

Competitive Shared Leadership and Performance of Local Government Organizations in Indonesia

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Abstract: The purpose of this study was to analyze the impact of self-efficacy, trust and affective commitment on competitive shared leadership and their impact on local government organizations in Indonesia. The survey has been conducted on 230 respondents, namely leaders of organizations in government. The side technique is done by simple random sampling. The data analysis technique was carried out using a Structural Equation Models (SEM) model approach with the help of the LISREL program. The results showed that self-efficacy had a negative effect on competitive shared leadership, but it was not statistically significant. The trust factor and affective commitment have a positive and significant effect on competitive shared leadership in government organizations in the province of South Sumatra, Indonesia. The attitude and belief of subordinates or employees that the leader can be trusted is a positive guarantee for the existence of the organization. Affective commitment is part of organizational commitment, so leaders must be able to maintain commitment in an organization. The results of this study indicate that self-efficacy brought through the process of descent or birth that is owned by individuals consisting of beliefs about something that is the result of thought, interpersonal interaction, and psychology does not have a significant impact on competitive shared leadership. Competitive shared leadership has a positive and significant effect on Regional Apparatus Organization Performance in the South Sumatra Provincial Government. This means that the higher the competitive shared leadership in employees in the Province of South Sumatra, the performance of the Regional Apparatus Organization in the government of the Province of South Sumatra is higher. Competitive shared leadership is a good intervening variable for the relationship between self-efficacy, trust and affective commitment to Regional Apparatus Organization performance in the South Sumatra Provincial government is getting higher.

Keywords

Affective Commitment, Share Leadership, Self-Efficacy, Trust, Organization Performance.

1. Introduction

Recent years have increased research on competitive shared leadership (Castellano, Chandavimol, Khelladi, & Orhan, 2021; D'Innocenzo, Kukenberger, Farro, & Griffith, 2021; D'Innocenzo, Mathieu, & Kukenberger, 2016; Drescher, Korsgaard, Welpe, Picot, & Wigand, 2014; Han, Lee, Beyerlein, & Kolb, 2017), but few studies were conducted on business organizations (Han et al., 2017; Hoch, Pearce, & Welzel, 2010; Mertens, Boen, Steffens, Haslam, & Franssen, 2021) it is still rare to research leadership in government organizations, especially in local governments (Rizali, Perizade, & Hanafi, 2020). Leader performance is important to study because it describes the actual performance of employees which is compiled as a reference based on certain standards (Han et al., 2017; Mertens et al., 2021). Several studies have stated that if the leadership performance is good, the organizational performance will also be good which is supported by two conditions for an effective performance appraisal, namely (1) the existence of criteria that can be measured objectively; and (2) objectivity in the evaluation process (Hodgkinson, Hughes, Radnor, & Glennon, 2018).

The performance of the leadership is used to obtain an overview of the realization of meeting basic needs and become a means of evaluation for revision and improvement of future work programs related to notes on the results obtained from job functions over a certain period of time (Haque, Fernando, & Caputi, 2019). The reflection of the performance of local government leaders can be measured, among others, by the performance of the heads of local government organizations with a focus on indicators of innovation, strategy development, public services, and administrative processes (Chen & Hou, 2016; Matei & Antonie, 2015; Ohemeng, Asiedu, & Obuobisa-Darko, 2018; Sawani, Abdillah, Rahmat, Noyem, & Sirat, 2016a)

The implementation of public services is an added value that supports successful performance to be even better than without good public services (Hyndman & McKillop, 2018). Public services if implemented in a plenary way will be able to increase the value of satisfaction with the community. This is due to the interaction between local government leaders who provide services and the people who are provided with services (Lim et al., 2018; Scupola & Zanfei, 2016). Innovation performance is the first indicator that represents efforts to update and make changes in the form of inventions or decisions that were relatively non-existent before. Besides that, it can also be in the form of imitations that take from models that already exist in other places, and are modified to be of higher quality and better than the products they imitate (Hewitt-Dundas & Roper, 2018; Sulistyono & Siyamtinah, 2016). The performance of program development is more directed to how the strategies and ways of phasing the program in order to achieve the goals in accordance with the expectations set out in the program design, whether in the form of targets, obstacles, challenges, and desired results (Martinsuo & Hoverfält, 2017; Zhao & Smallbone, 2019).

