

THE EFFECT OF COORDINATION, COMPETENCE, AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN REGIONAL GOVERNMENT ORGANIZATIONS IN BINTAN REGENCY THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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Abstract

This study analyzes the influence of coordination, competence and leadership style on employee performance of Regional Government Organizations in Bintan Regency and examines the role of organizational commitment as an intervening variable. Based on SAKIP evaluation data issued by the Ministry of State Apparatus Empowerment and Bureaucratic Reform, the performance of Bintan Regency Government is still considered suboptimal, thus requiring improvement and commitment in performance management. This study uses a qualitative approach with data collection techniques through questionnaires distributed to 180 employees of Bintan Regency. The research findings reveal that improvement in competence and leadership style has a significant direct influence on employee performance and organizational commitment. Conversely, coordination is proven to have an insignificant influence on performance and organizational commitment, furthermore the indirect influence of coordination on performance mediated by organizational commitment is also insignificant. The proposed recommendations are to improve employee coordination by optimizing socialization activities, coordination and synergy, one data application and studies to support the work completion process in each field within the Regional Government Organizations of Bintan Regency.

Keywords: *Performance, Organizational Commitment, Coordination, Competence, Leadership Style*

INTRODUCTION

Human Resources (HR) are the primary and essential factor in advancing the welfare of a nation. Experiences from many countries have shown that even in the absence of natural resources, countries with educated, skilled, disciplined, diligent, hardworking, and loyal human resources can achieve significant progress and even become exemplary for other nations. This underscores that the quality of human resources is a fundamental foundation for national development. Human resource management involves activities related to the utilization, development, assessment, and compensation of individuals as members of an organization or institution. This includes designing workforce planning systems, staffing, career management, performance evaluation, employee compensation, and labor relations management. Overall, HR management practices aim to directly influence organizational performance, as human resources are the primary drivers of organizational operations.

Consequently, the success or failure of an organization is largely determined by the quality and management of its human resources. One of the main roles of HR management is to maintain and improve employee performance, considering that performance has a significant impact on achieving organizational objectives. Low employee performance can lead to serious issues, potentially threatening the sustainability of the organization. Therefore, organizations must address employee needs to ensure that each individual experiences satisfaction in their work. Employee performance can be defined as the outcomes achieved by an individual in fulfilling responsibilities and completing assigned tasks. In the context of public service, the role of HR performance is particularly critical. Government organizations prioritize public satisfaction, in accordance with Law Number 25 of 2009 concerning Public Service, Article 4, which states that public service organizations are work units within state institutions, corporations, independent agencies, or other legal entities specifically established for public service activities.

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In Bintan Regency, there are several regional apparatus organizations (OPDs) with diverse roles and functions. Based on Regent Regulations of Bintan Number 60 of 2023 and Number 61 of 2023, all OPDs aim to assist the Regent in carrying out their respective fields in accordance with their duties and functions. Currently, Bintan Regency has 39 OPDs, consisting of 19 departments, 6 agencies, 2 secretariats, 1 inspectorate, 1 unit, and 10 sub-districts. The performance of OPDs in Bintan Regency has been considered fairly good, as indicated by the annual improvement in the Government Agency Performance Accountability System (SAKIP) evaluations. However, this performance is not yet optimal, as the SAKIP evaluation data for Bintan Regency from 2021 to 2024 still reflects a “B” grade. This suggests that although SAKIP implementation has been adequate in the local government and several main work units, further improvement and commitment in performance management are necessary to achieve maximum effectiveness.

Every year, the evaluation scores of the Government Performance Accountability System (SAKIP) in the Bintan Regency Government have shown an increase; however, the improvement has been relatively insignificant. Moreover, several notes and recommendations were issued by the Ministry of State Apparatus Empowerment and Bureaucratic Reform concerning the shortcomings still observed within the Regional Apparatus Organizations (OPDs). Regarding performance planning, some OPDs have yet to fully adopt an outcome-oriented approach, with performance indicators that meet the SMART principles (Specific, Measurable, Achievable, Relevant, Time-bound) and have not entirely addressed the strategic issues faced. Consequently, the benefits of programs and activities have not directly impacted the community.

Additionally, the performance trees developed do not fully reflect a logical framework that illustrates cause-and-effect relationships, nor do they adequately represent critical success factors (CSFs) to influence the achievement of targeted performance, while annual performance targets have not been optimally adjusted based on achievements from the previous year. In terms of performance measurement, although the Key Performance Indicator (KPI) documents of most OPDs include calculation formulas and data sources, the KPI documents at the central and regional government levels have yet to fully incorporate these formulas. The Bintan Regency Government has implemented the SIMONEV application as a performance management tool; however, the application currently focuses only on monitoring physical and financial realizations and cannot yet track OPD performance achievements in real-time. Monitoring and evaluation activities are still oriented toward budget absorption and the implementation of program activities, without considering the achievement of planned outcome-based performance.

