







According to Robbins (2003), employee performance is a function of the interaction between ability and motivation. In the study of employee or employee performance management, there are things that require important consideration because the individual performance of an employee in the organization is part of the performance of the organization and can determine the performance of the organization.

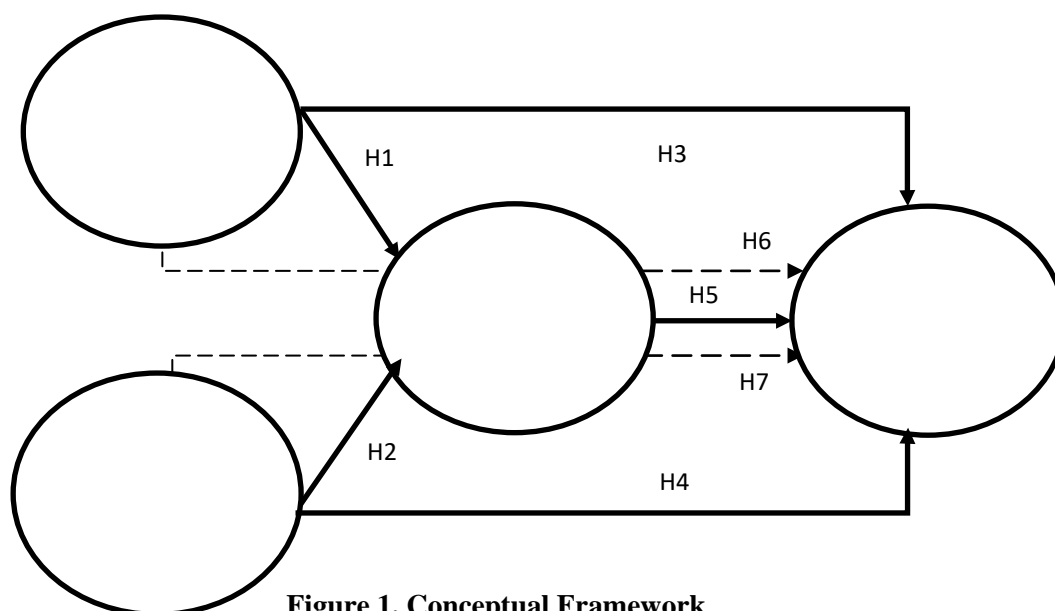
Mathis and Jackson (2006: 378) defined that performance is basically what employees do and don't do. Employee performance is what affects how much they contribute to the organization, such as: a) quantity of output, b) quality of output, c) duration of output, d) attendance at work, and e) cooperative attitude.

According to Lenvine et al. in Musriadi (2013), three concepts can be used to measure the performance of the public bureaucracy, namely: 1) responsiveness, 2) responsibility, and 3) accountability.

Previous researchers had conducted research and found that leadership style has a positive and significant effect on employee performance through organizational commitment (Yunus, et al., 2019; Haryanti and Cholil, 2015; Nursyamsi, 2012). In addition, research on a commitment to employee performance through organizational commitment has a positive and significant effect (Martini, et al., 2018; Rantesalu, et al., 2016; Haryanti and Cholil, 2015).

The above statement supports the leadership style and competency variables used in this study, and their effects on organizational commitment and employee performance. Therefore, seven hypotheses, as can be seen in Figure 1, have been developed:

- H<sub>1</sub>:** Leadership style has a significant effect on organizational commitments.
- H<sub>2</sub>:** Competence has a significant effect on organizational commitments.
- H<sub>3</sub>:** Leadership style has a significant effect on performance.
- H<sub>4</sub>:** Competence has a significant effect on performance.
- H<sub>5</sub>:** Organizational commitments have a significant effect on performance.
- H<sub>6</sub>:** Leadership style has a significant effect on performance through organizational commitments.
- H<sub>7</sub>:** Competence has a significant effect on performance through organizational commitments.



