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THE ROLE OF AGILITY LEADERSHIP IN MEDIATING THE INFLUENCE OF WORK COMPETENCY AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE OFFICE OF THE INDRAGIRI HULU DISTRICT CAPITAL INVESTMENT AND ONE-DOOR SERVICES (DPMPTSP)

Tri Rahayu¹⁾, Aris Triyono²⁾

¹⁾²⁾Institut Teknologi Dan Bisnis Indragiri

¹⁾triayu@stieindragiri.ac.id , ²⁾arist@stieindragiri.ac.id.

Abstract

Performance of Indragiri Hulu Regency Investment and One-Stop Integrated Service (DPMPTSP) office employees. It is suspected that it is not optimal, this can be seen from the quantity, quality, timeliness, attendance and ability to work together. This research was conducted on KOffice of the Investment and One-Stop Integrated Services Service (DPMPTSP) of Indragiri Hulu Regency. This research aims to determine and analyze the influence of the role of agility leadership in mediating the influence of competence and work discipline on employee performance at the office (DPMPTSP) of Indragiri Hulu Regency. This research was carried out using quantitative methods, with a sample size of 38 people. With Data Analysis; Instrument Test; Classic assumption test; Path Analysis (Path Path). Data processing uses the IBM SPSS Statistics 21 program. The results of this research show that: (1) competency has a negative and insignificant effect on performance. (2) work discipline has a positive effect on performance. (3) competence influences performance which is mediated by the role of agility leadership. (4) work discipline influences performance which is mediated by the role of agility leadership (5) the role of agility leadership influences employee performance.

Keywords: *Competence, work discipline, agility leadership and employee performance*

INTRODUCTION

Employees are a very important element in improving the performance of an organization. Employee performance appraisal is something that must be carried out by organizational leaders regularly, because with performance appraisal, an organization can find out how much an employee contributes to the organization. So that an outstanding agency can compete with other agencies, namely by having employees who have work achievements and contribute to the agency. Thus, success in an organization's operational processes is largely determined by the quality of human resources, which in this case are employees.

Department is an organization consisting of a group of people where they work together to carry out planned activities. An organization can run effectively if the management functions such as planning, organizing, commitment, discipline and supervision within it function well, and the supporting elements are available and meet the requirements. The Indragiri Hulu Regency Investment and One-Stop Integrated Services Service (DPMPTSP) is the part that supports the duties of the regional head regarding the implementation of capital aspects and structured licensing services led

by the head of the department. In carrying out their responsibilities, employees of the Investment and One Stop Integrated Services Service (DPMPTSP) of Indragiri Hulu Regency have regulations that must be obeyed by their employees and the infrastructure that has been provided to maximize the performance of their employees.

According to researchers' observations, the phenomenon of employee performance at the Investment and One-Stop Integrated Services Office of Indragiri Hulu Regency. It is suspected that this has not been optimal, this can be seen from the quantity, quality, punctuality, attendance and ability to work together. In terms of quantity, the number of employees is not sufficient, this can be seen from the organizational structure where there are still several Section Heads who do not have staff, in terms of quality of employees there are still those who have only graduated from high school, in terms of punctuality and attendance, we still find those who are late and absent. work, and there are still some employees, in carrying out their duties if there are errors in their work the employees lack the initiative to correct them, and there is still a lack of ability to innovate in completing individual tasks and completing tasks as a group, causing employee performance to not be optimal.

There are several factors that influence performance achievement, both results and performance behavior, according to Kasmir (2016:189-193), as follows: Ability and expertise; Knowledge.; Work Plan; Personality or character; Work motivation.; Leadership.; Leadership Style; Organizational culture.; Job satisfaction.; Work environment.; Loyalty.; Organizational Commitment; Work discipline. In this research, researchers limited and only took a few factors that influence performance, namely, Knowledge/Competency, Work Discipline and Leadership Style/Agility Leadership. One effort to improve employee performance is that the competencies possessed by these employees directly influence organizational performance. Therefore, it is necessary to implement a pattern of increasing employee competency so that employee performance can be optimized in order to achieve the goals of the organization.

