

The Influence of Innovative Leadership and Competence on Employee Performance



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ABSTRACT: Employee performance issues are classic issues that always arise in every organization. Facing increasing competition in all lines of business, every organization must prepare its human resources to be able to compete. Human resources who are able to compete are those who always provide increased performance to their organization. The purpose of this study was to determine and analyze the influence of innovative leadership and competence on employee performance at the Jember Regency Human Resources Development and Personnel Agency. This study used a quantitative research method with 117 respondents. In this study, the data analysis techniques used were descriptive analysis, validity and reliability tests, and direct hypothesis testing. The results showed that innovative leadership had a significant effect on employee performance, that competence did not have a significant effect on employee performance.

KEYWORDS: innovative leadership, competence, employee performance.

INTRODUCTION

The sustainability of the dynamics of government and development in Indonesia in general cannot be separated from the important role of human resources of the apparatus in relation to state administration. The bureaucratic machine is the term in our country for the apparatus that plays a role as a state administrator (Rodiyah et al., 2021). The increasing attention and demands of the community in order to realize "good governance" require the apparatus to improve its performance in a structured and massive manner. The quality of Human Resources (HR) or also called Human Resource Empowerment is one of the important and strategic tools to improve, renew, and enhance good performance. Human Resources (HR) are used to drive and carry out the activities of an organization or company. The first definition is that human resources are potential or assets that act as assets in managing a business or organization (Azhad et al., 2015). The second definition is that human resources are seen as human potential that acts as a leader or driver in the progress of the organization towards achieving goals and realizing its existence (Sedarmayanti, 2018). Finally, the third definition is that human resources are seen as people who work in an organization or environment, often called employees, workers, or staff. Human resources for an organization are very important compared to other resources. The success of an organization depends on the existing human resources. Human resource performance will be a measure of the success of an organization (Qomariah, 2020). The definition of performance is the quality and quantity of work results achieved by an employee in carrying out their duties according to their responsibilities (Mangkunegara, 2018). According to (M. S. Hasibuan, 2019), the definition of performance can be interpreted as a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. According to (Wibowo, 2016), employee performance is a measure of the extent to which employees are successful in carrying out their work duties. Employee performance can increase due to several factors such as leadership in the organization and also the competence possessed by employees. Performance is the result of work that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities in an effort to achieve organizational goals (Mu'ah, 2002). Performance as the results of the function of work/activities of a person or group in an organization that is influenced by various factors to achieve organizational goals in a certain period of time.

In today's era, leadership in innovation must undergo changes in accordance with environmental developments. According to (Hafifi et al., 2018) explains that innovative leadership is essentially an activity of a leader in numbers to carry out renewal, improvement and development in order to produce changes that are better than the previous state in an organization he leads to achieve the desired common goals. A good leader is a leader who is able to bring an institution/organization to its

The Influence of Innovative Leadership and Competence on Employee Performance

target within a specified time period (Mohammad et al., 2022). There are three forms of leadership roles, namely interpersonal roles, informational roles and roles in decision making. According to (Nawawi, 2011), leadership can be interpreted as the ability and skills to direct, an important factor (activity) in the effectiveness of a leader. According to (Rivai & Mulyadi, 2012), leadership is a process of social influence, namely a life that influences other lives, a force that influences the behavior of others towards achieving certain goals. Good leadership is leadership that can provide significant changes to the behavior of its subordinates to be better than before.

Research findings stating that leadership can have a positive impact on performance were carried out by (Abbas et al., 2020; Bakker et al., 2022; Fikri & Setiawati, 2021; Hadiana & Sari, 2019; Hafifi et al., 2018; Listiani et al., 2020; Majali et al., 2022; Mohammad et al., 2022; Noora et al., 2020; Riyadi, 2020; Udin et al., 2022; Yohana et al., 2020), (Arijanto et al., 2022; Ayuningtyas & Utami, 2019; Ishak et al., 2019; Khan et al., 2021; Kurniawati & Tobing, 2019; Lapatta & Temaluru, 2023; Muizu et al., 2019; Priyono et al., 2018; Purba et al., 2023), (Atikah & Qomariah, 2020), (Chandra et al., 2020), (Qomariah, Hermawan, et al., 2020), (Harahap, 2016; N. \Maliarosa Hasibuan, 2019; Wijayanti & Meftahudin, 2016), (Prasetya et al., 2017; Siregar, 2022). Research (Fikri & Setiawati, 2021) on 317 respondents from private university lecturers from Jambi and Riau Provinces stated that leadership had no impact on performance. Another study that also found that leadership had no impact on performance was conducted by (Priyono et al., 2019).

