

Effect of Competency and Compensation Through Organizational Commitment on the Public Service Performance of Local Government Employees South Sulawesi Province

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Abstract:- Public services are basic services in government administration. Public services as an important indicator in the assessment of government performance, both at the central and regional levels. Most of the agency services in South Sulawesi Province are still classified as poor and fall into the red zone of local government compliance with the Public Service Law. To realize a good employee work attitude, various ways are needed that can be done by agencies (SKPD) as a government organization, including by implementing a competency system, a compensation system and strengthening organizational commitment to be able to improve employee performance in achieving organizational goals as a public service agency. This study aims to determine the relationship between competence, compensation and organizational commitment and their effects on the performance of public services for local government employees of South Sulawesi Province. The research design was explanatory, with a positivistic paradigm approach, and a quantitative study of perceptions, with a sample size of 180 people (respondents) who were proportionally selected by random sampling area. Data was collected through questionnaires distributed to 216 staff (ASN) in 4 (four) Service Offices (Education Office, Health Service, Social Service, and Cooperative and UKM Services) in 3 (three) Wilaya (South Sulawesi Province, Makassar City, and Parepare City). Structural Equation Modeling (SEM) analysis of the AMOS statistical software package, to determine the relationship between competence, compensation, and organizational commitment with the performance of public services for local government employees of South Sulawesi Province. The results show that there are three types of influence that will be presented in the structural model, namely the direct effect (Standardized Direct Effect), the indirect effect (Standardized Indirect Effect), and the total effect (Standardized Total Effect). Testing the direct effect hypothesis is carried out by testing the Critical Ratio (CR) on each direct effect partially. If the CR value is > 1.96 or the P value < 0.05 , it can be concluded that there is a significant effect, conversely, if the CR value is < 1.96 or the P value > 0.05 , it can be

concluded that there is no effect. The complete analysis results are contained in the SEM analysis results, can be seen in the Appendix. The following shows the results of testing the Standardized Direct Effect hypothesis. Direct Effects: 1. Competence on Organizational Commitment, with Standardized value (0.446), Critical Ratio (5.094), and Probability (0.000); significant. 2. Competence on Public Service Performance, with a standardized value (0.311), Critical Ratio (3.397), and Probability (0.000); significant. 3. Compensation for Organizational Commitment with Standardized Value (0.171), Critical Ratio (2.092), and Probability (0.036); significant. 4. Compensation for Public Service Performance, with standardized value (0.013), Critical Ratio (0.161), and Probability (0.872); significant. 5. Organizational commitment to Public Service Performance, with a standardized value (0.233), Critical Ratio (2.512), and Probability (0.012); significant. The indirect effect test is used from several results of the direct effect test. The coefficient of indirect effect is obtained from the product of the two coefficients of direct effect that make it up. The indirect effect is said to be significant if the two coefficients of the direct effect that form it are significant. In full, the results of the indirect effect test are presented in the following table. Indirect Effect: Based on the table it is shown that there is an indirect influence between Competence (X1) on Employee Public Service Performance (Y2) through the intermediary variable Organizational Commitment (Y1) of 0.104, and there is an indirect influence between Compensation (X2) on Service Performance Public (Y2) through the intermediary variable Organizational Commitment (Y1) is 0.039. It is concluded that 1). Competence (X1) has a direct and significant effect on the Employee Public Service Performance (Y2) of the Regional Government of South Sulawesi Province. 2). Compensation (X2) has no direct effect on Employee Public Service Performance (Y2). 3). Competence (X1) has an indirect and significant effect on Employee Public Service Performance (Y2) of the Regional Government of South Sulawesi Province through Organizational Commitment (Y1). It is hoped that the leaders of organizations / SKPD and organizational units of Regional Government agencies in

South Sulawesi, especially those related to services to the community (public), pay attention to the following matters: 1). Implementing a competency system in the placement and development of employees, so that they can carry out their respective duties in providing services to the community (public), with good performance. 2). Forming and strengthening good organizational commitment, so that employees always feel optimistic and enthusiastic about carrying out their duties in achieving organizational goals.

Keywords:- Competence, Compensation, Organizational Commitment, and Public Service Performance.

I. INTRODUCTION

Local government, seen from the Indonesian government system, is the spearhead of the Government of the Unitary State of the Republic of Indonesia. The image of the government bureaucracy as a whole will be largely determined by the performance of local government organizations. Regional Government Work Units (SKPD), which are Local Government Agencies, are public service agencies that are required to improve and constantly carry out reforms and anticipate developments and community needs.

In order to improve the image, work and performance of government agencies towards professionalism and support the creation of good governance (good governance), it is necessary to unify directions and views for all levels of government employees which can be used as guidelines or references in carrying out both managerial and operational tasks throughout field of duties and organizational units of Government Agencies in an integrated manner.