As a result, the actual level of performance achievement remains unclear. Furthermore, performance measurement results have not been optimally utilized for decision-making regarding strategy adjustments, performance targets, competency development, or staff rotation and reassignment within OPDs. Regarding performance reporting, the Regional Government Implementation Report (LPPD) and OPD performance reports have not fully presented comparisons of performance achievements with the previous year and the final targets of the RPJMD or Strategic Plans. Some of the data presented are unreliable and do not provide in-depth analyses of factors supporting or hindering performance achievement. The performance information included in the LPPD and LAKIP has also not been effectively utilized in the determination of targets, strategies, and annual planning to support future performance improvements. Additionally, internal performance accountability evaluations indicate that although most OPDs have conducted internal SAKIP evaluations with specific notes and recommendations for each work unit, the monitoring of follow-ups from previous evaluations still needs to be enhanced.

Reward and punishment policies for internal SAKIP evaluation results have not been applied comprehensively, limiting incentives to improve SAKIP implementation within work units. This is also evident from a small portion of performance targets that have not yet been achieved, indicating that internal evaluation results have not fully encouraged improvement and enhancement of performance outcomes at both the central and OPD levels. Overall, the numerous notes and recommendations from the evaluation team underscore the need for more serious attention to improving performance management across all Regional Apparatus Organizations of the Bintan Regency Government.

Several factors influence employees in the Regional Apparatus Organizations (OPDs) of Bintan Regency in improving their performance to achieve optimal results, one of which is coordination. Coordination is essential to ensure synergy among the OPDs of Bintan Regency, making it easier to achieve the goals outlined in the vision and mission of the Bintan Regency Government. Coordination is defined as the authority to mobilize, harmonize, align, and balance specific or diverse activities so that they are directed toward a particular objective. Functionally, coordination is carried out to reduce the negative impacts of specialization and to enhance the effectiveness of work distribution.

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However, in practice, coordination in the OPDs of Bintan Regency has not been fully established, as there is still a lack of transparency in carrying out tasks and organizational activities. Coordination is particularly necessary in formulating and preparing regional development planning documents such as the RPJMD, RKPD, and OPD Strategic Plans (Renstra). It can be concluded that the incomplete achievement of 100% of the Regional Development Planning Coordination and Synchronization Program directly affects the performance of each OPD. This issue requires serious attention from the Bintan Regency Government so that every OPD can coordinate and synergize effectively to achieve the goals of the government's vision and mission. Another factor influencing the performance of Bintan Regency OPDs is employee competence. The competence possessed by employees working in OPDs significantly affects the performance of each organization. Work within an OPD will produce quality outcomes only if it is carried out by employees or human resources with the necessary competencies and knowledge. Conversely, if work is performed by employees lacking the required competence, the results will not improve organizational performance. In practice, some employees in the OPDs of Bintan Regency are still assigned tasks that do not align with their educational background or professional competencies. This situation significantly affects their performance, as they require additional training and time to complete assigned tasks, resulting in suboptimal performance.

In addition to employee competence, leadership style is another critical factor affecting the performance of Bintan Regency OPDs. Employee performance improvement in any organization cannot be separated from the role of its leaders. Leadership is a key element of management that plays an important and strategic role in the continuity of an organization. Leaders are responsible for setting objectives, planning, organizing, mobilizing, and controlling all available resources to achieve organizational goals efficiently and effectively. Therefore, organizational leaders are required to create conditions that satisfy employees in their work, ensuring that employees are not only capable but also motivated to work toward organizational objectives. Each leader exhibits a different leadership style influenced by personal traits and environmental factors. In the OPDs of Bintan Regency, the leadership style is generally effective, as evidenced by harmonious relationships between leaders and employees and well-established vertical communication.

However, improvements are still needed, such as greater decisiveness in policy-making and the provision of motivation to staff to encourage commitment and enhance task performance. Based on these phenomena in the Bintan Regency OPDs, the researcher is interested in analyzing the issues affecting employee performance by examining the influence of coordination, competence, and leadership style on performance and organizational commitment. The results of this study are expected to identify the shortcomings of the Bintan Regency OPDs where the research samples were taken and provide practical solutions to address the problems identified. Accordingly, the proposed research title for this thesis is *The Influence of Coordination, Competence, and Leadership Style on Employee Performance in Regional Apparatus Organizations of Bintan Regency with Organizational Commitment as an Intervening Variable*.