In efforts to improve human resource performance, competence plays a role in integrating practices as a way to achieve organizational goals. According to (Hutapea, 2008), competence can be interpreted as a characteristic that underlies a person related to the effectiveness of individual performance in their work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference, effective or performing excellently or superiorly in the workplace or in certain situations. According to (Mulyani, 2016), competence can be interpreted as an ability possessed by an individual who has a selling point and it is applied from the results of creativity and innovation produced. It is certain that if in an organization there are employees who have competence according to the expertise in the organization, the performance of the employee will provide results that are in accordance with expectations. Thus it can be concluded that competence can have a positive impact. This is in accordance with the findings of many studies that have been conducted. Research by (Arifin, 2015) on 346 teachers in Jayapura City, Papua, Indonesia with the result that competence and job satisfaction affect positively and significantly teacher performance. Other studies that also discuss the problem of the relationship between competence and performance were conducted by: (Abusama et al., 2017), (Marhayani et al., 2019), (Kotamena et al., 2020), (Basriani, 2016), (Renyut et al., 2017), (E. A. Hasibuan & Afrizal, 2019), (Friolina et al., 2017; Indiyarningsih et al., 2020; Manik & Syafrina, 2018; Mukhtar, 2018; Mustikawati & Qomariah, 2020; Pinca, 2015; Rande, 2016; Setiawati, 2017; Wasiman, 2020; Widyanto & Mersa, 2018; Wongso et al., 2020; Yamin & Ishak, 2018), (Adam & Kamase, 2019; Amdani et al., 2019; Bahri et al., 2018; Basalamah, 2017; Nyoto et al., 2020), while research conducted by (Utomo et al., 2019), (Chandra et al., 2020) provided different results, namely that competence has no impact on performance.

The implementation of programs and activities that can increase public satisfaction continues to be pursued, balanced with improving the quality of ASN through education and training. With this hard work, it is hoped that it can reduce or even eliminate the stigma of poor ASN performance. Based on Jember Regent Regulation Number 7 of 2023 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures at the Jember Regency Human Resources Development and Personnel Agency (BKPSDM) as a human resource management institution is responsible for formulating and implementing policies in the fields of personnel, education and training. Thus, BKPSDM also has duties and responsibilities towards improving the professionalism of civil servants in the Jember Regency government bureaucracy.

The author found employee performance problems that occurred in the leadership cycle at the Jember Regency Civil Service and Human Resources Development Agency related to the assessment given by the State Civil Service Agency (BKN) for the professionalism of the Jember Regency State Civil Apparatus in 2021 was 42.49 in the very low category and then in 2022 it increased by 63.46 to the low category, this has an impact on the image of ASN performance at the Jember Regency Civil Service and Human Resources Development Agency becoming less good. The performance in this study is the result of the performance assessment of BKPSDM Jember Regency employees. The retrieval of employee performance assessment data based on data sources from the Civil Service Performance Assessment and Awards Division of the Jember Regency Civil Service and Human Resources Development Agency, it was stated that performance assessments were carried out periodically every quarter through the J-SILAKON SKP ASN application at the link <https://layanan-bkd.jember.go.id/>, the period from Quarter I to Quarter IV was still not optimal (not all employees had carried out performance assessments). Based on the description of the background accompanied by a research gap related to employee performance at the Jember Regency Human Resources Development and Personnel Agency and supported by similar studies with results that have a significant effect or no significant effect, the author

The Influence of Innovative Leadership and Competence on Employee Performance

wants to conduct further research with the aim of determining the impact of innovative leadership and competence on employee performance.

RESEARCH METHOD

This research method is basically a scientific way to obtain data with certain goals and uses. To achieve the required goals, a relevant method is needed to achieve the desired goals. According to (Sugiyono, 2018), the research method is a research method is a scientific way to obtain data with certain goals and uses. The study "The Influence of Innovative Leadership and Competence on Employee Performance at the Jember Regency Human Resources Development and Personnel Agency" uses a quantitative research method. In this study, the data analysis techniques used are descriptive analysis, validity testing and reliability testing, and hypothesis testing.

RESULTS AND DISCUSSION

Descriptive Results of Respondent Characteristics

Based on the gender of the respondents as many as 117 respondents, it shows that the number of male respondents is 76 people (64.95%) and female respondents is 41 people (35.05%). Based on the age of the respondents in this study, it can be seen that the number of respondents aged 21-30 years is 30 people (25.64%), aged 31-40 years is 26 people (22.22%), aged 41-50 years is 34 people (29.05%), and aged > 50 years is 27 people (23.07%). Based on the respondents' education data, it shows that the number of respondents whose last education was high school graduates was 34 people (29.05%), Diploma was 3 people (2.56%), S1 was 60 people (51.28%), S2 was 20 people (17.09%).

Validity Test Results

Discriminant validity test can be seen from the loading and cross loading values of each indicator as well as from the AVE root value with the correlation coefficient of the relevant variable with other variables. The following will describe the results of the validity analysis presented in Table 1.

Table 1. Factor Loading Values

Indicator	Loading Value	Results
KI.1	0.648	Valid
KI.2	0.378	Valid
KI.3	0.793	Valid
KI.4	0.563	Valid
KI.5	0.826	Valid
KI.6	0.692	Valid
KI.7	0.852	Valid
KO.1	0.526	Valid
KO.2	0.811	Valid
KO.3	0.420	Valid
KO.4	0.788	Valid
KO.5	0.566	Valid
KO.6	0.526	Valid
KP.1	0.996	Valid
KP.2	0.989	Valid
KP.3	0.996	Valid
KP.4	0.996	Valid
KP.5	0.976	Valid

Based on the data in Table 1, it can be seen that all variable indicators used in this study, namely the variables of Innovative Leadership (X1), Competence (X2), and Employee Performance (Y) have factor loading values above 0.30. Thus, these indicators can be used to measure all variables and are declared valid.