The description above shows that the performance of local governments is strongly influenced by shared leadership. The performance of local government leaders is seen theoretically as the impact of the effectiveness of self-efficacy, trust, and affective commitment carried out by the Head of Regional Apparatus Organizations as a significant human resource asset to achieve organizational goals that have been planned and regulated in certain time stages (Getachew & Zhou, 2018; Kelliher, Reinl, Johnson, & Joppe, 2018; Latorre, Guest, Ramos, & Gracia, 2016; Loomba & Karsten, 2019). A leader who has good self-efficacy, is supported by qualified and effective trust, and has a high affective commitment, he will always think whether his self-efficacy, trust, and affective commitment can improve his soft skills and can be applied in other organizations if one time he changed jobs to a different position (Elo, Benjowsky, & Nummela, 2015).

Self-efficacy brought through the process of descent or birth that is owned by individuals consisting of beliefs about something that is the result of thought, interpersonal, and psychological interactions (Bandura, 1997; D. K. Hsu et al., 2019). Based on the theory of social cognition, self-efficacy plays an important role in improving organizational performance (Kulviwat, C. Bruner II, & P. Neelankavil, 2014). Individuals with the belief that they can adapt, are easier to keep up with the times and technology, are able to adapt to a new environment, and occupy a position as people who deserve to be trusted and become good friends who will never break their promises (Ciravegna&Brenes, 2016; Suhr & Shay, 2014). Trust is a matter of personal assurance that there is a belief that other members will provide the same kindness, exchange information, and are communicative in patterns of interaction in the same and equal position (Jena, Pradhan, & Panigrahy, 2018).

Affective commitment in the form of attitude or behavior of a person towards the organization in the form of loyalty and achievement of the vision, mission, and goals of the organization. A person is said to have a high commitment to the organization, it can be recognized from the voluntary desire of members to be bound to the organization, structural identity, and see the fit between their personal values and the organization's mission (Fernandez-Lores, Gavilan, Avello, & Blasco, 2016).). This psychological bond strengthens members' commitment to the organization and will not leave it voluntarily (Parul & Pooja, 2017). This shows that employees are emotionally attached, identify with themselves, and are actively involved in the organization (Skoludova & Kozena, 2015).

Referring to the various studies that have been described previously on the conceptual relationship of self-efficacy, trust, and affective commitment to the performance of organizational leaders, resulting in inconsistent research gaps or interesting contradictions to be studied further with a different locus and research focus with the approach of resource management science. human. The purpose of this study is to analyze the relationship between competitive joint leadership and the performance of local government organizations which are also influenced by self-efficacy, trust and affective commitment. Through this research, the role of competitive joint leadership will be explored as a mediating variable for the explanatory variable. There is still little research related to the performance of local government organizations, so this research is expected to be able to provide solutions for local governments in Indonesia with joint leadership that is competitive with other factors that influence it.

2. Literature Review

The theory and concept used in this research is the goal setting theory which was first proposed by Dr. Edwin Locke (Latham, 2016), leadership theory originally proposed by Thomas Carlyle (Haque et al., 2019), social cognition theory pioneered by Bandura (Bandura, 1997), and symbolic interaction theory by Herbert Mead (Moura, Beer, Patelli, Lewis, & Knoll, 2017; Rizali, Perizade, Sulastri, & Hanafi, 2021). Leadership first gave rise to the great man theory with the scientist who revealed it Thomas Carlyle in the 1800s (Subramony, Segers, Chadwick, & Shyamsunder, 2018). In this theory it is stated that someone will become a leader because of inheritance as a great person or previous kings. A person is appointed and positioned as a leader because of the inheritance of his descendants, for example the king's son will become a king who places generative and genetic factors as a determinant of leadership (Atapattu & Ranawake, 2017).

2.1. Performance of Local Government Organizations

The concept used is the performance of regional government leaders based on Law Number 5 of 2014 concerning State Civil Apparatus related to 4 (four) indicators, namely; (1). Innovation or in the form of renewal and changes in productivity (Chen & Hou, 2016; Hau & Kang, 2016). (2). Program development or continuing existing programs (Martinsuo & Hoverfält, 2017; Sawan, Abdillah, Rahmat, Noyem, & Sirat, 2016b). (3). Public services are in the form of providing services to the public, both individuals and groups of people (Frank Louis Kwaku, Emelia Amoako, & Theresa, 2018). (4). An administrative process that serves the needs of the public's correspondence (Matei & Antonie, 2015).

