		.067c	.199c	.200c,d	.046c	.200c,d	.200c,d

Source: Results of SPSS Data Processing

The data in the table shows that all variable data follow normal data distribution by using the Kolmogorov-Smirnov and Shapiro-Wilk tests with a p-value > 0.05, thus rejecting H1 and accepting H0, thus the sample comes from a normally distributed population.

1. Correlation coefficient

Calculation of the correlation coefficient using Pearson Product Moment correlation analysis, was carried out to find out how strong the relationship between the several independent variables studied.

Table 2
Correlation Coefficient Between Variables

		Leadership Role	Organizational Commitment	Work Culture	Competence
Leadership Role	Pearson Correlation	1	.312**	.241**	.525**
	Sig. (2-tailed)		0	0.002	0
	N	170	170	170	170
Organizational Commitment	Pearson Correlation	.312**	1	.319**	.606**
	Sig. (2-tailed)	0		0	0
	N	170	170	170	170
Work Culture	Pearson Correlation	.241**	.319**	1	.710**
	Sig. (2-tailed)	0.002	0		0
	N	170	170	170	170
Competence	Pearson Correlation	.525**	.606**	.710**	1
	Sig. (2-tailed)	0	0	0	
	N	170	170	170	170

** . Correlation is significant at the 0.01 level (2-tailed).

From the table above it can be explained that:

1. The relationship between the Leadership Role variable (X1) and Organizational Commitment (X2) obtained a value of **0.312**. So that when consulted with the interpretation table of the value of r (correlation), it has a level of relationship **Low** and in the same direction because its value is positive. The statement above can be interpreted if the Leadership Role (X1) increases by one unit, then it is followed by an increase in the amount of Organizational Commitment (X2) by **0.312** unit.
2. The relationship between the Leadership Role variable (X1) and Work Culture (X3) obtained a value of **0.241**. So that when consulted with the r value interpretation table, it has a low and one-way relationship because the value is positive. The statement above can be interpreted if the Leadership Role (X1) increases by one unit, then it is followed by an increase in Work Culture (X3) by **0.241** unit.
3. The relationship between the Organizational Commitment variable (X2) and Work Culture (X2) obtained a value of 0.319 so that when consulted with the r value interpretation table (correlation), it has a low level of relationship and is one-way because the value is positive. The statement above can be interpreted that if the amount of Work Culture (X2) increases by one unit, it will be followed by an increase in the amount of Work Culture (X2) of 0.319 units

2. **Coefficient**Track

Table 3
Path Coefficient Value Between X and Y

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients Betas	t	Sig.
	B	std. Error			
(Constant)	5,801	2029		2.86	0.01
Leadership Role	0.308	0.045	0.289	6,817	0
1 Organizational Commitment	0.303	0.038	0.347	7,983	0
Work Culture	0.293	0.024	0.529	12.45	0

a. Dependent Variable: Competence

The table above illustrates the results of path calculations, that variable X1 has a path coefficient of 0.289, variable X2 has a path coefficient of 0.347, variable X3 has a path coefficient of 0.529.

Table 4
The Effect of Competency Variables on Apparatus Performance

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.917a	0.842	0.84	2.15626

a. Predictors: (Constant), Development Implementation, Competence, Moderating

The R2 value in the first regression was 0.842 or 84.2% while after the second regression equation the R2 value increased to 0.842 or 84.2%. By looking at the results above, it can be concluded that with the Implementation of Development (Moderating Variables) it will be able to strengthen the relationship between Competence and Apparatus Performance.

Table 5
Simultaneous Test of Leadership Role Variables (X1), Organizational Commitment (X2), Work Culture (X3) on Apparatus Competency Variables (Y)

ANOVAa						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	3040337	3	1013,446	155.28	.000b
	residual	1083,444	166	6,527		
	Total	4123.78	169			

a. Dependent Variable: Competence

b. Predictors: (Constant), Work Culture, Leadership Role, Organizational Commitment

Based on the calculations, the Fcount value is 155.275 where the rejection variable is H0 if Fcount is greater than Ftable or $F_0 > F_{table}$, with degrees of freedom $v_1 = 3$ and $v_2 = 170 - 3 - 1$ and a confidence level of 95%, then from the distribution variable F we get the value $F_{table} = 2.36$. Because 155.275 is greater than 2.36, then H0 is rejected, meaning that there is a linear relationship between X1 (Leadership Role), X2 (Organizational Commitment), and X3 (Work Culture) to Apparatus Competence (Y), so it can be concluded that there is positive and significant influence simultaneously.