This shows that employee performance can be built or influenced by the competencies possessed by each employee. The higher the competence of employees in an organization, the greater potential will be created for these employees to be able to improve their performance; According to Wibowo (2007:324) states that competency is the ability to carry out or do a job that is based on skills and knowledge and is supported by the work attitude required by the job. Results of previous research by NKS Suarniti and IW Bagia (2022). Competency has a positive effect on employee performance.

Discipline must be enforced in the organization, this is because it will accompany passion or enthusiasm for work and encourage the realization of organizational goals. With high employee work discipline, employees will be able to achieve optimal work effectiveness, both in terms of time discipline and the rules or regulations set by the organization. So discipline is one of the keys to the success of an organization (Hasibuan 2014: 184). The results of research by Marlinda Anwar et al (2022) show that work discipline has a significant positive influence on employee performance. Eko Trianto (2022) partial work discipline does not contribute to employee performance.

The results of previous research studies have not found a solution to the research gap on the influence of competence and work discipline on performance, using a mediation approach. Based on this, it is suspected that there are other variables that are exclusive moments and can fill the research gap between competence and work discipline on performance, in this research the Agility leadership variable. acts as a mediating variable. Modern Leadership Theory explains that Agile leadership is the ability to create and respond to change in order to be successful in an uncertain and turbulent environment, Naibaho, et al (2021)

Based on phenomena and previous research studies, researchers are interested in researching several variables that are thought to influence performance with the research title; The Role of Leadership Agility in Mediating the Influence of Competency and Work Discipline on Employee Performance at the Office of the Investment and One Stop Integrated Services (DPMPTSP) Indragiri Hulu Regency.

LITERATURE REVIEW.

Performance is a function of motivation and ability. In order to complete a task or job, a person must have a certain degree of willingness and level of ability. Wibowo (2012:2), states that "performance is the result of work that has a strong relationship with the organization's strategic goals, satisfaction and economic contribution". Performance is real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company (Rivai, 2010).

Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job (Wibowo, 2010). Sutrisno (2016) defines competency as an ability based on skills and knowledge which is supported by work attitudes and their application in carrying out tasks and work in the workplace which refers to the specified work requirements.

Employees should understand that having good work discipline means that useful benefits will be achieved, both for the company and for the employees themselves. Therefore, employee awareness is needed in complying with applicable regulations. Apart from that, the company itself must ensure that the regulations are clear, easy to understand and fair, that is, they apply both to the highest management and to lower employees. Discipline is an attitude of respect for company rules and regulations, which exists within employees, which causes employees to adapt voluntarily to company rules and regulations (Hamali, 2016).

Agility supports the creation of adaptive leadership, which no longer relies on leaders as problem solvers, they know very well that discomfort is a good thing, discomfort leads to growth Lee, et.al (2015). However, there are times when facing this discomfort, someone has to use the pause button to stop for a moment. Ririn Fitaloka, et al (2020) also said that the "agile" management style means leaders are required to be flexible, adaptable and quick in making decisions. Nopriadi Saputra, (2021:376)

RESEARCH METHODS

The data used is primary data and secondary data with the population in this study being employees at the DPMPTSP office. with a total of 38 employees. The method used to determine the sample size was the census method. Data collection was carried out by distributing questionnaires and documentation techniques. The data analysis used in this research is descriptive analysis and quantitative analysis. The data analysis techniques used are Instrument Test, Validity Test, Reliability Test, Normality Test; Linearity Test; Path Analysis; Hypothesis testing; t-test; F test, with the SPSS 21 program.