Innovation comes from the root of the word efforts to renew and make changes to a product, goods or services. In this case, innovation can be described and assessed by indicators, namely; (1). Inventions in the form of inventions that are relative to a creation of productivity of goods and services that have not previously existed; (2). Duplication or imitation that takes from models that already exist in other places, it's just an effort to modify it so that it is of higher quality and better than the product it imitates both in form and material.

2.2. Self efficacy

Self-efficacy is an individual's ability to succeed in doing something (Bandura, 1997). Meanwhile, according to Santrock (2007) self-efficacy is a person's belief in his ability to master the situation and produce something profitable. This is supported by the capability to design techniques and strategies to achieve targets optimally and with minimal risk in various circumstances (Bandura, 1997). The results of a scientific and measurable study (Kulviwat et al., 2014) show that the failure that is often experienced by individuals is due to their inability to fully implement their competencies. From the results of a comprehensive study by elik, Yeloğlu, and Yıldırım (2016) by taking the idea that self-efficacy is a conceptual thought related to monitoring individual competencies in an effort to achieve the desired and real goals in individual strategies optimally to achieve goals desired structure that has been compiled for a long time according to Bandura (1997). In the analysis (Song & Chon, 2012) a rule that is measurable and systematic and supported by a belief must continue to be developed and analyzed according to the psychological and actual conditions of the individual (Donohoo, 2017).

Self-efficacy in general indicates a person's overall traits or characteristics of the self, such as locus of control, neuroticism, and self-esteem (Milana & Maldaon, 2015). On the other side of the spectrum, the second type of self-efficacy is specific and relates to a person's assessment of success in a particular area of this person's task ability. Due to the peculiarities of self-efficacy, it is not a personal trait, as in the case of general self-efficacy, but becomes more like a state of affairs (Hassi & Konnen, 2018). Self-efficacy is a self-regulating mechanism of cognition. Therefore, people with high self-efficacy more often view challenging assignments as something that can be mastered and cannot be avoided (Song & Chon, 2012).

2.3. Trust

Trust is a concept related to the individual's desire to give high confidence to others that he will do something that is beneficial to him for certain interests and in any situation. Trust becomes a complexity in the relationship between individual relationships in a psychological state in the form of a desire to accept vulnerability based on positive expectations of the wishes or goals of other people's behavior that must be accepted and understood (Jena et al., 2018).

Trust is the basis for building and maintaining good inter and intra personal relationships and will be a great opportunity to establish attachment and social support between employees and the company organization. Trust occurs when a person believes in the reliability of the trusted person. Confidence in parties who have reliability will provide a value of trust in that party so that someone can provide confidence in something. (Suhr & Shay, 2014).

The value of trust that is firmly attached to the individual will greatly benefit him in the form of happiness, being an idol, being a role model, and the hope of many people for goodness in the environment where he is (Jena et al., 2018). Attitudes and beliefs from subordinates or employees that the leader can be trusted are a positive guarantee of the existence of a regular organization that is a hope for significant productivity (Lawal, 2017).

2.4. Affective Commitment

Affective commitment is defined as an employee's voluntary desire to be attached to the organization and is associated with a deep structural identity of employees because employees are more likely to stay (Naim&Lenka, 2017). This study contributes to the employee attachment literature by explaining why affective commitment is related to organizational identification using social identity theory (Tse, Huang, & Lam, 2013). Meyer and his colleagues (Haque et al., 2019) integrated the extensive literature on affective commitment as a social identity phenomenon (Drejer, 2004). This view is somewhat revolutionary because most of the previous work on affective commitment adopted a social exchange perspective ((Thacker, 2015). Affective commitment is divided into indicators; (1) Integrity; (2) Self-concept; (3) Equality; (4) Priority of work.

Integrity indicators become a benchmark for efforts to become a complete person, work well, and carry out planned functions (Vogelgesang, Leroy, & Avolio, 2013). Adherence to certain moral and artistic values is a strength of integrity, being consistent with what is considered right, putting forward a set of beliefs and then acting on the basis of principles (Cui & Jiao, 2018). The affirmation of faith is reflected in the integrity of obedience, hope and candor. In addition, it also shows similarities between what is believed and behavior in the same various situations, is able to control oneself, is open to considering situations for the better, and always evaluates oneself (Arun & Dona, 2017). Psychological ties bind their integrity to the organization and explain the likelihood that employees will not leave the organization voluntarily (Mills & Boardley, 2017; Vogelgesang et al., 2013) and are noted as significant and relevant for organizational identification and outcomes (Vogelgesanget al. , 2013)