Reliability Test Results

In this section, reliability tests and internal consistency reliability tests will be carried out as seen from the Cronbach's

The Influence of Innovative Leadership and Competence on Employee Performance

alpha value. The following are the results of the reliability tests that have been carried out and presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha Coefficients	Results
Inovative Leadership (X1)	0.810	Reliabel
	0.709	Reliabel
Employee Performance (Y)	0.995	Reliabel

Results of Direct Influence Test

Based on research data from 117 respondents, the results of the direct influence test are presented in Table 3, below.

Table 3. Results of Direct Effect Hypothesis Testing

No	Relationship Between Variables	Path Coefficient	p-value	Results
1.	Inovative Leadership (X1) → Employee Performance (Y)	0.188	0.017	Significant
2.	Competence(X2) → Employee Performance (Y)	0.035	0.351	Not Significant

DISCUSSION

The Influence of Innovative Leadership on Employee Performance

The results of the study on the influence of Innovative Leadership (X1) on employee performance are significant with a positive path coefficient (0.188) and a p-value smaller than 0.05, which is 0.017. The positive path coefficient indicates that the better the innovative leadership (X1), the more Employee Performance will increase. So that the hypothesis stating that Innovative Leadership has a significant effect on employee performance at the Jember Regency Human Resources Development and Personnel Agency is proven true or H1 is accepted. This shows that innovative leadership can be used as a factor that determines employee performance. The findings in this study are in accordance and in line with research conducted by (Maesaroh et al., 2020), (Yuniarti & Suprianto, 2020), (P. R. Hendrawan & Budiarta, 2018), (Bentar et al., 2017), (Wardani et al., 2017), (Effendy et al., 2017), (Sya'roni et al., 2018), (Qomariah, et al., 2020), (Priyono et al., 2018), (Burhanudin & Saputri, 2023), (Qomariah, Janah, et al., 2023), (Triasmawan et al., 2023), (Qomariah, Lusiati, et al., 2022), (Senjaya & Anindita, 2020), (Mulyadi et al., 2023), (Thamrin et al., 2024), (Qomariah, et al., 2020), (A. Setiawan et al., 2022), (Prasetyo et al., 2024), (Qomariah, et al., 2022), (Diah et al., 2024), (Arifianto et al., 2024), (Anggraini et al., 2024), (Wiguna et al., 2022), (Qomariah, et al., 2023), (Qomariah, et al., 2020), (Qomariah, et al., 2020), (Chandra et al., 2020), (Atikah & Qomariah, 2020), (Anggraini et al., 2024), (Arifianto et al., 2024), (Diah et al., 2024), (Yasin et al., 2020), (Rahman et al., 2024), (Alamanda et al., 2022), (Senjaya & Anindita, 2020), which concluded that the leadership variable has a positive and significant effect on employee performance. However, the results of this study do not match and are in line with the results of research conducted by (Y. Setiawan et al., 2022), (Qomariah, 2012) which explain that leadership does not have a significant effect on employee performance.

The Influence of Competence on Employee Performance

The results of the study on the influence of Competence (X2) on Employee Performance are not significant with a positive path coefficient (0.035) and a p-value greater than 0.05, namely 0.351. So the hypothesis stating that competence does not have a significant effect on employee performance at the Jember Regency Human Resources Development and Personnel Agency is not proven true or H2 is rejected. This shows that competence cannot be used as a factor that determines employee performance. The findings in this study are not in accordance with and in line with the research conducted by (Prahastyo et al., 2024), (Wahyudi et al., 2022), (Galih et al., 2023), (Qomariah & Utamy, 2023), (Irawan et al., 2024), (B. Hendrawan & Sanosra, 2023), (A. Setiawan et al., 2023), (Rahmadani et al., 2020), (Askany et al., 2024), (Rusmayanti et al., 2022), (Hapsari et al., 2022), (Mustikawati & Qomariah, 2020), (Qomariah, et al., 2023), (Untari et al., 2024), (Puspitasari et al., 2024), which shows that competence has significant influence on employee performance. However, the results of this study are in accordance with and in line with research conducted by (Kurniawan et al., 2021), (Qomariah et al., 2021) which shows that competence does not have a significant effect on employee performance.

The Influence of Innovative Leadership and Competence on Employee Performance

CONCLUSION

1. The results of the study of innovative leadership have a significant effect on employee performance at the Jember Regency Human Resources Development and Personnel Agency are proven to be true or H1 is accepted. This shows that innovative leadership can be used as a factor that determines employee performance.
2. The results of the study of competence do not have a significant effect on employee performance at the Jember Regency Human Resources Development and Personnel Agency are not proven to be true or H2 is rejected. This shows that competence cannot be used as a factor that determines employee performance.

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The Influence of Innovative Leadership and Competence on Employee Performance

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The Influence of Innovative Leadership and Competence on Employee Performance

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