**Figure 1. Conceptual Framework**

## METHODOLOGY

The population in this study are all members of the DPRD of South Sulawesi Province for the period 2019-2024, with total of 85 people in Makassar City. In this study, the samples used are 77 people out of 85 populations, because 1 person passed away, 2 people resigned, and 5 others are the chairman and vice-chairman. The sampling technique in this study is carried out by the saturated sampling technique.

The questionnaire consists of four variables, which are leadership style, competence, organizational commitment, and performance. The variables in this questionnaire are designed based

on previous research and preliminary research through interviews. The questionnaire is measured using a Likert scale (1 = strongly disagree to 5 = strongly agree).

The Partial Least Square (PLS) method is used to test the overall hypothesis in this study, the recommended minimum sample size is ranged from 30 to 100 or > 200 sample sizes (Ghozali, 2006). Therefore, to test this hypothesis, this study is using Structural Equation Modeling (SEM) based on variants called Partial Least Square (PLS) and SmartPLS version 3.0 as analysis tools. The results of using PLS-SEM are tests carried out without a strong theoretical basis, ignoring several assumptions (nonparametric) and the accuracy of the prediction model parameters of the coefficient of determination (Ghozali & Latan, 2015). The use of Partial Least Square in this research is to predict the relationship between leadership style and competence on organizational commitment and performance. Based on Table 1, the majority of respondents are male (70.13%), age > 50 years (40.26%), undergraduate education (58.44%), educational background in the economic sector (32.47%), with married status (94.81%).

Table 1.

Respondents Profile (N = 77)

Variables	Frequency	Percent
<b>Gender</b>		
Male	54	70.13%
Female	23	29.87%
<b>Age (years)</b>		
<20	0	0%
21-30	7	9.09%
31-40	12	15.58%
41-50	27	35.06%
> 51	31	40.26%
<b>Last Education</b>		
Senior High School	3	3.90%
Diploma (D3)	0	0%
Graduated (S1)	45	58.44%
Magister (S2)	27	35.06%
Doctorate (S3)	2	2.60%
<b>Specialization of Education</b>		
Economic	25	32.47%
Social and Political	12	15.58%
Legal	13	16.88%
Science	2	2.60%
Engineering	10	12.99%
Other	15	19.48%
<b>Marital Status</b>		
Married	73	94.82%
Not Married	4	5.19%

The variable measurement instrument consists of four latent variable constructs which are operationalized into several question items. A measuring instrument model is developed that refers to each indicator in each existing construct to measure the constructs in this study. The completeness of variables and indicators can be seen in Table 2 (attachment).

## FINDING AND DISCUSSION

### Instrument Validity and Reliability Results

The research instrument is coming from previous research (Anwar, et al., 2019; Wahda, et al.,

Indikator	Research Model	AVE	CR
<b>Leadership Style (LS)</b>			
LSR1	0.761		
LSR2	0.796		
LSA1	0.810		
LSA2	0.777	0.636	0.933
LSM1	0.840		
LSM2	0.743		
LSE1	0.841		
LSE2	0.805		
<b>Competence (CC)</b>			
CCK1	0.825		
CCK2	0.786		
CCS1	0.776		
CCS2	0.784		
CCM1	0.783	0.617	0.942
CCM2	0.755		
CCT1	0.769		
CCT2	0.770		
CCC1	0.843		
CCC2	0.761		
<b>Organizational Commitments (OC)</b>			
OCA1	0.823		
OCA2	0.849		
OCC1	0.822	0.694	0.932
OCC2	0.842		
OCN1	0.838		
OCN2	0.825		
<b>Performance (PF)</b>			
PFR1	0.693		
PFR2	0.770		
PFR3	0.858	0.643	0.956
PFR4	0.842		
PFR5	0.816		
PFY1	0.759		
<b>Indikator</b>			
<b>Research Model</b>			
<b>AVE</b>			
<b>CR</b>			
PFY2	0.755		
PFY3	0.805		
PFY4	0.810		
PFA1	0.794		
PFA2	0.784		
PFA3	0.770		
PFA4	0.848		

2019; Yunus, et al., 2018; Martini, et al., 2018; Dwiyono, 2017; Renyut, et al., 2017; Rantesalu., 2016;