Table 6
Simultaneous Test Results of Apparatus Competency Variables on Apparatus Performance

ANOVAa						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	3924,372	1	3924,372	676.33	.000b
	residual	974,814	168	5,802		
	Total	4899.186	169			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competence

Based on the calculations, it is obtained that the calculated F value is 676,329 where the criteria for rejecting H0 if Fcount is greater than Ftable or $F_0 > F_{table}$, with degrees of freedom $v_1 = 1$ and $v_2 = 170 - 1 - 1$ and a 95% confidence level, then from the F distribution table the value obtained $F_{table} = 2.36$. Because 676,329 is greater than 2.36, H0 is rejected, meaning that there is a linear relationship between Competence (Y) and Apparatus Performance (Z), so it can be concluded that there is a significant influence between Apparatus Competence (Y) on

Apparatus Performance (Z).

Table 7.
Simultaneous Test Results of Apparatus Competency Variables on Apparatus Performance
ANOVAa

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	4122725	2	2061363	443.36	.000b
1 residual	776,461	167	4,649		
Total	4899.186	169			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Development Implementation, Competence, Moderating

Based on the calculations, it is obtained that the calculated F value is 443,355 where the criteria for rejecting H0 if Fcount is greater than Ftable or $F_0 > F_{table}$, with degrees of freedom $v_1 = 1$ and $v_2 = 170 - 2 - 1$ and a 95% confidence level, then from the distribution table F values are obtained $F_{table} = 2.36$. Because 443,355 is greater than 2.36, then H0 is rejected, meaning that there is an effect of Competency Improvement on Employee Performance which is Moderated by the Implementation of Employee Development Policies.

Discussion

1. The Influence of the Role of Leadership on Increasing Employee Competence at the Education Office

Based on the results of verification data processing, it can be seen that the variable Leadership Role (X1) has a direct effect of 8.35%, an indirect effect through Organizational Commitment (X2) of 3.13%, an indirect effect through work culture (X3) of 3, 68%, and so the total effect is 15.17%. The role of leadership makes the smallest contribution to employee competence, this means that the formation of employee competence at the Education Office in North Sumatra province is not too dependent on the role of the leader. However, the more effective the leadership role, the more it will have an impact on increasing the competence of employees at the Office of Education in the province of North Sumatra.

2. The Effect of Organizational Commitment on Employee Competency Improvement at the Education Office

Based on the results of verification data processing, it can be seen that the Organizational Commitment Variable (X2) has a direct effect of 12.04%, an indirect effect through its relationship with the Leadership Role (X1) of 3.13%, and through the Work Culture Variable (X3) of 5 .86% so that the total effect is 21.03%. Organizational commitment makes the second largest contribution to increasing employee competence, this means that the formation of employee competency at the Education Office in the province of North Sumatra depends on employee commitment to the organization. Thus the stronger employee commitment to the organization will have an impact on increasing employee competence at the Education Office in the province of North Sumatra.

3. The Effect of Work Culture on Employee Competency Improvement at the Education Office

Based on the results of verification data processing, it appears that the Work Culture Variable (X3) has a direct effect of 27.98%, while the indirect effect through its relationship with the Leadership Role (X1) is 3.68%, and through Organizational Commitment (X2) of 5.86% so that the total effect is 37.52%. Organizational culture makes the biggest contribution to increasing employee competence, this means that the formation of employee competency at the Education Office in the province of North Sumatra is very dependent on the work culture of its employees. Thus the stronger the work culture, the greater the impact on increasing the competence of employees at the Education Office in the province of North Sumatra.

4. The Influence of Leadership Roles, Organizational Commitment, and Work Culture on Employee Competency Improvement at the Education Office

Based on the results of verification data processing, it appears that the variables of leadership role (X1), organizational commitment (X2), and work culture (X3) simultaneously influence the increase in employee competence with a total effect of 73.7%. This shows that the variables of leadership roles, organizational commitment, and work culture are the dominant factors that can increase the competency of the Education Office employees in the province of North Sumatra. With the research model that the researchers built, it shows real problems that meet the feasibility test of the model

5. The Effect of Increasing Employee Competence on Employee Performance at the Education Office in North Sumatra Province

Based on the results of verification data processing, it appears that the employee competency improvement variable (Y) has an influence on employee performance (Z) of 80.1%. Referring to the model built where the employee competency improvement variable is an intervening variable, it proves that the competency improvement variable is in accordance with the model and is proven to be an intervening variable because the magnitude of the effect of increasing competency on employee performance is greater than the effect of leadership roles, organizational commitment, and work culture on employee performance. employee competency, namely $80.1\% > 73.7\%$. This means that the performance of employees at the Education Office in the province of North Sumatra is very dependent on increasing the competence of its employees.

6. The Effect of Increasing Employee Competence on Moderated Employee Performance Employee Development Policy at the Education Office in North Sumatra Province

Based on the results of verification data processing, it appears that the employee competency improvement variable (Y) has an influence on employee performance (Z) of 80.1%. Meanwhile, the effect of increased competency on employee performance moderated by employee development policies was 84.2%, meaning that there was an increase in the amount of influence. Thus the employee development variable is used as a moderating variable capable of increasing employee performance by 4.1%. This means that the performance of employees at the

Education Office in the province of North Sumatra is highly dependent on increasing the competence of its employees, and performance will also increase if the employee development policy is effective.