RESEARCH RESULTS AND DISCUSSION

The validity test used is to measure the validity of the questionnaire. After the validity test is carried out, a reliability test is carried out. Next, in carrying out a validity test by looking at the correlation coefficient > 0.3 , if the correlation coefficient is greater than 0.3 then the questionnaire is said to be valid, as is reliability, if Croanbach Alpha is greater than 0.6 then it is said to be valid. reliable. The test results from the Validity Test show that all statement items are

0.3, so all statements are said to be valid. Furthermore, the results of the reliability test for each variable show that the Croanbach Alpha is greater than 0.6, so all variables are said to be reliable.

Validity and Reliability Test

The validity test used is to measure the validity of the questionnaire. After the validity test is carried out, a reliability test is carried out. Furthermore, in carrying out validity tests by looking at the correlation coefficient > 0.3 , if the correlation coefficient is greater than 0.3 then the questionnaire is said to be valid, as well as reliability, if Croanbach Alpha is greater than 0.6 then it is said to be reliable. The results of the Validity Test show that all statement items are > 0.3 so that all statements are said to be valid. Furthermore, the results of the reliability test for each variable show that the Croanbach Alpha is greater than 0.6 so that all variables are said to be reliable.

Path Analysis

Statistical calculations in path analysis (Path Analysis) use regression analysis which is used as a tool with the SPSS For Windows version 21 computer program. The following are the results of the path analysis:

1. The results of the path analysis of the direct influence of Competency on Performance obtained an equation, namely the analysis equation is $Y = -191X + e_1$. With .Ni PerformanceThe coefficient value is -191 which is the path value, meaning that competence has a negative influence on performance. The significance value is $0.655 > 0.05$, so from these results the competency variable directly has a negative and insignificant effect on the performance variable.
2. The results of the path analysis of the direct influence of work discipline on performance obtained an equation, namely the analysis equation is $Y = 0.424X + e_2$. With a Standardized Coefficient value of 0.424, which is a path value, it means that work discipline has a positive influence on performance. The significant value is $0.000 < 0.05$, from these results the work discipline variable has a positive and significant effect on the performance variable.
3. The indirect effect is to multiply the two coefficients by these two equations. Indirect effect = $-191 \times 0.311 = -59.401$. The indirect influence of competence on performance through the role of agility leadership is -59.401. This means that the influence of competency on performance mediated by the role of agile leadership is smaller than the direct influence of competency on performance because $-191 < -59.401$. In this study, the Sobel test results were carried out with the help of an online calculator.
4. The indirect effect is to multiply the two coefficients by these two equations. Indirect effect = $0.424 \times 0.311 = 0.131$. The indirect influence of work discipline on performance through the role of agility leadership is 0.131. This means that the influence of work discipline on performance mediated by the agile role is smaller than the direct influence of competence on performance because $-0.424 < 0.131$. In this study, the Sobel test results were carried out with the help of an online calculator.
5. The results of the path analysis of the direct influence of the role of agility leadership on performance obtained an equation, namely the analysis equation $Y = 0.311X + e$. With a Standardized Coefficient value of 0.311 which is a path value, it means that agility leadership has a positive influence on performance. The significance value is $0.363 < 0.05$, so from these results the role of agility leadership has a positive and insignificant influence on performance variables directly.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the discussion, the following conclusions can be drawn:

- 1) Competence has a negative and insignificant effect on employee performance. This shows that employee competency as measured by educational graduates, whether they are high graduates or not, has nothing to do with the performance of DPMPTSP employees
- 2) Work discipline has a positive and significant effect on employee performance, this shows that the better the work discipline, of course it affects performance.
- 3) The role of agility leadership significantly mediates competence on performance, the role of agility leadership significantly mediates.
- 4) The role of agility leadership significantly mediates work discipline on performance, the role of agility leadership significantly mediates.
- 5) The role of agility leadership has a positive and significant effect on employee performance, this shows that the better the agility leadership, of course it influences performance.

Suggestion

Suggestions that can be conveyed are as follows: 1) DPMPTSP employees are advised to continue to improve their work discipline. 2) For further research, it is hoped that they can develop this research model by adding other variables that influence student satisfaction, service quality and excellent service which are supported by current theories and issues. .

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