Public services are basic services in government administration. Public services as an important indicator in the assessment of government performance, both at the central and regional levels. Administration of governance is said to be good if the public services carried out are oriented towards the interests of the community. Good and quality services give satisfaction implications to the community, because people directly assess the performance of the services provided. The indicator of community satisfaction is the benchmark for the success of governance.

Law Number 25 of 2009 concerning Public Services in Article 1 paragraph (1) states that Public Services are activities in order to fulfill service needs in accordance with statutory regulations for every citizen / resident for goods, services, and / or administrative services provided by public service providers. It is emphasized in paragraph (7) that service standards are benchmarks used as guidelines for service delivery, and service quality assessment references as obligations and promises of providers to the public in the framework of "quality, fast, easy, affordable, and measurable" services.

The Minister of PAN and RB has also issued a Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 15 of 2014 concerning Guidelines for Service Standards. This PAN and RB Permen is a reference in compiling Service Standards which will serve as guidelines for the work of ASN for implementing public services in carrying out their services in accordance with their respective duties. The guideline lists the components that must be present and their existence should be considered in providing services. The components that must be known by the public include: (a). Requirements, (b), systems, mechanisms, and procedures, (c). Duration of service, (d). Fees / rates, (e). Product of service (f). Handling complaints, suggestions and input.

In order for public services to run efficiently and effectively, each leader of the SKPD / service delivery unit must formulate a vision, mission, goals, and targets in each organization. Because the performance of an organization is measured based on the achievement of the vision, mission, goals and objectives of each organization. Because performance is a description of the level of achievement of the implementation of the tasks contained in the strategic planning formulation of the organization. This is stated in the form of a regional planning document, which is divided into a 20-year Regional Long-Term Development Plan (RPJPD), a 5-year Regional Medium-Term Development Plan (RPJMD), as well as a 1-year Short-Term Development Plan (RPJPD).

The Government Agency Accountability Report (LAKIP) must provide relevant data and information for decision makers in order to interpret successes and failures more broadly and in depth. Performance accountability analysis includes a description of the relationship between the achievement of activity performance in programs and activities in realizing the vision, mission, goals, objectives set in the strategic plan. This analysis also explains the development of conditions for achieving goals and objectives in an efficient and effective manner, in accordance with the established policies and activity programs. Analysis is carried out using information or data obtained in a complete and accurate manner, and whenever possible, a policy evaluation is carried out to determine the accuracy and effectiveness of both the policy itself and the system and process of its implementation (Amin, 2012).

Good performance of public service administration, according to Kepmenpan No. 25 of 2004 concerning General Guidelines for Preparation of Community Satisfaction Index for Government Agency Service Units, including: (a) Simplicity, (b) Clarity, (c) Certainty and timeliness, (d) Accuracy, (e) Non-discriminatory, (f) Responsible answer, (g) Completeness of facilities and infrastructure, (h) Ease of Access, (i) Honesty, (j) Accuracy, (k) Discipline, politeness, Friendliness, (l) Security and comfort.

To realize Public Service Performance according to community needs, the Central Government has issued RI Government Regulation No. 65/2005 concerning Guidelines for the Formulation and Determination of Minimum Service Standards.

Then followed by the Decree of the Minister of State Apparatus Empowerment (KEMENPAN and RB) Number 63 / KEP / 7/2005, that every implementation of public services must have service standards and be published as a guarantee and certainty for service recipients. Service standards are a measure that is carried out in the implementation of public services which must be obeyed by the providers and / or the recipients of services.

Service standards, at least must include the following points:

1. Service Procedure; Service procedures are carried out for service providers and recipients, including complaints.
2. Completion Time; The time for completion is determined from the time the application is submitted to the completion of the service, including complaints.
3. Service Fee; Service fees / rates including details that are determined in the service provider process.
4. Product service; Service products that will be received are in accordance with predetermined conditions.
5. Facilities and infrastructure; Provision of adequate service facilities and infrastructure by public service providers.
6. Competence of service officers; The competence of service providers must be determined appropriately based on the required knowledge, expertise, skills, attitudes and behavior.

Therefore, the six points above regarding service standards in public services must pay attention to and apply the six points because these points are service standards that must be obtained by service recipients so that they feel satisfied with the services provided. If the six points are not implemented, then it is certain that the service recipients will rate the service as poor and slow and they are not satisfied.