Fabio, et al., 2016; Hardianti, 2016; Haryanti & Cholil, 2015; Salutondok & Soegoto, 2015; Makawi, et al., 2015; Zaim, et al., 2013; Nursyamsi, 2012). The leadership style variable is derived from several studies (Anwar, et al., 2019; Yunus, et al., 2018; Fabio, et al., 2016; Hardianti, 2016; Salutondok & Soegoto, 2015; Nursyamsi, 2012). Meanwhile, competency variables are derived from several studies (Wahda, et al., 2019; Martini, et al., 2018; Rantesalu., 2016; Haryanti & Cholil, 2015; Makawi, et al., 2015; Zaim, et al., 2013). Performance through organizational commitment is originated from several studies (Yunus, et al., 2018; Martini, et al., 2018; Rantesalu., 2016; Fabio, et al., 2016; Haryanti & Cholil, 2015). Before testing the hypothesis (inner model), SmartPLS requires validity and reliability testing (outer model) for instruments such as convergent validity and discriminant validity (Ghozali and Latan, 2015).

The first step in this analysis is to assess convergent validity, composite reliability, and discriminant validity (Ghozali and Latan, 2015). The convergent validity test can be seen from the loading factor which must be > 0.7 (Ghozali and Latan, 2015). Ghozali and Latan (2015) argued that convergent validity and reliability are assessed through Internal Composite Reliability (ICR) which must be greater than 0.7; and Average Variance Extracted (AVE> 0.5).

Table 3.  
The Convergent Validity and Reliability Test

Source: Processing of data with Smart-PLS 3.0, 2021

This study presents the results that are good views of the AVE ranging from 0.617 to 0.694. Thus, the loading factor after the modified model obtained a high value, meaning that all instruments represented the variables in this study (Hair et al., 2010). The results also concluded that all Composite Reliability (CR) exceeds 0.7, meaning that this indicator can be used for further analysis. In addition, discriminant validity is related to the principle that the manifestation of different constructs should not be highly correlated. How to test the discriminant validity by looking at the cross-loading value of each variable has > 0.70 (Ghozali and Latan, 2015).

Table 4.  
Discriminant Validity

Indicator	Leadership Style (X1)	Competence (X2)	Organizational Commitments (Y1)	Performance (Y2)
LST1	<b>0.761</b>	0.572	0.577	0.642
LST2	<b>0.796</b>	0.714	0.671	0.700
LSK1	<b>0.810</b>	0.570	0.678	0.679
LSK2	<b>0.777</b>	0.619	0.596	0.658
LSP1	<b>0.840</b>	0.713	0.746	0.774
LSP2	<b>0.743</b>	0.659	0.488	0.601
LSE1	<b>0.841</b>	0.697	0.696	0.699
LSE2	<b>0.805</b>	0.735	0.637	0.750
CK1	0.722	<b>0.825</b>	0.725	0.723
CK2	0.594	<b>0.786</b>	0.766	0.669
CS1	0.599	<b>0.771</b>	0.598	0.656
CS2	0.712	<b>0.792</b>	0.691	0.728
CM1	0.695	<b>0.783</b>	0.658	0.700
CM2	0.528	<b>0.755</b>	0.497	0.592
CT1	0.597	<b>0.785</b>	0.768	0.674
CT2	0.630	<b>0.744</b>	0.613	0.717
CC1	0.678	<b>0.843</b>	0.710	0.826
CC2	0.634	<b>0.761</b>	0.623	0.737
OCA1	0.604	0.654	<b>0.823</b>	0.753
OCA2	0.699	0.771	<b>0.849</b>	0.783
OCN1	0.627	0.753	<b>0.822</b>	0.663

OCN2	0.700	0.712	<b>0.842</b>	0.756
OCC1	0.689	0.665	<b>0.838</b>	0.709
OCC2	0.697	0.649	<b>0.825</b>	0.726
EPV2	0.597	0.689	0.571	<b>0.770</b>