LITERATURE REVIEW

The Influence of Coordination on Performance

Kompri (2020:2) states that performance is a reflection of the level of achievement in implementing a program, activity, or policy in realizing the targets, objectives, vision, and mission of an organization, as articulated through the strategic planning of the organization. According to Terry, as cited in Kaja (2019:124), coordination is a synchronized and orderly effort to provide the right quantity and timing of resources and to direct their implementation in order to produce uniform and harmonious actions toward predetermined objectives. In achieving organizational goals, leaders perform their duties with the assistance of their employees. The success of a leader in carrying out these duties is influenced by the contributions of others. In other words, the performance of leaders is affected by the performance of employees: if employee performance is high, it will positively influence the leader's performance and, consequently, the performance of the organization. Therefore, coordination between leaders and employees is essential. Based on research conducted by Syauqi in 2020, it was found that there is a positive and significant influence of leadership coordination on employee performance.

The Influence of Competence on Performance

Competence, according to Wibowo (2017:271), is defined as the ability to perform a job or task based on skills and knowledge, supported by work attitudes required by the job. Thus, competence reflects skills or knowledge characterized by professionalism in a particular field and is considered a key advantage in that domain. The relationship between competence and performance lies in the fact that an employee with a high level of competence

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will also tend to have optimal performance. Employee performance is influenced by various factors, one of which is competence. The competence possessed by an employee can drive the performance achieved because when an individual has good abilities and competencies, they are better able to carry out their assigned tasks and responsibilities, which leads to a sense of satisfaction from completing the work effectively. Based on the study conducted by Santi and Suarmanayasa (2022) entitled *The Influence of Competence and Compensation on the Performance of Contract Employees at the Department of Transportation, Buleleng Regency*, the research found a significant influence of competence on the performance of contract employees. However, different results were reported by Rudlia (2016) in the study *The Influence of Competence and Compensation on Employee Performance: A Case Study at the Department of Marine Affairs and Fisheries, Sangihe Islands Regency*, which concluded that competence did not have a significant effect on employee performance at the Department of Marine Affairs and Fisheries, Sangihe Islands Regency.

The Influence of Leadership Style on Performance

Veitzhal Rivai (2018:53) explains that leadership style refers to a set of traits employed by a leader to influence subordinates in achieving organizational goals, as well as the pattern of behaviors and strategies preferred and frequently applied by the leader. According to Kasmir (2016:182), performance is the outcome of work and work behavior achieved in fulfilling assigned tasks and responsibilities within a specific period. An improvement in individual performance is likely to enhance overall organizational performance, as the two are closely interconnected. A leader is someone responsible for guiding subordinates or followers, and their success is highly influenced by the quality of leadership they exercise. Leadership has been described by several experts as the ability to collaborate effectively to achieve specific objectives. In an organization, high employee performance is generally expected, and the leadership style adopted plays a crucial role in shaping and influencing that performance.

Leaders are tasked with encouraging and guiding employees to achieve established organizational or company objectives. Effective leadership involves the ability to direct, influence, and motivate subordinates to carry out assigned tasks efficiently and effectively. The way a leader leads significantly affects the quality of employee performance, meaning that employee performance is largely dependent on the leadership style applied. Therefore, leadership style plays an active and strategic role in organizational success, particularly evident in the performance of employees. Empirical studies conducted by Gate and Fatanah (2020) and Alvian (2020) indicate that leadership style has a significant influence on employee performance.

Organizational Commitment as an Intervening Variable

Organizational commitment (OC) refers to the psychological attachment of employees to their organization, reflected in their identification with organizational goals and desire to remain a member (Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982). Meyer and Allen's (1991) three-component model affective, continuance, and normative commitment explains how commitment relates to performance. Meta-analyses demonstrate that OC positively influences work behaviors, including performance and organizational citizenship behavior (Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). In public-sector contexts, OC plays a crucial role as it supports service quality and bureaucratic effectiveness (Jaramillo, Mulki, & Marshall, 2005). As an intervening variable, OC often serves as the mediating mechanism linking managerial factors to employee performance. Social exchange theory suggests that organizational support, development opportunities, and role clarity foster affective commitment, which subsequently enhances performance (Rhoades & Eisenberger, 2002).