In order to realize the things that have been stipulated in the above laws and regulations, the Central and Regional Governments have prepared a budget for public service facilities / facilities and infrastructure. The Regional Government of South Sulawesi Province has provided educational service places at the senior secondary level, both public and private. In 2014/2015 there were 586 units (SMU) with 228,620 students, with 16,886 teachers. In 2015/2016 there were 586 units, with 228,620 students and 16,886 teachers. Meanwhile, Vocational High Schools (SMK) 2014/2015 had 415 units, with 123,119 students and 12,196 teachers. The latest data for 2015/2016 recorded 456 units, 127,193 students and 12,243 teachers. (Source: Provincial Education Office and BPS, 2017)

Of the number of service units in the education sector, it is certainly not optimal if the government does not equip reading facilities. Therefore, the Provincial Government of South Sulawesi also provides reading centers in the form of libraries such as the Regional National Library and Archives

Office of South Sulawesi Province, the Regional Library of South Sulawesi Province, the Bakti Mappanyukki Library, the Governor's Library, and School Libraries throughout the South Sulawesi Province.

For health services, the Regional Government of South Sulawesi Province together with the Municipal and Regency Governments have built quite representative Regional Hospitals, plus Puskesmas in each region.

The number of civil servants (ASN) of the Regional Government of South Sulawesi Province is 10,238, spread across 27 agencies or SKPD. Meanwhile, the population is 8,035 million people (9,522,503). Thus, 1 ASN only serves about 83 residents. According to the ideal ratio, 1 ASN serves 90-120 residents. This means that the number of ASN in the Provincial Government of Prov. South Sulawesi experienced an excess of 37 people. This condition causes the accumulation of employees in several SKPD so that it is inefficient. To overcome this, it is necessary to make an even distribution of employees in 27 SKPDs in the South Sulawesi Provincial Government. (Source: Rakyatku. Com. Makassar, March 2017).

Bureaucratic reforms rolled along with the total reforms launched by the Indonesian nation in 1998. One of the central targets in bureaucratic reform is to improve and improve the quality of public services (Dwiyanto, 2008). This target is an issue that is always interesting, because improvements and enhancements to the quality of public services in Indonesia tend to run in place (Surjadi, 2009).

The results of Silalahi's research (2003) show that before the reformation, public satisfaction with the services provided by the state apparatus was categorized as low, only 33.7%. After four years of reform, Dwiyanto et al. (2002) concluded that the performance of government bureaucratic services had not changed significantly. The state apparatus or bureaucracy still shows a low degree of accountability, responsibility and efficiency in the delivery of public services. In 2009 or less than a decade of reform, the value of Public Service Integrity (IPP) given to central and local agencies was only 6.64 each on a scale of 1 to 10. The IPP score is one indicator of improving the quality of public services.

Until today, we can feel it ourselves or maybe we can hear the experiences of family members, colleagues, relatives, or even we can read public complaints through mass media, or other communication channels about how they "feel" the public services they need. So what's wrong with this. Why is this happening after a long time this republic was formed. What is wrong with the implementation of public services from various government agencies that carry out services for the community.

Most of the services of agencies in the South Sulawesi Province (Sulsel) and Makassar City (Pemkot) are still very bad and fall into the red zone of local government compliance with the Public Service Law. This was conveyed by the Ombudsman of the Republic of Indonesia (RI)

Representative of South Sulawesi. The Head of the South Sulawesi Ombudsman (Subhan) stated that the results of the research were based on a survey of the community and research on 17 Regional Government Work Units (SKPD) within the scope of the City Government, and 14 Provincial Government SKPDs. He detailed, 10 municipal government SKPDs that fall into the red zone, and 11 SKPDs come from Pemprov ". If presented, 58 percent of the municipal government public service units are in the red zone. Meanwhile, the other 78 percent are from the provincial government. This is a picture of public dissatisfaction with public services, "said Subhan (Head of Ombudsman South Sulawesi) to journalists, at the Coffee House, Saturday 7/12/2015 (Sindonews.Com. Saturday, December 7 2015).

From this research, it is hoped that the Provincial Government. South Sulawesi and the City Government. Makassar is improving itself. The SKPD that is meant specifically for the Makassar City Government, namely the Building Spatial Planning Office, PDAM, Public Works Service (PU), and Parking Regional Companies (PD). Education Office (Disdik), Regional Revenue Service (Dispenda), Health Service (Dinkes), National and Political Unity Service (Kesbanpol), Regional Environmental Agency (BLHD), and Social Service (Dinsos). Whereas SKPDs within the South Sulawesi Provincial Government that receive red report cards are the Highways Office, the Health Service, the Transportation Service, the Regional Investment Coordinating Board (BKPM), the Regional Environmental Agency (BLHD), the Manpower Office (Disnaker), the Resource Management Office. Daya Air, the Plantation Service, Education Office, Social Service, and Labuang Baji General Hospital (RSU).