CONCLUSION

Based on the discussion of the research results, it can be concluded that the role of leadership in the Education Office in North Sumatra province is in the range of criteria from good to good. The lowest average is on the interpersonal dimension, while the highest average is on the influencing role. The lowest indicator is the indicator for making solutions and in the aspect of fostering harmonious relationships. While the highest indicator is the provision of internal information and aspects of supervision. The Experts agreed with the findings of the researchers, stating that the leadership role at the Office of Education in the province of North Sumatra was still not functioning effectively.

Organizational commitment to the Office of Education in the province of North Sumatra is in a fairly good criteria. The lowest average is on the continuance dimension, while the highest average is on affective commitment. The lowest indicator is the profit indicator and the aspect of loyalty to the organization. While the highest indicator is the indicator of trust in solving problems. The Experts agreed with the findings of the researchers, stating that the commitment of employees at the Office of Education in the province of North Sumatra was quite good.

The work culture at the Education Office in the province of North Sumatra is in the range of fairly good to good criteria. The lowest average is on the dimensions of togetherness and group dynamics, while the highest average is on leadership and exemplary. The lowest indicator is the indicator of courage in taking risks and in the aspect of speed in completing. While the highest indicator is the accuracy indicator in carrying out the work. The Experts in principle agree with the findings of the researchers, that the work culture of employees at the Education Office in North Sumatra province is strong enough.

Competency improvement at the Education Office in North Sumatra province is in the range of criteria from good enough to good. The lowest average is on the knowledge dimension, while the highest average is on people's views on themselves. The lowest indicator is the indicator of self-control in carrying out work and in the aspect of knowledge in the field handled. While the highest indicator is the indicator of confidence in work. The Experts agree with the findings of the researchers, that the increase in the competence of staff at the Education Office in the province of North Sumatra is quite good.

Employee development policies at the Office of Education in the province of North Sumatra are in the range of fairly good to good criteria. The lowest average is on the bureaucratic structure dimension, while the highest average is on the disposition dimension. The lowest indicator is the indicator of the clarity of separation between the command line and the coordination line and in the aspect of command consistency. Meanwhile, the highest indicator is the accuracy in appointing accountability parties. The Experts agree with the findings of the researchers, that the employee development policy at the Office of Education in North Sumatra province has been running quite well.

The performance of employees at the Education Office in the province of North Sumatra is in the range of criteria from good to good. The lowest average is on the dimension of work quality, while the highest average is on the attitude dimension. The lowest indicator is the speed

of work and the courage to make decisions. While the highest indicator is the indicator of creativity in carrying out the work. The Experts agree with the findings of the researchers, that the performance of employees at the Office of Education in the province of North Sumatra is quite good.

The role of leadership has a significant effect on increasing employee competence. The role of leadership has the least influence on increasing employee competency. The Experts agree with the findings of the researchers, that the role of leadership certainly has an influence on increasing the competency of its employees, such as at the Education Office in North Sumatra province.

Organizational commitment has a significant effect on increasing employee competence. Organizational commitment has a dominant influence on increasing employee competence. The Experts agree with the findings of the researchers, that employee commitment to the organization has a significant influence on increasing the competence of its employees, such as at the Education Office in North Sumatra province.

Work culture has a significant effect on increasing employee competence. Work culture has the greatest or dominant influence on increasing employee competence. Experts agree with the findings of the researchers, that employee work culture has a dominant and significant influence on increasing the competence of its employees, such as in the Education Office in North Sumatra province.

The role of leadership, organizational commitment, and work culture simultaneously have a significant effect on increasing employee competence. The magnitude of the influence is dominant so that the model built fulfills the model test. The Experts agree with the findings of the researchers, that the role of leadership, organizational commitment, and work culture have a significant influence on increasing the competence of its employees, such as the Education Office in North Sumatra province.

Increasing employee competence has a significant effect on employee performance. The increase in employee competence has a very large or dominant influence on increasing employee competence. This shows an increase in employee competency is proven as an intervening variable. The Experts agree with the findings of the researchers, that increasing employee competency will have a very significant effect on employee performance at the Education Office in North Sumatra province.

Increasing employee competence has a significant effect on employee performance which is moderated by employee development policies. The magnitude of the influence of increasing employee competence moderated by employee development policies is greater than the influence of increasing competence on employee performance. This shows that employee development policies are able to increase the influence on employee performance. Experts agree with the findings of the researchers, that employee development policies will increase the influence of increasing employee competence on employee performance at the Education Office in North Sumatra province.

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