Leadership style is one of the most consistent antecedents: transformational and supportive leadership styles reliably increase OC, which then mediates their effect on performance (Lok & Crawford, 2004; Donkor, Luo, Zhou, & Yusif, 2021). Empirical evidence from Bintan Regency further confirms that leadership style significantly influences employee performance through OC as a mediating variable. Beyond leadership, employee competence is also strongly related to OC. Employees who feel their knowledge and skills are recognized and utilized tend to develop stronger emotional bonds with their organization, which in turn contributes to better performance. Indonesian studies show that competence directly and indirectly affects performance via OC (Susanti, 2025). Meanwhile, coordination—as the alignment of goals and activities is expected to reduce role ambiguity and enhance commitment. However, in the Bintan context, coordination's effects on OC and performance were not statistically significant, indicating that coordination practices may need refinement to effectively support employees.

METHOD

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This study applied a quantitative research design with a causal approach to analyze the direct and indirect relationships between coordination, competence, leadership style, organizational commitment, and employee performance. The research was conducted within the Regional Government Organizations of Bintan Regency during November 2024 to March 2025. The population consisted of 1,505 civil servants (Aparatur Sipil Negara/ASN), excluding teachers and health workers. The sample size was determined using the Slovin formula with a margin of error of 7%, resulting in 180 respondents who were proportionally distributed across organizational units and selected using simple random sampling. Data were collected through a structured questionnaire with items measured on a Likert scale, covering the variables of coordination, competence, leadership style, organizational commitment, and employee performance.

Questionnaires were distributed both online via Google Form and offline in printed form, producing a 100% response rate. Each construct was operationalized using indicators adapted from prior validated studies and contextualized for the local government setting. The measurement model was tested using Partial Least Squares–Structural Equation Modeling (PLS-SEM). Convergent validity was established with outer loadings above 0.70 and average variance extracted (AVE) above 0.50, while discriminant validity was confirmed using the Heterotrait-Monotrait Ratio (HTMT) below 0.90. Reliability was demonstrated through Composite Reliability and Cronbach’s Alpha values exceeding 0.70, indicating strong internal consistency across all constructs.

Data analysis employed SmartPLS version 4 with a two-step procedure, beginning with the evaluation of the outer model and followed by the inner model for hypothesis testing. The bootstrapping technique was applied to assess the significance of direct and indirect effects, particularly the mediating role of organizational commitment. The findings showed that competence and leadership style had significant positive effects on both organizational commitment and employee performance, while coordination did not exhibit a significant influence. Organizational commitment was found to significantly mediate the relationship between leadership style and performance, but not between coordination and performance. The coefficient of determination (R^2) indicated strong explanatory power, with R^2 values of 0.853 for employee performance and 0.754 for organizational commitment.

RESULTS AND DISCUSSION

Validity test

Discriminant validity is conducted to ensure that each construct in the model is distinctly different from the other constructs. The purpose of discriminant validity is to assess whether the indicators of a construct genuinely measure the intended variable and do not overlap with other variables. A commonly used method for this assessment is the Heterotrait-Monotrait Ratio of Correlation (HTMT). If the HTMT value is less than 0.90, the construct is considered to have good discriminant validity and the indicators are deemed valid (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 1. Validitas test

	Style	Performance	Commitment	Competence	Coordination
Style	0,865				
Performance	0,484	0,891			
Commitment	0,415	0,732	0,820		
Competence	0,113	0,250	0,525	0,851	
Coordination	0,135	0,232	0,639	0,558	0,701

Source: Data processed with PLS (2025)

Based on the table above, the correlation between the coordination variable (X1) and competence (X2) was 0.558, the correlation between coordination (X1) and leadership style (X3) was 0.135, the correlation between coordination (X1) and employee commitment (Z) was 0.639, and the correlation between coordination (X1) and performance (Y) was 0.232. All variables have correlation values < 0.900 ; therefore, the correlations of all variables are considered valid. Furthermore, the correlation between competence (X2) and leadership style (X3) was 0.113, the correlation between competence (X2) and employee commitment (Z) was 0.525, and the correlation between competence (X2) and performance (Y) was 0.250. Since all correlation values are < 0.900 , the correlations of these variables are also considered valid. Additionally, the table shows that the correlation between leadership style (X3) and employee commitment (Z) was 0.415, the correlation between leadership style (X3) and performance (Y) was

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0.484, and the correlation between employee commitment (Z) and performance (Y) was 0.732. All correlations are below 0.900; hence, all variables are deemed valid..

Reliability Test

Composite Reliability analysis is a form of reliability used to assess the consistency of results across items on the same test. Composite Reliability testing uses the composite reliability value, with the criterion that a variable is considered reliable if the composite reliability value is > 0.600 (Christiono, 2017:15).