The Ombudsman Expert Team, Zainuddin (Sindonews.Com. Saturday, December 7 2015) explained several important points regarding the substance of the study in determining the SKPD in the red zone. Among other things, rampant illegal fees, lack of transparency of legal basis instructions against Public Service Standards, and not working according to Standard Operating Procedures (SOP).

These government agencies are also deemed not to have standard cost information, minimum service facilities, lack of security officers, lack of attributes, and officer ID cards, lack of provision of parking areas at several agencies, poor number of officers in the field, poor ethics or behavior of officers in serving, and the absence of vulnerable group facilities, or access for persons with disabilities in office administration services. In addition, the lack of special officers for persons with disabilities, poor management of complaint facilities, and lack of follow-up in complaint management are also a separate note. "We can see the rise of extortion under the guise of education, as well as brokers or third persons who play in licensing agencies. Many work units do not know what they want to do.

The results of this study not only classify SKPD as low compliance or red zone, but a number of SKPDs fall into the yellow zone or moderate compliance, and the green zone

means SKPD that are highly compliant (Sindonews.com. Saturday, December 7 2015).

Specifically for the Makassar City Government, SKPDs that are included in the yellow zone, each Makassar Samsat office, Licensing Administration Service Office, Transportation Service, Regional Civil Service Agency (BKD), and RSU Daya. While those that are included in the green zone are the Department of Population and Civil Disability, as well as the Manpower Office. Meanwhile for the Provincial Government. South Sulawesi, SKPDs that are included in the yellow zone are Disperindag and Mother and Child Hospital. Meanwhile, only Haj Hospital is blocking the green zone. If accumulated, only 29.41 percent of municipal government SKPDs are included in the yellow zone, and 11.76 percent in the green zone. For the provincial government, 14 percent is the yellow zone, and the green zone is 7.14 percent (Sindonews.com. Saturday, December 7, 2015).

The research was conducted scientifically, and in accordance with the orders of Law No.25 of 2009 concerning Public Services. As an anti-corruption warning, with the hope that a cleaner, more transparent and maximum governance can be realized.

It is unfortunate that the government, both central and regional, has spent large amounts of funds to prepare service facilities, and hired and paid many employees to be able to provide excellent service to the entire community, but there are still many public highlights on the service performance of the State Civil Apparatus at SKPD or administrative units. public service.

To be able to satisfy public services, local governments need to implement good and maximum service quality regarding assurance, responsiveness, tangible, realiability and empathy to achieve the operational objectives of a government organization identified by services provided to the community, at least meeting the Minimum Service Standards (SPM) so that the development process went as expected.

Human Resources (HR) development is an important factor. Human Resources as planners, actors and determinants for the achievement of organizational goals (Rivai, 2004). Given the important role of human resources, in order for an organization to survive in a climate of unlimited free competition, the role of Human Resource Management is not only the responsibility of the leadership, but also the responsibility of employees.

To realize a good employee work attitude, a number of ways are needed that can be done by a leader of a government organization, namely by applying the right leadership style, implementing a competency system in employee placement and development, implementing a correct compensation system, and forming and strengthening organizational commitment. the good one.

Assessment of the performance of an organization, and measuring the level of work ability of each person, which is part of the planning process to review the strengths and weaknesses of an organization. In the assessment of organizational performance, one of the variables that must be considered is employee competence. Because through competency analysis the criteria for determining management effectiveness can be clarified, as well as the system used to test performance evaluation whether it is effective or needs improvement. Likewise a good compensation system, both direct compensation (financial) and indirect compensation (non-financial) will be a strong encouragement to employees to carry out tasks with good performance in achieving organizational goals. Another thing that is no less important to the attention of organizational leaders is to form and build a strong organizational commitment so that employees always feel part of the organization, so that they always try to carry out their respective duties to provide services to the community (public) with the best performance.

II. LOCATION/OBJECT AND METHODS

➤ *Location and Object of Research*

This research is included in explanatory research. This study seeks to analyze various factors associated with the object of research. The object of this research includes several variables, namely: leadership style, competence, and organizational commitment, as well as their influence on the performance of public service employees of the Regional Government of South Sulawesi Province. This research was carried out in the Regional Work Units (SKPD) or Dinas which are public service units in the South Sulawesi Province, especially the Makassar City and Parepare City areas of South Sulawesi Province, namely: the Education Office, the Health Office, the Social Service, and the Cooperative and UKM. Because there are many variables to be studied in this study, it involves several main variables to determine the effect of one variable on another. This research includes a positivistic (quantitative) paradigm approach, which prioritizes study in the form of quantitative perceptions.

➤ *Population*

The population is all employees (ASN) of the Regional Government of South Sulawesi Province, amounting to 1,805 people. So sampling to represent the population used simple random sampling technique (Simple Random Sampling). Given the large number of employees (population), the researcher limits the population as the research target, by using the Area Sampling technique. This means that the sample selection is based on a predetermined population area based on its scattered geographic location. This method is applied if the location factor is an important consideration in sample selection (Indrianto and Sopomo, 2002: 129).