Indicators of self-concept are related to an understanding of oneself or ideas about oneself which as a whole describe perceptions, feelings, beliefs, and values related to themselves (Lin et al., 2016). Self-concept is

supported by factors; (1). Knowledge of self that can form a positive image; (2). Expectations about future aspirations in the perspective of dreams, aspirations, and contributions to society; (3). Our self-assessment leads to how much we like ourselves (Choi, Cundiff, Kim, & Akhatib, 2017). Success in implementing self-concept well will be able to improve individual performance and organizational performance (Laguía, Moriano, & Gorgievski, 2019).

Indicators of equality are a number of capacities in the form of confidence in their ability to achieve organizational performance targets, similarity in their belief that they are equal and equal with others, and always evaluate themselves and the ability to improve their weaknesses and try to change them (Bell, Brown, & Weiss, 2017). Equality still places itself in accordance with the position where it is assigned while taking into account changes and organizational culture, anti-discrimination policies in the workplace, and equality of gender orientation (Gia Donna, 2016).

Work priority indicators are the intensity of individuals who take sides with their work and attach importance to the level of performance achieved as a form of self-esteem (Kim, Scott, & Crompton, 2017). Employee commitment can be seen from the level of work involvement as measured by factors; (1). Priority that places work as the main interest in life and a source of satisfaction for life's needs; (2). Actively participate in generating ideas, making effective decisions, career advancement, and educational opportunities; (3). Prioritizing performance that affects self-esteem and is described in the extent to which a person considers his work important (Kim et al., 2017). Have principles in work, think about unfinished work, and be consistent in work (Wulandari, Ferdinand, & Dwiatmadja, 2018).

2.5. Competitive Shared Leadership

Transformational leadership theory is the basis of the concept of shared leadership (Getachew & Zhou, 2018; Hans & Gupta, 2018). A transformational leadership strategy that prioritizes the influence of idealization, inspirational motivation, intellectual stimulation, and individual consideration (Deichmann & Stam, 2015). The pattern of leadership that makes itself a role model, idol, and icon for the community is closely related to the idealistic influence model. A pattern of leadership that can encourage people to continue to develop and make themselves better (Hwang, Lin, & Shin, 2018). Meanwhile, this leadership model puts forward thinking, scientific studies, and various discussions in the midst of society that can be identified with the intellectual stimulation model (Sandvik, Croucher, Espedal, & Selart, 2018). The transformational leadership model prioritizes various breakthrough and innovation programs and prioritizes patterns of education and training to achieve leadership goals can be categorized as an individual consideration model (Ding, Li, Zhang, Sheng, & Wang, 2017).

Competitive shared leadership is based on the idea that more than team members can lead to change (Han et al., 2017; J. S.-C. Hsu, Li, & Sun, 2017). In addition, similar characteristics were found among these definitions. Competitive leadership recognizes the interdependent nature of leadership through shared achievement, shared responsibility, and the importance of teamwork to bring about change (Houghton, Pearce, Manz, Courtright, & Stewart, 2015). The model of shared leadership emphasizes the need to distribute leadership duties and responsibilities across hierarchies (Han et al., 2017). Pearce & Conger (2002) described shared leadership as a process of interactive and dynamic influence among individuals in a group for whose purpose is to help each other towards the achievement of group or organizational goals.

Shared leadership involves interactive behaviors, such as communicating, influencing, making suggestions and holding people accountable (Cheshin, Amit, & van Kleef, 2018).

3. Research Framework

The framework for this research can be seen in Figure 1.

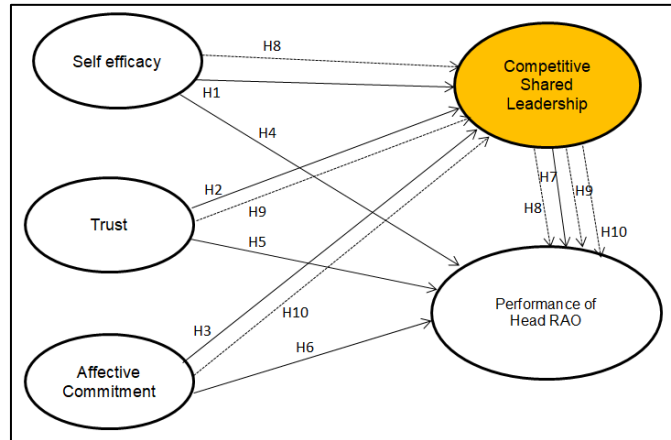


Figure 1. Research Framework

4. Research Methods

4.1. Research design

This type of research is descriptive research with a quantitative approach that aims to determine the effect of the independent variables on the dependent variable. This research was conducted through a survey by distributing questionnaires to respondents. The research design used an exploratory survey approach.