Table 2. Reability test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Results
Style	0,969	0,973	0,973	0,748	Reliabel
Performance	0,978	0,980	0,980	0,795	Reliabel
Commitment	0,984	0,984	0,985	0,847	Reliabel
Competence	0,965	0,969	0,969	0,724	Reliabel
Coordination	0,979	0,979	0,981	0,812	Reliabel

Source: Data processed with PLS (2025)

Based on the internal consistency analysis presented in the table above, it was found that all variables demonstrated reliable measurements. The coordination variable (X1) had a composite reliability value of 0.981, which is greater than the threshold of 0.600, indicating that X1 is reliable. Similarly, the competence variable (X2) obtained a composite reliability of $0.969 > 0.600$, confirming its reliability. The leadership style variable (X3) showed a composite reliability of 0.973, which exceeds 0.600, thus X3 is also reliable. The organizational commitment variable (Z) achieved a composite reliability of $0.985 > 0.600$, demonstrating that Z is reliable. Finally, the performance variable (Y) had a composite reliability of 0.980, indicating that Y is reliable as well. These results confirm that all constructs in the study meet the reliability criteria and can be used for further analysis.

Hypothesis Testing

Hypothesis testing aims to prove the hypotheses regarding the influence of one variable on another. If the probability value (P-Value) $< \text{Alpha } (0.05)$, then the null hypothesis (H_0) is accepted (the influence of one variable on another is significant). If the probability value (P-Value) $> \text{Alpha } (0.05)$, then the null hypothesis (H_0) is rejected (the influence of one variable on another is not significant).

Table 4. Hypotesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Coordination → Performance	0,190	0,177	0,103	1,838	0,067
Competence → Performance	0,395	0,386	0,184	2,148	0,032
Style → Performance	0,230	0,236	0,073	3,169	0,002
Coordination → Commitment	0,373	0,383	0,102	3,670	0,000
Competence → Commitment	0,198	0,184	0,055	3,603	0,000
Style → Commitment	0,325	0,325	0,079	4,122	0,000

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	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Komitmen → Performance	0,916	0,922	0,078	11,799	0,000
Coordination → Commitment → Performance	0,038	0,034	0,024	1,571	0,117
Competence → Commitment → Performance	0,081	0,082	0,025	3,199	0,003
Style → Competence → Performance	0,298	0,297	0,068	4,365	0,000

Source: Data processed with PLS (2025)

Direct Influence of Coordination on Performance

Based on the hypothesis test results, the direct influence of coordination on performance shows a positive path coefficient of 1.838. This indicates that an increase in coordination is followed by an increase in employee performance. However, the effect of coordination on performance has a P-value of 0.067, which is greater than the significance level of 0.05. Therefore, it can be concluded that coordination has a direct but not significant effect on employee performance. This finding suggests that the role of coordination has not substantially influenced the performance of employees in the Bintan Regency Government. According to Kompri (2020:2), performance is a description of the level of achievement in implementing a program or policy in order to realize the targets, goals, vision, and mission of an organization, as reflected in its strategic planning.

Meanwhile, Terry, as cited in Kaja (2019:124), defines coordination as a synchronized and orderly effort to provide the right amount and timing of resources and to direct implementation so that actions are uniform and harmonious in achieving predetermined objectives. From these two perspectives, it can be concluded that achieving optimal performance among employees requires effective coordination both among employees and across organizational units. In this study, it was found that coordination among employees in the Regional Apparatus Organizations of Bintan Regency had an insignificant effect on employee performance. Interviews conducted with several employees indicated that coordination is a standard practice and has become a routine activity when carrying out tasks, both within the same organizational unit and across other units. This is common and often occurs because some tasks require cross-unit collaboration. For instance, in preparing budget planning, coordination among employees across different organizational units is necessary for successful completion. These findings are consistent with previous research conducted by Lovihan (2018), which revealed a positive but not significant effect of coordination carried out by leaders on the performance of employees at PT. Berkas Nikita Waya Lansot in North Minahasa.

Direct Influence of Competence on Performance

Based on the results of the hypothesis test, the direct influence of competence on performance shows a positive path coefficient of 2.148. This indicates that an increase in competence is followed by an improvement in employee performance. The effect of competence on performance has a P-value of 0.032, which is less than 0.05, suggesting that competence has a significant effect on employee performance. This finding demonstrates that competence plays a crucial role in determining the performance of employees in the Bintan Regency Government. According to Wibowo (2017:271), competence is the ability to carry out or perform a task or job based on skills and knowledge, supported by the work attitude required by the task. The influence of competence on performance implies that employees with high competence can complete their tasks accurately and efficiently, leading to optimal performance. Conversely, if employees lack adequate competence, the resulting performance will be lower.