➤ *Sample*

The sample is a number of individuals who are representatives of the population to be studied. Based on the above statement, the number of respondents who will be selected in this study is 10% of 1,805 employees (population), so the sample is 180 people / employee.

➤ *Method of collecting data*

The techniques used to obtain the data needed in research are carried out in various ways, including:

1. Kuessioner

Riduan (2003: 25) states that a questionnaire (Questionnaire) is a list of questions given to others, and is willing to respond according to user requests. Based on the indicators of all research variables, a list of statements was made to the SKDP leadership starting from the Head of the Division, Secretary, Head of Section to functional officials and ordinary staff as population representatives in each district / city that were sampled in the research. this by the number of 216 people. The main objectives of giving questionnaires are to: (a) obtain information relevant to the research objectives, (b) obtain information relevant to the research objectives as well as the level of reliability and validity of the data required in this study (Ssingarimbun, 1995).

2. Interview

Rahim and Rahman (2004), Mulyana (2004: 180), Moleong (2006: 186), Harun (2007: 69), Bungin (2007: 134-138), and Parker (2008: 142-143) state data collection through The interview is nothing but an interview process with the researcher. The interview can be carried out in at least three stages, namely: (1) the researcher collected data through observation and interviewed several local government officials in South Sulawesi Province, (2) the researcher conducted in-depth interviews, in order to obtain accurate information, (3) In-depth interviews to get more comprehensive data. These three methods are carried out with the aim of obtaining direct data from the object of research orally, namely by holding direct questions and answers with interested parties in the hope of obtaining the required information, for example interviews with the head of SKPD and employees in related organizational units. The information obtained is expected to clarify or support the answers conveyed through the questionnaire.

3. Documentation

Documentation is data collection by collecting and investigating documents relevant to the research variables. Documents relevant to this research include: population data, employee data of each SKPD / Dinas which is the object of research (Education, Health, Social, and Cooperatives and UKM), data on the performance of public service employees from each SKPD / Dinas. (Education, Health, Social, and Cooperatives and UKM).

III. RESEARCH RESULT

➤ Profile /Characteristics of Respondents

Respondents in this study were employees of the Education Office, Health Service Office, Social Service Office, and South Sulawesi Provincial Cooperative and UKM Office, Education Office Staff, Health Service Office, Social Service Office, and Makassar City Cooperative and UKM Office. Employees of the Education Office, Health Office, Social Service Office, and Parepare City Cooperative and UKM Office. Of the four agencies, employees (ASN) were selected to represent the sample (respondents) at each service office, namely: 2 Heads of Divisions, 4 Heads of Sub. Section, 4 Section Heads, and 8 Functional Staff. Of the 216 questionnaires that were distributed to 216 employees (ASN) in the 4 service offices mentioned above, only 180 were returned (answered) by the respondents. This shows a very good return rate for the questionnaire (Sudjana, 2002).

1. Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage (%)
Male	105	58,33
Women	75	41,67
Total	180	100

Source: Data processed, 2020

Based on the table above, the respondents in this study were mostly men, namely as many as 105 people (58.33%), while women were 75 people (41.67%). This shows that employees in the Regional Government of South Sulawesi Province are dominated by men.

2. Characteristics of Respondents by Age

Age (Years)	Frequency	Percentage (%)
24 - 34	50	27,78
35 - 45	75	41,67
46 - 55	55	30,56
Total	180	100

Source: Data processed, 2020.

Based on table 5.10 above, the respondents in this study were mostly aged 35 to 45 years, namely as many as 75 people (41.67%), while those aged 46 s.d. 55 years as many as 55 people (30.56%), and only 50 people aged 24 to 34 years (27.78%). This shows that employees in the Regional Government of South Sulawesi Province are dominated by prime age, so they are expected to be able to carry out their duties properly. Carry out its duties and responsibilities to provide maximum service, according to the needs of the community as the main mission of government organizations.

3. Characteristics of Respondents Based on Tkt. Education

Level of education	Frequency	Percentage (%)
D3	55	30,56
pelayananS1	80	44,45
S2	45	25
Total	180	100

Source: Data processed, 2020.

Based on table 5.11 above, most of the respondents in this study had a Bachelor's degree (S1), namely 80 people (44.45%), and 55 people (30.56%) had a D3 education, while those with a Masters degree (S2) only 45 people (25%). This shows that employees in the Regional Government of South Sulawesi Province are dominated by employees with a Bachelor's degree (S1), meaning that they have the ability to understand and carry out their work well, according to organizational goals.