Indicator	Leadership Style (X1)	Competence (X2)	Organizational Commitments (Y1)	Performance (Y2)
EPV3	0.755	0.739	0.753	<b>0.858</b>
EPV4	0.767	0.783	0.827	<b>0.842</b>
EPV5	0.665	0.731	0.712	<b>0.816</b>
EPP1	0.633	0.729	0.630	<b>0.759</b>
EPP2	0.675	0.648	0.601	<b>0.755</b>
EPP3	0.673	0.682	0.776	<b>0.805</b>
EPP4	0.762	0.787	0.745	<b>0.810</b>
EPC1	0.695	0.745	0.757	<b>0.794</b>
EPC2	0.699	0.679	0.710	<b>0.784</b>
EPC3	0.649	0.692	0.630	<b>0.770</b>
EPC4	0.736	0.661	0.702	<b>0.848</b>

Source: Processing of data with Smart-PLS 3.0, 2021

Results of discriminant validity concluded there is no indicator of multi collinearity with other variables. Thus, this study has sufficient validity and reliability results and is used for the analysis of the inner model or structural model or further hypothesis testing (Chin, 2010).

### Model Feasibility Test Results (Inner Model)

In assessing a structural model with PLS, let's start by looking at the R-Squares for each endogenous latent variable as the predictive strength of the structural model. Changes in the value of R-Squares can be used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. The R-Squares values of 0.75, 0.50, and 0.25 can be concluded that the model is strong, medium, and weak. The PLS R-Squares results present the number of variances of the constructs described by the model (Ghozali and Latan, 2015).

The results of this study present R-Squares of 87.6% for organizational commitment and 74.5% for performance. This means that the leadership style and competence variables have an effect on the organizational commitment variable which has R<sup>2</sup> of 0.876 or 87.6% and the remaining 12.4% is influenced by other variables that is not included in this model. Whereas the leadership style and competence variables that affect performance variables have an R<sup>2</sup> of 0.745 or 74.5%, and the remaining 15.5% is influenced by other variables that is not included in this model. Furthermore, the model evaluation is improved by looking at the significant value to determine the effect between variables through the bootstrap procedure (Ghozali and Latan, 2015).

Table 5 and Figure 2 present the value of the Path Coefficient, T-Statistics, and P-Value in terms of the results of the structural model in this study. There are seven hypotheses supported in this study. According to Hair et al (2010), if the T-statistic is greater than 1.96, it means that it reaches a significance of 5% of the P-value. Because of the results of SmartPls Ver. 3.0, the researcher then concluded hypothesis testing.

Among several factors of leadership style such as delegation of responsibility, activeness of leaders, decision making, empathy are factors that are believed to affect organizational commitment and performance. Meanwhile, competency factors such as knowledge, skills, motives, traits, self-concept are factors that are believed to affect organizational commitment and performance. It means the Path Coefficient is generated from the variable leadership style and competence and its influence on organizational commitment and performance where the resulting T-statistic value > 1.96, (H1 = 3.173; H2 = 5.339; H3 = 3.007; H4 = 3.590; H5 = 4.314; H6 = 2,693; and H7 = 3,213), is accepted. Thus, this study presents leadership style and competence as main predictors of significant influence on organizational commitment and performance of members of the DPRD of South Sulawesi Province for the period of 2019-2024.