4.2. Population and sample

The population is State Civil Apparatus (SCA) who has held the position of Head of Regional Apparatus Organization (RAO) for 2 (two) years, has worked for more than 20 (twenty) years, has experience in administrative and supervisory positions, and has duties and functions that can reduce poverty rate and increase local revenue consisting of Head of Service, Head of Agency, and Head of Bureau in Provincial Government and 17 Regencies/Cities in South Sumatra as many as 460 (four hundred and sixty) respondents.

The sample in this study was 50% of the population of 230 (two hundred and thirty) respondents. Sampling using a simple random sampling technique (simple random sampling) by providing equal

opportunities for each member of the population to be a research sample by taking lottery numbers. Each selected number does not need to be returned again for the next draw.

4.3. Data analysis technique

The data analysis technique used to discuss the problems in this research is SEM (Structural Equation Modeling) using the LISREL (Linear Structural Relations) version 9.30 program. The SEM analysis method is one of the multivariate data analysis techniques which is a combination or combination of path analysis and factor analysis.

The test statistic used in SEM is the Critical Ratio (C.R). The criteria for testing the hypothesis are as follows (Gunarto, 2018):

- a. The value of C.R (Critical Ratio) > 1.96 with a significance level of 0.05 indicates that there is a significant effect between the independent variables on the dependent variable.
- b. The value of C.R (Critical Ratio) < 1.96 with a significance level of 0.05 indicates that there is no significant effect between the independent variables on the dependent variable.

5. Results and Discussion

5.1. Respondent Profile

The unit of analysis in this study is the Regional Apparatus Organization (RAO) with a total of 230 samples. This research has involved various RAOs in South Sumatra Province which are spread across 12 District Governments and 4 City Governments. Most of the respondents (84%) were male and only 16 percent or 37 respondents were female. Most of the respondents (45.6%) were 45-49 years old, 36 percent or 83 respondents were 50-55 years old, 8.7 percent were over 55 years old, 8.3 percent were 40-44 years old and only there are 1 percent or 3 respondents who are less than 40 years old. Most respondents (55%) have a master's education level, 43 percent (98 respondents) have a bachelor's education level and only 2.6 percent or 6 respondents have a doctoral education level.

5.2. Measurement Model Analysis

Measurement model analysis was conducted to assess the validity and reliability of the indicators used to represent the hypothesized constructs. Analysis of the measurement model for each variable was carried out using Confirmatory Factor Analysis (CFA) from the LISREL 8.7 program. CFA analysis was conducted to see the ability of indicators in explaining latent variables. The size of the indicator in explaining the latent variable is expressed by the loading factor. The greater the factor loading value indicates that the indicator is getting better at measuring what should be measured and if the factor loading value is greater than 0.5 then the indicator is valid (Gunarto, 2018).

The reliability test was carried out by calculating the construct reliability or Construct Reliability (CR) and Average Variance Extract (AVE) with the criteria of an instrument or variable being declared to have good

reliability if CR 0.7 and AVE 0.5. If the CR value is between 0.6 – 0.7, the reliability is still acceptable, as long as the indicators have good validity (Hair, Black, Babin, & Anderson, 2014).

The CFA model will be formed in several stages until it gets a fit CFA measurement model, meaning that it meets various model fit criteria, so that the model shows that it is valid and reliable (Gunarto, Hurriyati, Disman, & Wibowo, 2018; Gunarto, Hurriyati, Disman, Wibowo, & Natalisa, 2018).

5.2.1. Measurement Model on Self-Efficacy Variables

The CFA results for the Self-Efficacy variable obtained factor loading values for all indicators greater than 0.5. This shows that all indicators forming the self-efficacy variable are valid. The reliability value of the self-efficacy variable is described in Table 1.