4. Characteristics of Respondents Based on Period of Service

Years of service	Frequency	Percentage(%)
≤ 5 tahun	62	34,44
> 5 tahun	118	65,56
Total	180	100

Source: Data processed, 2020.

Based on the table above, the majority of respondents in this study had a working period of more than 5 years, namely 118 people (65.56%), while those who had a service period of ≤ 5 years were 62 people (34.44%).

➤ Hypothesis Testing Results

1. Goodnes of Fit SEM Testing

The theoretical model in the research conceptual framework is said to be fit if it is supported by empirical data. The results of testing the goodness of fit model, according to the value of the analysis with the help of the AMOS 25 program, are presented in full in the Appendix. In essence, the Goodness of Fit is to find out whether the hypothetical model is supported by empirical data. The test results are presented in the table as follows:

Goodness of Fit Overall Model Test Results

Criteria	Cut-off value	Test result	Description
CMIN/DF	≤ 2,00	2,130	Not Fit yet
Probability	≥ 0,05	0,000	Not Fit yet
CFI	≥ 0,95	0,942	Not Fit yet
TLI	≥ 0,95	0,926	Not Fit yet
RMSEA	≤ 0,08	0,079	Fit

Source: Primary data processed, 2020 (Attachment)

Based on the table above, the results of the Goodness of Fit Overall test show that only the RMSEA criteria show good criteria (fit). According to Arbuckle and Wothke (1999), the best criteria used as an indication of the goodness of the model are CMIN / DF values that are less than 2, and RMSEA which is below 0.08. In this study, only the RMSEA value met the cut off value.

The analytical tool to test the hypothesis in this study is Structural Equation Modeling (SEM). In SEM, there are two testing models, namely a measurement model and a structural model.

2. Testing the Measurement Model in SEM.

The measurement model is measured from the loading factor value on each indicator to the research variable. The loading factor value shows the weight of each indicator as a measure of each variable. An indicator with a large loading factor shows that this indicator is the strongest (dominant) measure of the variable. In the SEM output in the Appendix, the loading factor is symbolized by standardized regression weights.

➤ Competency Variable (X1)

Competency indicators consist of three indicators, namely knowledge competence (X1.1), understanding competence (X1.2), and skills competency (X1.3). The indicator is declared significant to measure the variable if the CR value is > 1.96 and the P value is <0.05.

The results of measurement model analysis on indicators of the Competency variable (X1) can be presented in the following table:

Results of Testing the Competency Variable Measuring Indicator (X1)

Indicator	Valueloading factor (λ)	CR	P
X1.1	0,369	4,744	0,000
X1.2	0,869	11,158	0,000
X1.3	0,848	Fix	Fix

Source: Primary data processed, 2020 (Attachment)

Based on the table above, it can be seen that the three indicators significantly measure the Competency variable (X1). The table above shows that the second indicator (X1.2) is the strongest indicator for measuring the Competency variable.

➤ Compensation Variable (X2)

The compensation indicator consists of three indicators, namely payroll (X2.1), provision of honoraria and incentives (X2.2), and allowances (X2.3). The indicator is declared significant to measure the variable if the CR value > 1.96 and the P value <0.05.

The results of measurement model analysis on indicators of the Compensation variable (X2) can be presented in the following table:

Test Results of the Compensation Variable Measuring Indicator (X2)

Indicator	Valueloading factor (λ)	CR	P
X2.1	0,858	15,362	0,000
X2.2	0,922	17,143	0,000
X2.3	0,878	Fix	Fix

Source: Primary data processed, 2020 (Attachment)

Based on the table above, it can be seen that the three indicators significantly measure the compensation variable (X2). The table above also shows that the second indicator (X2.2) is the strongest indicator for measuring the compensation variable. Competency Variable (X1).

➤ Organizational Commitment Variable (Y1)

The Organizational Commitment indicator consists of three indicators, namely affective commitment (Y1.1), continuance commitment (Y1.2), and normative commitment (Y1.3). The indicator is declared significant to measure the variable if the CR value > 1.96 and the P value <0.05.

The results of measurement model analysis on indicators of the Organizational Commitment (Y1) variable can be presented in the following table:

Results of Testing the Organizational Commitment Variable Measuring Indicator (Y1)

Indicator	Valueloading factor (λ)	CR	P
Y1.1	0,821	Fix	Fix
Y1.2	0,716	9,757	0,000
Y1.3	0,836	11,276	0,000

Source: Primary data processed, 2020 (Attachment)

Based on the table above, it can be seen that the three indicators significantly measure the Organizational Commitment variable (Y1). The table above shows that the third indicator (Y1.3) is the strongest indicator for measuring the Organizational Commitment variable.