This study found that the competence of employees in the Regional Apparatus Organizations of Bintan Regency significantly affects their performance. Interviews with several employees revealed that this result is influenced by other factors, particularly that most employees already possess adequate knowledge and competence in line with their educational background. As a result, they are able to complete tasks effectively, which contributes to optimal performance. Evidence of this can be seen from the Bintan Regency Government's consistent recognition for excellence in governance, such as receiving the "Unqualified Opinion" (Opini Wajar Tanpa Pengecualian, WTP) from the Audit Board of Indonesia (Badan Pemeriksa Keuangan). This award reflects the performance achieved by employees in reporting and governance. These findings are consistent with previous research conducted by Rudlia (2016) in a study titled The Influence of Competence and Compensation on Employee Performance (Case Study at

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the Marine and Fisheries Office of Sangihe Islands Regency), which also showed a significant effect of competence on employee performance.

Direct Influence of Leadership Style on Performance

Based on the results of the hypothesis test, the direct effect of leadership style on employee performance has a positive path coefficient of 3.169. This indicates that an increase in leadership style is followed by an improvement in employee performance. The effect of leadership style on performance has a P-value of 0.002, which is less than 0.05, indicating that leadership style has a significant effect on employee performance. According to Rivai (2018:53), leadership style is a set of traits used by a leader to influence subordinates in order to achieve organizational goals, or a pattern of behavior and strategies preferred and frequently applied by a leader. The success of an organization is partly determined by the leadership style applied by leaders in managing the organization. When the leadership style aligns with operational standards and organizational procedures, it can influence all employees to achieve optimal performance. This study found that the leadership style applied by leaders in the Regional Apparatus Organizations of Bintan Regency significantly affects employee performance. Interviews with several employees revealed that this result is influenced by several factors, including the fact that leaders consistently foster a collaborative work environment among employees. This policy creates a comfortable atmosphere, making it easier for employees to complete their tasks. Additionally, leaders regularly monitor team progress, providing guidance and solutions for employees or teams that are not performing optimally, ensuring that tasks are completed efficiently. Therefore, the leadership style implemented in each Regional Apparatus Organization strongly influences the performance achieved by employees. These findings are consistent with previous studies conducted by Fatanah (2020) and Alvian (2020), which demonstrated that leadership style significantly affects employee performance. This shows that leadership style can be a key factor in enhancing employee performance.

Direct Influence of Coordination on Employee Commitment

Based on the results of the hypothesis test, the direct effect of coordination on employee commitment has a positive path coefficient of 3.670. This indicates that an increase in coordination is followed by an improvement in employee commitment. The effect of coordination on employee commitment has a P-value of 0.000, which is less than 0.05, indicating that coordination has a significant effect on employee commitment. According to Widanu (2021:48), coordination is a synchronized and orderly effort to provide the right timing and direct execution to produce consistent and harmonious actions toward predetermined objectives. The importance of coordination for organizational continuity cannot be underestimated. Effective coordination fosters and enhances employee commitment, while poor coordination can reduce employee commitment as it negatively impacts performance outcomes.

This study found that coordination among employees in the Regional Apparatus Organizations of Bintan Regency significantly affects employee commitment. Interviews with several employees revealed that this result is influenced by several factors. Employees in the Regional Apparatus Organizations of Bintan consistently engage in coordination when completing tasks, whether with supervisors, colleagues, or employees in other departments. Coordination is considered an essential responsibility that must be executed seriously and with full commitment to strengthen the organization. Poor coordination can adversely affect the organization, demonstrating that coordination significantly influences employee commitment. These findings are consistent with previous research conducted by Naninggolan (2021), which indicated a positive and significant effect of coordination on organizational commitment among employees.

Direct Influence of Competence on Employee Commitment

Based on the hypothesis test results, the direct effect of competence on employee commitment has a positive path coefficient of 3.603. This indicates that an increase in competence is followed by an increase in employee commitment. The effect of competence on employee commitment has a P-value of 0.000, which is less than 0.05, meaning that competence has a significant effect on employee commitment. According to Busro (2018:26), competence encompasses all that an individual possesses, including knowledge, skills, and other internal factors, to perform a task effectively based on their abilities. Competence is considered an individual's capability to execute a task correctly, leveraging knowledge, expertise, and attitude.