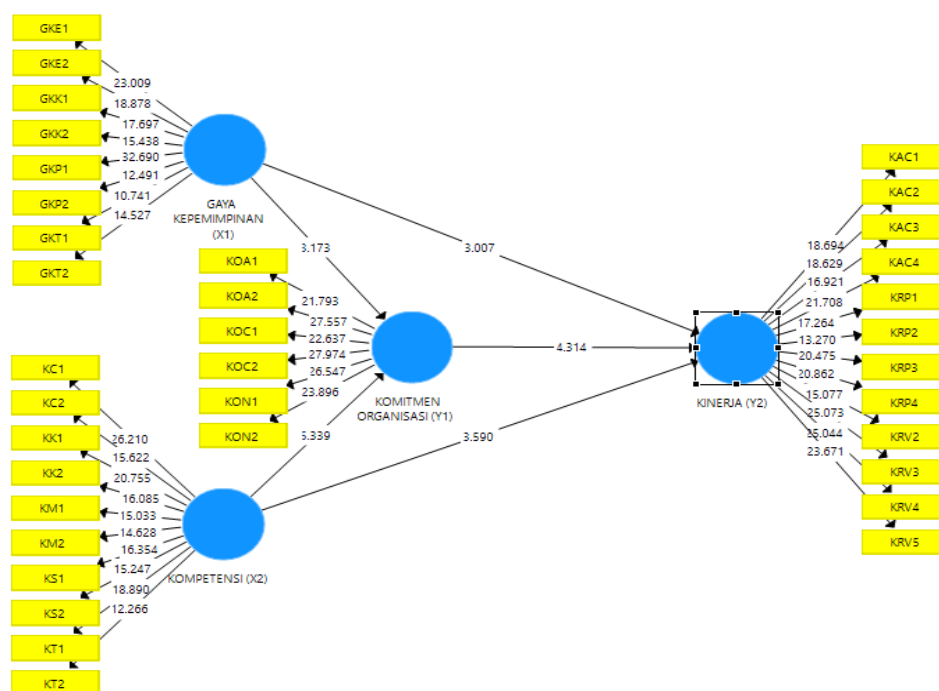


Figure 2. Path Coefficient and Loading Factors

Table 5. The Results of Structural Model

Hypotheses	Path Coefficient	T-statistics	P-value	Result
H1 Leadership style life has a significant effect on organizational commitments	0.340	3.173	0.002	Supported
H2 Competence has a positive and significant effect on organizational commitments	0.560	5.339	0.000	Supported
H3 Leadership style has a positive and significant effect on performance	0.291	3.007	0.003	Supported
H4 Competence has a positive and significant effect on performance	0.370	3.590	0.000	Supported
H5 Organizational commitments has a positive and significant effect on performance	0.334	4.314	0.000	Supported
H6 Leadership style has a positive and significant effect on performance through organizational commitments	0.114	2.693	0.007	Supported
H7 Competence has a positive and significant effect on performance through organizational commitments	0.188	3.213	0.001	Supported

Source: Processing data with Smart PLS-3.0, 2021

### Discussions

This research aims to analyze the influence of leadership style and competence of members of the DPRD of South Sulawesi Province for the period of 2019-2024 on organizational commitment and performance. In addition, a two-way approach, such as evaluating the measurement model or the outer model, then evaluating the structural model or inner model supported by Partial Least Square. Through PLS, leadership style and competence have been shown to have a significant effect on organizational commitment to members of the DPRD of South Sulawesi Province for the period 2019-2024 (supporting H1 and H3).

This positive relationship is also supported based on previous studies on leadership style and competence towards organizational commitment (Yunus, et al., 2018; Martini, et al., 2018; Rantesalu,

et al., 2016; Fabio, et al., 2016; Nursyamsi, 2012). In other words, a delegation of responsibility, active leader, decision making, and empathy will be considered by employees to commit to the organization. An employee also tends to have high commitment which can be seen from his skills, motives, characteristics, and self-concept.

This study also proves that leadership style and competence have a significant effect on the performance of members of the DPRD of South Sulawesi Province for the period of 2019-2024 (supporting H2 and H4). This supports the results of previous research on leadership style and competence on employee performance (Anwar, et al., 2019; Fabio, et al., 2016; Hardianti, 2016; Makawi, et al., 2015; Zaim, et al., 2013; Nursyamsi, 2012). So, when the leadership style (delegation of responsibility, activeness of leaders, decision making, and empathy) and competence (knowledge, skills, motives, traits, self-concept) are conducive, members will feel satisfied and tend to improve the performance of members of the DPRD of South Sulawesi Province in the period of 2019-2024.