Table 1. Loading Factor Value and Self-Efficacy Model Reliability Value

Indicator	Factor loading (λ)	Squared Factor loading (λ^2)	Error (e)	Information
A1	0,760	0,578	0,422	Valid
A2	0,820	0,672	0,328	Valid
A3	0,800	0,640	0,360	Valid
A4	0,810	0,656	0,344	Valid
A5	0,800	0,640	0,360	Valid
A6	0,810	0,656	0,344	Valid
Amount	4,800	3,842	2,158	
<i>Construct Reliability (CR)</i>		0,914		Reliabel
<i>Average Variance Extract (AVE)</i>		0,640		

Table 1 shows that the CFA Self-Efficacy model with 6 indicators can be declared valid, because all indicators have a factor loading (λ) value of more than 0.5. The reliability value shows that the self-efficacy variable with 6 indicators is reliable, because the CR value is greater than 0.7 (CR=0.914) and the AVE value is greater than 0.5 (AVE=0.640). This means that the indicators formulated in the initial model of measuring the self-efficacy variable are valid and reliable.

5.2.2. Measurement Model on Trust Variables

The factor loading value for all indicators of the Confidence variable is greater than 0.5. This shows that all indicators forming the Trust variable are valid. The reliability value of the Trust variable is described in Table 2.

Table 2. Loading Factor Value and Trust Model Reliability Value

Indicator	Factor loading (λ)	Squaered Factor loading (λ^2)	Error (e)	Informatio n
B1	0,880	0,774	0,226	Valid
B2	0,810	0,656	0,344	Valid
B3	0,910	0,828	0,172	Valid
B4	0,890	0,792	0,208	Valid
B5	0,870	0,757	0,243	Valid
B6	0.860	0.740	0.260	Valid
Amount	5,230	4,565	1,436	
<i>Construct Reliability (CR)</i>		0.950		Reliabel
<i>Average Variance Extract (AVE)</i>		0.761		

Based on Table 2. The confidence model with 6 indicators can be declared valid, because all indicators have a factor loading (nilai) value of more than 0.5. The reliability value shows that the Trust variable with 6 indicators is reliable, because the CR value is greater than 0.7 (CR=0.950) and the AVE value is greater than 0.5 (AVE=0.761). This means that the indicators formulated in the Trust variable measurement model are valid and reliable.

5.2.3. Measurement Model on Affective Commitment Variables

The results of the CFA for the Affective Commitment variable obtained that the factor loading value for all indicators was greater than 0.5. This shows that all indicators forming the Affective Commitment variable are valid. The reliability value of the Affective Commitment variable is described in Table 3.

Table 3. Value of Loading Factor and Reliability Value of Affective Commitment Model

Indicator	Factor loading (λ)	Squared Factor loading (λ^2)	Error (e)	Information
C1	0,890	0,792	0,208	Valid
C2	0,870	0,757	0,243	Valid
C3	0,860	0,740	0,260	Valid
C4	0,870	0,757	0,243	Valid
C5	0,850	0,723	0,278	Valid
C6	0,770	0,593	0,407	Valid
Amount	5,110	4,361	1,639	
<i>Construct Reliability (CR)</i>		0.941		Reliabel
<i>Average Variance Extract (AVE)</i>		0.727		

Based on Table 3 shows that the Affective Commitment model with 6 indicators can be declared valid, because all indicators have a factor loading (λ) value of more than 0.5. The reliability value shows that the Affective Commitment variable with 6 indicators is reliable, because the CR value is greater than 0.7 (CR = 0.941) and the AVE value is greater than 0.5 (AVE = 0.727). This means that the indicators formulated in the measurement model of the Affective Commitment variable are valid and reliable.

5.2.4. Measurement Model on Competitive Shared Leadership Variables

The results of the CFA for the Competitive Joint Leadership variable obtained factor loading values for all indicators of more than 0.5. This shows that all the indicators that make up the Competitive Shared Leadership variable are valid. The reliability value of the Competitive Shared Leadership variable is described in Table 4.

Table 4. Value of Loading Factors and Reliability of Competitive Shared Leadership Model

Indicator	Factor loading (λ)	Squared Factor loading (λ^2)	Error (e)	Information
D1	0,960	0,922	0,078	Valid
D2	0,870	0,757	0,243	Valid
D3	0,830	0,689	0,311	Valid
D4	0,910	0,828	0,172	Valid
D5	0,860	0,740	0,260	Valid
D6	0,910	0,828	0,172	Valid

Amount	5,340	4,763	1,237
<i>Construct Reliability (CR)</i>		0.958	Reliabel
<i>Average Variance Extract (AVE)</i>		0.794	

Based on Table 4, the initial model of Competitive Leadership CFA with 6 indicators can be declared valid, because all indicators have a factor loading value (λ) of more than 0.5. The reliability value shows that the Competitive Shared Leadership variable with 6 indicators is reliable, because the CR value is greater than 0.7 (CR = 0.958) and the AVE value is greater than 0.5 (AVE = 0.794). This means that the indicators formulated in the initial model for measuring the Competitive Leadership Variables are valid and reliable.