Therefore, the higher the competence of an employee, the higher their level of commitment. Building commitment among every member of the organization is one of the critical factors in achieving organizational goals. This study found that the competence of employees in the Regional Apparatus Organizations of Bintan Regency

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significantly affects organizational commitment. Interviews with several employees revealed that most employees already possess good levels of competence, allowing them to complete their responsibilities efficiently and effectively. This is supported by training and workshops provided by the Bintan Regency Government to enhance employee competence. The improvement of competence not only increases work efficiency but also strengthens employee commitment, reflecting the organization's care and support toward its workforce.

Direct Influence of Leadership Style on Employee Commitment

Based on the hypothesis test results, the direct effect of leadership style on employee commitment has a positive path coefficient of 4.122. This indicates that an increase in leadership style quality is followed by an increase in employee commitment. The effect of leadership style on employee commitment has a P-value of 0.000, which is less than 0.05, indicating that leadership style has a significant effect on employee commitment. According to Sutrisno (2016:213), leadership style is the process through which a person mobilizes others by leading, influencing, and guiding them to accomplish tasks in order to achieve the desired performance outcomes. An effective leader must first understand their subordinates, recognize their strengths and weaknesses, and know how to leverage these strengths to compensate for weaknesses. When a leader applies a style that fosters a conducive and supportive work environment, it can enhance employee commitment as employees feel more comfortable and valued at work. This study found that the leadership style applied by the leaders in the Regional Apparatus Organizations of Bintan Regency significantly affects employee commitment. Interviews with several employees revealed that this effect is due to factors such as leaders carefully considering workload distribution and providing the necessary support for task completion. Consequently, employees are more willing to engage in various institutional activities, feel like an integral part of the organization, and develop strong emotional bonds with their workplace. This supportive leadership approach directly influences the level of commitment that employees exhibit toward the organization. These findings are consistent with previous research conducted by Helmi (2019), which concluded that there is a significant effect of leadership style applied by leaders on employee commitment.

Indirect Influence of Coordination on Employee Performance Through Employee Commitment

Based on the hypothesis test results, the indirect effect of coordination on employee performance, mediated by employee commitment, shows a T-statistic value of $1.571 < 1.96$ and a P-value of $0.117 > 0.05$. Therefore, it can be interpreted that although employee commitment acts as a mediator, the effect of coordination on employee performance through commitment is not significant in the Regional Apparatus Organizations of Bintan Regency. According to Handoko, as cited in Wahyu (2021:334), coordination is the process of integrating the objectives and activities of separate units (departments or functional areas) within an organization to achieve organizational goals efficiently. Coordination carried out by employees to complete tasks is crucial because effective and well-organized coordination can lead to improved performance. Conversely, poorly executed or unstructured coordination may result in communication errors, which in turn can reduce employee performance. Similarly, organizational commitment is influenced by performance; higher performance can strengthen employees' sense of belonging and commitment. On the other hand, poor performance resulting from inadequate coordination may reduce employees' commitment to the organization. This study found that while employee commitment mediates the relationship between coordination and performance, the effect is not significant in the Regional Apparatus Organizations of Bintan Regency. This is because coordination between employees and with their leaders has become a habitual practice and a job requirement. Consequently, coordination does not have a substantial impact on performance, as it is consistently performed by all employees within the organization. These findings align with previous research conducted by Nainggolan (2021), which reported a positive but non-significant influence of employee coordination on the performance produced by employees.

Indirect Influence of Competence on Employee Performance Through Employee Commitment

Based on the hypothesis test results, the indirect effect of competence on employee performance, mediated by employee commitment, shows a T-statistic value of $0.3199 < 1.96$ and a P-value of $0.003 < 0.05$. This indicates that the effect of competence on employee performance, mediated by employee commitment, is highly significant. Therefore, it can be interpreted that employee commitment significantly mediates the relationship between competence and employee performance in the Regional Apparatus Organizations of Bintan Regency. According to Moeheriono (2014:5), competence is the fundamental characteristic underlying an individual's effectiveness in performing work or the basic attributes of an individual that have a causal relationship with the reference criteria, resulting in effective, superior, or excellent performance in the workplace. Employees' competence strongly affects

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their performance, as does their commitment. Competent employees are a crucial factor in any organization, whether governmental or private, especially for achieving organizational objectives. When combined with high commitment, competence fosters optimal employee performance and enhances organizational loyalty. Several factors influence employee competence in the Regional Apparatus Organizations of Bintan Regency. Employees have demonstrated adequate knowledge and skills in performing their duties. By participating in training programs and workshops provided by the Bintan Regency Government that align with their job responsibilities, employees are more committed to their work and the organization, facilitating the achievement of optimal performance. These findings align with the study conducted by Nursangadah (2017), which demonstrated a significant influence of competence on performance through organizational commitment. This confirms that enhancing employees' knowledge and skills, combined with fostering commitment, is an effective approach to improving employee performance.