In addition, this study also concluded that organizational commitment has a significant effect on performance. Other findings in this study also concluded that leadership style has a significant effect on performance through organizational commitment and competence has a significant effect on performance through organizational commitment (supporting H5, H6, and H7). In this perspective, factors or indicators of leadership style and competence are antecedents of organizational commitment in shaping the performance of members of the DPRD of South Sulawesi Province for the period of 2019-2024. This means that members or employees will be committed because of the delegation of responsibilities, active leaders, decision making, and empathy. In addition, members or employees who have knowledge, skills, motives, traits, self-concepts tend to be committed to the organization. This finding is closely related to previous studies (Sari, et al., 2019; Ramawickrama, et al., 2018; Al-dalalmeh, et al., 2018; Koech & Cheboi, 2018; Mariska, 2018; Bindi & Dharmaraj., 2017; Setiyadi & Wartini, 2016) that high organizational commitment will maximize performance in achieving organizational goals.

## CONCLUSION AND RECOMMENDATIONS

### Theoretical Implication

In theory, this study is expected to strengthen the theory and research results relevant to the results of this study, which found that leadership style and competence have a significant effect on organizational commitment and performance of members of the DPRD of South Sulawesi Province for the period of 2019-2024.

An important and interesting finding from this study is empirical evidence that shows that leadership style affects organizational commitment which in turn creates performance. In addition, leadership style affects performance mediated by organizational commitment. It is concluded that the leadership style makes an important contribution to improving performance. This implies that it is important to consider leadership style to give high marks in a thorough evaluation by members or employees of its usefulness based on perceptions of what is received and what is given to create and maintain performance.

This study confirms the theory that leadership style has an influence on employees or members in organizations such as local government, and largely determines the performance level of these workers (Jimoh, et al., 2012). Based on this, it can be concluded that leadership style has an important role in improving the performance of members or employees. Therefore, in every organization or company, an efficient and effective leadership style needs to be applied to compensate for the commitment and performance of members or employees.

In addition, this study also found that competence affects organizational commitment and performance. This research will help members of the DPRD of South Sulawesi Province for the period of 2019-2024 to understand better to the effect of competence (knowledge, skills, motives, traits, and self-concept) on organizational commitment and performance. Competence also affects performance, through organizational commitment. Competency improvement is related to organizational commitment, so if there is increasing competence received and implemented by an employee or member, it will have an impact on the performance of the member or employee. This research enables organizations to use competencies effectively to increase productivity, efficiency, and satisfaction,

also to reduce absenteeism, fraud, and minimize member's or employee's complaints by understanding the antecedents of organizational commitment and performance.

### **Practical Implication**

Members of the DPRD of South Sulawesi Province for the period of 2019-2024 should still maintain their existing and sustainable leadership style and competence, but in this case, the leader needs to increase his activeness and role as a leader where the leader needs to further increase trust in members in every decision making collectively together and deliberation so that members feel comfortable at work. Employees are also expected to need to pay attention to the knowledge, motives, and self-concepts that exist in each member. It is deemed necessary for employees to continue to develop their knowledge, have motivation or motivation to work, and have pride in the work they do in order to increase the commitment and performance of members or employees at work.

### **Limitations and Further Research**

In the process, this research still has several limitations. First, in the sample, respondents were taken as a whole from members of the DPRD of South Sulawesi Province for the period of 2019-2024 where the final results would assess how the performance and commitment of the members in general. Preferably, research also requires a sample from the general public to assess how the performance and commitment of board members in carrying out their activities in order to find different points of view. Therefore, the research results should be further analyzed to investigate the commitment and performance of board members from the perspective of the general public in order to further refine the conclusions on these findings. Second, this study has a time limit that directs researchers to only focus on reaching respondents online due to the coronavirus pandemic that has hit, so it is not representative and cannot generalize research based on existing phenomena directly.

In addition, in this study, the performance of members of the DPRD of South Sulawesi Province for the period of 2019-2024 was still measured based on the legislative function, namely the making of regional regulations (PERDA). Meanwhile, the budget and supervision functions carried out by members of the DPRD of South Sulawesi Province for the period of 2019-2024 have not been studied in this study.

However, given the limitations of this study, there are several suggestions for further research, such as collecting a larger sample so that the results are generalized. Then, for further research, samples of respondents from the perspective of the general public must be taken to obtain representative findings. In addition, the indicators of leadership style and competence that have not been explored in this study, as well as many other factors that are likely to affect organizational commitment and performance, provide room for further research to explore and develop more indicators to better explain the competency variables themselves.