5.2.5. Results of Measurement Model Analysis on RAO Performance Variables

The results of the CFA for the RAO Head Performance variable obtained that the factor loading value for all indicators was greater than 0.5. This shows that all indicators that make up the RAO Head Performance variable are valid. The reliability value of the RAO Performance variable is described in Table 5.

Table 5. Loading Factor Value and Reliability Value of the Initial Model of RAO Performance

Indicator	Factor loading (λ)	Squared Factor loading (λ^2)	Error (e)	Information
E1	0,820	0,672	0,328	Valid
E2	0,800	0,640	0,360	Valid
E3	0,830	0,689	0,311	Valid
E4	0,740	0,548	0,452	Valid
E5	0,790	0,624	0,376	Valid
E6	0,840	0,706	0,294	Valid
Amount	4,820	3,879	2,121	
<i>Construct Reliability (CR)</i>		0.916		Reliabel
<i>Average Variance Extract (AVE)</i>		0.646		

Based on Table 5, the initial CFA model for the Performance of RAO Heads with 6 indicators can be declared valid, because all indicators have a factor loading value (λ) of more than 0.5. The reliability value shows that the RAO Head Performance variable with 5 indicators is reliable, because the CR value is greater than 0.7 (CR = 0.95) and the AVE value is greater than 0.5 (AVE = 0.65). This means that the indicators formulated in the initial model of measuring the RAO Performance variable are valid and reliable.

5.3. Structural Model Establishment

After performing a confirmatory factor analysis (CFA) for each variable, then an analysis of the full model for the structural model is carried out. The estimation results for the full structural model analysis are shown in Figure 2.

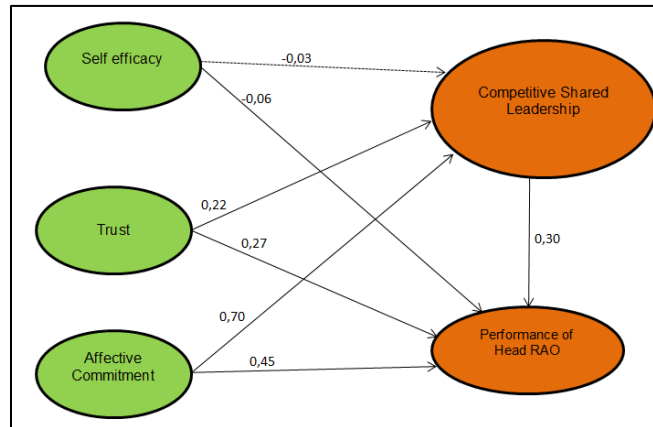


Figure 2. Full Model Estimation Results.

Figure 2. shows the magnitude of the parameter values in the relationship between the existing latent variables and the magnitude of the loading factor values of each indicator forming the latent variable. Judging from the existing parameter values, it can be seen that the relationship between exogenous variables and endogenous variables is negative and some is positive. The figure also shows the magnitude of the direct influence and the role of each intervening variable. Based on Figure 2. it can be seen that there is a positive or negative effect from one exogenous variable to an endogenous variable. There was a negative effect on the relationship between Self-Efficacy on Competitive Shared Leadership and RAO performance, but the two relationships of Self-Efficacy on Competitive Shared Leadership were not statistically significant. While the relationship between other variables shows a positive and significant relationship, meaning that if the variable increases, the other variables also increase and vice versa.

The overall test results for the full model analysis are shown in Figure 3.