Indirect Influence of Leadership Style on Employee Performance Through Employee Commitment

Based on the hypothesis test results, the indirect effect of leadership style on employee performance, mediated by employee commitment, shows a T-statistic value of $4.365 > 1.96$ and a P-value of $0.000 < 0.05$. This indicates that employee commitment significantly mediates the influence of leadership style on employee performance in the Regional Apparatus Organizations of Bintan Regency. According to Davis and Newstrom as cited in Meithiana (2018:90), leadership style refers to the behavioral manifestation of a leader, reflecting their ability to lead. These manifestations usually form certain patterns or approaches. Implementing an effective leadership style that guides, influences, and directs others to carry out tasks and achieve organizational goals is crucial for enhancing employee performance. This underscores the importance of leadership in fostering employee performance and generating organizational commitment. The findings of this study indicate that employee commitment significantly mediates the effect of leadership style on employee performance in the Regional Apparatus Organizations of Bintan Regency. Based on interviews with several employees, this is due to leaders consistently creating a work environment that supports collaboration among staff. Such policies facilitate communication and coordination, allowing tasks to be completed more efficiently. Moreover, leaders who implement a leadership style that creates a conducive atmosphere can encourage higher levels of employee commitment and make employees feel more comfortable and engaged within the organization.

Direct Influence of Employee Commitment on Employee Performance

The direct effect of employee commitment on employee performance shows a path coefficient of 11.799 (positive), indicating that an increase in employee commitment is followed by an increase in employee performance. The influence of employee commitment on employee performance has a P-value of $0.000 < 0.05$, which signifies that the commitment employees have in performing their duties significantly affects the performance they achieve. According to Mangkunegara (2014:19), performance is a form of effort, activity, or program implemented by organizational or company leadership to guide and control employee achievement. Meanwhile, Nasution (2017:111) states that organizational commitment is the binding force between an individual and the organization, idea, or project, expressed as a manifestation of commitment to the organization's mission. An employee with a high level of commitment to the organization will demonstrate a willingness to work diligently to achieve organizational goals. Organizational commitment and organizational performance are perceived by employees as a return for their contribution to the organization.

The implementation of organizational commitment is also part of human resource management functions that involve providing individual rewards as an exchange for performing organizational tasks. This study found that the employee commitment within the Regional Apparatus Organizations of Bintan Regency significantly affects the performance produced by the employees. Based on interviews with several employees, this is influenced by factors such as employees having strong trust and confidence that the institution will continue to develop in the future, as well as their belief that the institution's values align with their personal values. This creates a sense of belonging, making employees feel like an important part of the institution. These findings are consistent with previous research conducted by Nurhaliza (2021), which showed that organizational commitment has a positive and significant effect on employee performance. This indicates that the higher an employee's commitment to the organization, the more it directly enhances their performance.

CONCLUSION

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The findings of this study indicate that competence and leadership style have a significant and positive influence on employee performance, both directly and indirectly through organizational commitment, while coordination does not demonstrate a significant effect on either commitment or performance. This result underscores that the quality of human resources, particularly in terms of skills, knowledge, and abilities, together with the presence of supportive and transformational leadership, plays a more crucial role in shaping employee commitment and driving their performance within regional government organizations. The evidence further suggests that organizational commitment functions as an important intervening mechanism, reinforcing the pathway between managerial factors and performance outcomes. Therefore, strategies aimed at enhancing commitment through recognition, career development, and supportive leadership practices are central to ensuring sustainable performance improvements in the public sector. From a policy perspective, the study implies that local governments should prioritize leadership development programs that are systematic and continuous, incorporating approaches such as coaching, mentoring, and performance feedback to strengthen transformational leadership capabilities. At the same time, employee competence can be enhanced through structured training, certification, and job rotation programs that not only improve technical ability but also foster a stronger sense of belonging to the organization. Efforts to build organizational commitment should also include initiatives that increase perceived organizational support, such as transparent career pathways, recognition of achievements, and balanced workloads. Meanwhile, coordination mechanisms across organizational units must be redesigned by developing clearer procedures, integrated one-data systems, and regular inter-departmental forums that reduce role ambiguity and conflict. By aligning these policies, regional governments can effectively strengthen organizational commitment, enhance employee performance, and ultimately improve the quality and accountability of public service delivery.

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