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## APPENDIX

Table 2.

### Variables and Indicators

Variables	Indicators	Source
<b>Leadership Style</b>		Thoha, 2013
Delegation of Responsibilities	LSR1: Leaders provide direction on assigned tasks and responsibilities LSR2: Delivery and division of tasks and responsibilities are appropriate and clear	
Variables	Indicators	Source
Active Leadership	LSA1: Be open in delivery in the form of suggestions and criticism LSA2: Provide opportunities for subordinates/ members to make decision	
Decision Making	LSM1: Decision making is carried out jointly by the leadership and subordinates/members LSM2: Provide views and ask for considerations to be taken by organizations/institutions	
Empathy	LSE1: Encouragement in achieving achievement (drafting of regional regulations) for each commission that is tailored to their respective abilities LSE2: There is an atmosphere of mutual trust, respect, and respect between leaders and subordinates/members in the organization	
<b>Competence</b>		Mitrani, et al. (1992)
Knowledge	CCK1: Educational background is in accordance with the placement of the field of expertise CCK2: Different educational backgrounds with fields of expertise are not an obstacle to completing the task	
Skill	CCS1: Express your opinion well at the meeting / trial CCS2: Have good analytical skills	
Motivies	CCM1: The targets to be achieved give me a good boost to work CCM2: Commissions and allowances are the motivation for working at this institution	
Traits	CCT1: I can work independently CCT2: Able to work with a team	
Self-Concept	CCC1: Get an award for work CCC2: Want to have success from the work done	
<b>Organizational Commitments</b>		Robbins (2008)
Affective Commitment	OCA1: Emotionally attached to the agency OCA2: Pride of the institution to others	
Continuance Commitment	OCC1: Institutions inspire OCC2: Work supports the continuity of life's needs	
Normative Commitment	OCN1: Care for the fate of the institution OCN2: Happy to choose to work at this institution	
<b>Performances</b>		Lenvine, et al. in Musriadi (2013)
Responsiveness	PFR1: The South Sulawesi Provincial Government coordinates with the South Sulawesi Provincial DPRD for the 2019-2024 Period in drafting Regional Regulations PFR2: All members of the DPRD of South Sulawesi Province for the 2019-2024 period are active in carrying out the preparation of Regional Regulations	

Variables	Indicators	Source
Responsibility	PFR3: The formulation of Regional Regulations is included in the mandatory performance agenda of the DPRD of South Sulawesi Province for the 2019-2024 period	
	PFR4: The Regional Regulations initiated by the DPRD of South Sulawesi Province for the 2019-2024 period are in accordance with the aspirations of the people of South Sulawesi Province	
	PFR5: Initiative Regional Regulations are a priority scale for both the Sulawesi Provincial Government and the South Sulawesi Provincial DPRD for the 2019-2024 period	
	PFY1: The DPRD of South Sulawesi Province for the period 2019-2024 is active in meetings to formulate Regional Regulations	
	PFY2: Regional Regulations that have been made in accordance with the vision, mission and objectives of the DPRD of South Sulawesi Province for the 2019-2024 period	
	PFY3: Regional Regulations made in accordance with Government Regulations and do not violate	
	PFY4: All members of the DPRD of South Sulawesi Province for the 2019-2024 period took part in providing opinions when drafting Regional Regulations	
Accountability	PFA1: South Sulawesi Provincial DPRD members for the period 2019-2024 participated directly in the community in drafting Regional Regulations	
	PFA2: Members of the South Sulawesi Provincial DPRD for the 2019-2024 period are responsive to the complaints of the people of South Sulawesi Province regarding Regional Regulations	
	PFA3: The DPRD of South Sulawesi Province for the period 2019-2024 is always accountable for the preparation that has been submitted to the public	
	PFA4: Members of the South Sulawesi Provincial DPRD for the 2019-2024 period socialized and provided guidance to the community regarding Regional Regulations	