➤ Public Service Performance Variable (Y2)

Public Service Performance Indicators consist of three indicators, namely the achievement of work goals (Y2.1), achievement of performance targets (Y2.2), and service discipline (Y2.3). The indicator is declared significant to measure the variable if the CR value > 1.96 and the P value <0.05.

The results of measurement model analysis on indicators of the Public Service Performance (Y2) variable can be presented in the following table:

Results of Testing of Public Service Performance Variable Measuring Indicators (Y2)

Indicator	Value loading factor (λ)	CR	P
Y1.1	0,821	Fix	Fix
Y1.2	0,716	9,757	0,000
Y1.3	0,836	11,276	0,000

Source: Primary data processed, 2020 (Attachment)

Based on the table above, it can be seen that these three indicators significantly measure the Public Service Performance (Y2) variable. The table above shows that the second indicator (Y2.2) is the strongest indicator in measuring the Public Service Performance variable.

3. Testing the Structural Model in SEM

Hypothesis testing in this study can be seen in the structural model. There are three types of influence that will

be presented in the structural model, namely the direct effect (Standardized Direct Effect), the indirect effect (Standardized Indirect Effect), and the total effect (Standardized Total Effect).

Testing the direct effect hypothesis is carried out by testing the Critical Ratio (CR) on each direct effect partially. If the value of CR > 1.96 or the value of Probability (P) < 0.05, it can be concluded that there is a significant effect, on the contrary if the value of CR < 1.96 or the value of Probability (P) > 0.05, it can be concluded that there is no influence. The complete analysis results are contained in the SEM analysis results, can be seen in the Appendix. The following table presents the results of testing the Standardized Direct Effect hypothesis.

➤ Hypothesis Testing Results Direct Effect

The relationship between variables	Standardized Value	CR	P	Description
Organizational Commitment → Competence	0,446	5,094	0,000	Significant
Public Service Performance → Competence	0,311	3,397	0,000	Significant
Organizational Commitment → Compensation	0,171	2,092	0,036	Significant
Public Service Performance → Compensation	0,013	0,161	0,872	Insignificant
Public Service Performance → Organizational Commitment	0,233	2,512	0,012	Significant

Source: Primary data processed, 2020 (Attachment).

From the table (Direct Effect Hypothesis testing results) above, it shows that the compensation variable does not have a significant effect on public service performance, because the probability value (significance) = 0.872 > 0.05. This is because the compensation system is implemented based on statutory regulations, so that employees never make an issue.

IV. DISCUSSION

The discussion of the results of this study is to answer the problems that have been formulated and the proposed hypotheses. To answer this hypothesis, the researchers analyzed the results of the research obtained from distributing questionnaires using Structural Equation Modeling (SEM) analysis tools. The model of measuring the causal relationship between the Influence of Leadership Style and Competence on Public Service Performance, through Organizational Commitment. This has been explained in the previous chapter that the measurement of public service performance in addition to being directly influenced by leadership style and competence, is also indirectly influenced by the two variables above through organizational commitment.

1. Testing the Measurement Model in SEM.

The measurement model is measured from the loading factor value on each indicator to the research variable. The loading factor value shows the weight of each indicator as a measure of each variable. An indicator with a large loading factor shows that this indicator is the strongest (dominant) measure of the variable. In the SEM output in the Appendix, the loading factor is symbolized by standardized regression weights.

Competency Variable (X1)

Competency indicators consist of three indicators, namely knowledge competence (X1.1), understanding competence (X1.2), and skills competency (X1.3). The indicator is declared significant to measure the variable if the CR value > 1.96 and the P value < 0.05.

The results of measurement model analysis on indicators of the Competency variable (X1) can be presented in the following table.

Results of Testing the Competency Variable Measuring Indicator (X1)

Indicator	Valueloading factor (λ)	CR	P
X1.1	0,369	4,744	0,000
X1.2	0,869	11,158	0,000
X1.3	0,848	Fix	Fix

Source: Primary data processed, 2020 (Attachment)

Based on the table above, it can be seen that the three indicators significantly measure the Competency variable (X1). The table above shows that the second indicator (X1.2) is the strongest indicator for measuring the Competency variable.

Variable Compensation (X2)

The compensation indicator consists of three indicators, namely payroll (X2.1), provision of honoraria and incentives (X2.2), and allowances (X2.3). The indicator is declared significant to measure the variable if the CR value > 1.96 and the P value < 0.05.

The results of measurement model analysis on indicators of the Compensation variable (X2) can be presented in the following table:

Test Results of the Compensation Variable Measuring Indicator (X2)

Indicator	Valueloading factor (λ)	CR	P
X2.1	0,858	15,362	0,000
X2.2	0,922	17,143	0,000
X2.3	0,878	Fix	Fix

Source: Primary data processed, 2020 (Attachment)

Based on the table above, it can be seen that the three indicators significantly measure the compensation variable (X2). The table above also shows that the second indicator (X2.2) is the strongest indicator for measuring the compensation variable.

Organizational Commitment Variable (Y1)

The Organizational Commitment indicator consists of three indicators, namely affective commitment (Y1.1), continuance commitment (Y1.2), and normative commitment (Y1.3). The indicator is declared significant to measure the variable if the CR value > 1.96 and the P value < 0.05.

The results of measurement model analysis on indicators of the Organizational Commitment (Y1) variable can be presented in the following table.

Results of Testing the Organizational Commitment Variable Measuring Indicator (Y1)

Indicator	Valueloading factor (λ)	CR	P
Y1.1	0,821	Fix	Fix
Y1.2	0,716	9,757	0,000
Y1.3	0,836	11,276	0,000

Source: Primary data processed, 2020 (Attachment)

Based on the table above, it can be seen that the three indicators significantly measure the Organizational Commitment variable (Y1). The table above shows that the third indicator (Y1.3) is the strongest indicator for measuring the Organizational Commitment variable.

Public Service Performance Variable (Y2)

Public Service Performance Indicators consist of three indicators, namely the achievement of work goals (Y2.1), achievement of performance targets (Y2.2), and service discipline (Y2.3). The indicator is declared significant to measure the variable if the CR value > 1.96 and the P value < 0.05.

The results of measurement model analysis on indicators of the Public Service Performance (Y2) variable can be presented in the following table.

Results of Testing of Public Service Performance Variable Measuring Indicators (Y2)

Indicator	Valueloading factor (λ)	CR	P
Y2.1	0,902	16,756	0,000
Y2.2	0,917	18,562	0,000
Y2.3	0,870	Fix	Fix

Source: Primary data processed, 2020 (Attachment)

Based on the table above, it can be seen that the three indicators significantly measure the variable Public Service Performance (Y2). The table above shows that the second indicator (Y2.2) is the strongest indicator in measuring the Public Service Performance variable.

V. CONCLUSIONS AND RECOMMENDATIONS

1. Conclusion

Referring to the formulation of the problem, research objectives, hypotheses, results of the analysis and discussion that have been stated in the previous chapter, the following conclusions can be drawn:

- Competence (X1) has a direct and significant effect on the Employee Public Service Performance (Y2) of the Regional Government of South Sulawesi Province. This means that the application of a competency system in the placement and development of employees will encourage employee performance improvements in providing services to the community.
- Competence (X1) has a direct and significant effect on Organizational Commitment (Y1). This means that the application of a competency system in the placement and development of employees will encourage improvement and strengthening of organizational commitment.
- Competence (X1) has an indirect and significant effect on Employee Public Service Performance (Y2) of the Regional Government of South Sulawesi Province, through Organizational Commitment (Y1). This means that the application of a competency system in the placement and development of employees and by developing and strengthening organizational

- commitment will encourage employee performance improvement in providing services to the community.
4. Compensation (X2) has no direct effect on the Employee Public Service Performance (Y2) of the Regional Government of South Sulawesi Province. This means that the application of the compensation system does not encourage employee performance improvement, because the compensation system, especially direct compensation (financial) has been regulated in laws and regulations.
 5. Compensation (X2) has a direct and significant effect on Organizational Commitment (Y1). This means that implementing a good compensation system will strengthen organizational commitment.
 6. Compensation (X2) has an indirect and significant effect on Employee Public Service Performance (Y2) of the Regional Government of South Sulawesi Province, through Organizational Commitment (Y1). This means that implementing a good compensation system and developing and strengthening organizational commitment will encourage employee performance improvements in providing services to the community.
 7. Organizational Commitment (Y1) has a direct and significant effect on Employee Public Service Performance (Y2) of the Regional Government of South Sulawesi Province. This means that developing and strengthening organizational commitment will encourage employee performance improvement in providing services to the community.

2. Suggestions

Leaders of organizations / SKPD and organizational units of Regional Government agencies in South Sulawesi, especially those related to services to the community (public), should pay attention to the following matters:

1. Applying the right leadership style, according to the conditions of the organization and employees so that it can influence employees to carry out their duties in order to achieve organizational goals.
2. Develop and implement a competency system in assigning and assigning tasks to employees / subordinates, so that they can carry out their respective duties with good performance.
3. Implement a good compensation system, both direct compensation (financial) and indirect compensation (non-financial), so that employees feel that their needs and careers are paid attention to.
4. Fostering and strengthening good organizational commitment, so that employees always feel as an inseparable part of the organization so that they always try their best in carrying out their duties to achieve organizational goals / government agencies as public service agencies.

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