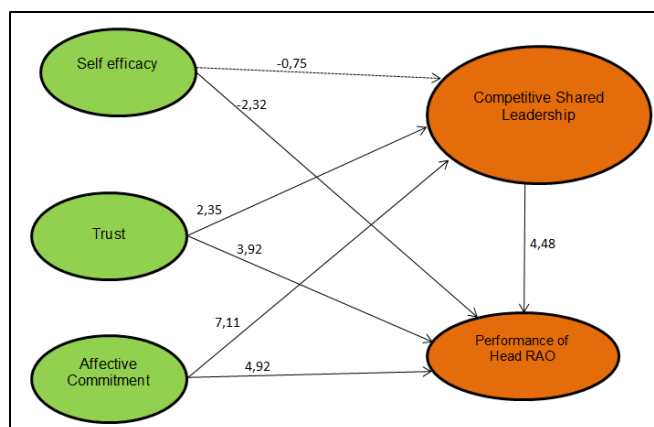


Figure 3. Full Model Test Results.

Figure 3 is the test result for the measurement model and the structural model. All parameters were tested by statistical t test where the test was significant if the t value obtained was more than 1.96, and vice versa if the t-count value obtained was less than 1.96 then the parameter was not statistically significant. Figure 3. shows that all the indicators forming the latent variable are significant, because the t value is greater than 1.96, while the test results for the structural model, namely the relationship between the latent variables are significant or not.

The test results of each structural model parameter are shown in Table 6

Table 6. Results of Testing the Relationship Between Latent Variables

Endogen Variable		Eksogen/ Endogen Variable	Estimate	S.E.	t- Value	Information	R ²
Competitive Shared Leadership	<---	Self Efficacy	-0,03	0,03	-0,75	Not Significant	
Competitive Shared Leadership	<---	Trust	0,22	0,09	2,35	Significant	0,81
Competitive Shared Leadership	<---	Affective Commitment	0,70	0,09	7,11	Significant	
RAO Head Performance	<---	Competitive SharedLeadership	0,30	0,07	4,48	Significant	
RAO Head Performance	<---	Self Efficacy	-0,06	0,02	-2,32	Significant	
RAO Head Performance	<---	Trust	0,27	0,07	3,92	Significant	0,97
RAO Head Performance	<---	Affective Commitment	0,45	0,09	4,92	Significant	

Based on Table 6. it can be seen that of the 7 (seven) hypotheses proposed, there are 6 (six) hypotheses that are accepted (significant) and the rest (1 hypothesis) are not significant. Self-efficacy affects perceptions of

cognition and emotional reactions. In particular, self-efficacy was found to play a substantive role in shaping individual attitudes through both cognitive and affective routes (Kulviwat et al., 2014). Human resource climate partially mediates the relationship between self-efficacy, work and work involvement both directly and indirectly to improve the performance of organizational leaders (Chaudhary, Rangnekar, & Barua, 2012; Kulviwat et al., 2014). Career choices to improve performance are influenced by self-efficacy in developing human resources (Song & Chon, 2012).

The results of this study are also in line with the research of Vancouver and Kendall (2006) which states that self-efficacy has a negative effect on motivation and performance. In this case, self-efficacy tends to play a negative role on resource allocation, which can negatively affect performance. However, this is not a self-defeating role for self-efficacy beliefs (Bandura & Locke, 2003), but a practical, adaptive one. In addition, there is some evidence in this study that self-efficacy is positively related to goal level, which usually leads to higher levels of performance (Locke & Latham, 1990). The problem is that attempts to directly influence self-efficacy beliefs can alter the calibration of those beliefs and thus an individual's ability to properly self-regulate preparatory activities.

The results of the study indicate that there is a positive and significant influence between Trust and Competitive Shared Leadership. This means that the higher the Trust, the stronger the Competitive Shared Leadership. These results are in line with research (Kelliher et al., 2018) which states that there is a conceptually significant influence between trust and organizational leadership performance. The contribution of trust with a longitudinal interpretivist approach supported by social exchange theory can improve tourism performance in rural areas. Research (Alaarj, Abidin-Mohamed, & Bustamam, 2016) also states that the role of trust has a significant effect on knowledge management abilities, culture, motivation, work spirit, meaning of work, and improving the performance of organizational leaders. Research on organizations with the development of new technologies and virtual work teams shows that greater capacity and ability for attractive, empathetic and fair leaders is very likely to build trust in improving the performance of organizational leaders (Guinaliú&Jordán, 2016).

Research on transformational leadership proves that solid trust and supported by a reliable communication team play a role in improving the performance of organizational leaders (Boies, Fiset, & Gill, 2015); (5). Research on the relationship between trust and effectiveness of virtual teams by mediating knowledge sharing. The results of the analysis show that knowledge sharing and trust are significantly related to the effectiveness of virtual teams in improving the performance of organizational leaders (Pangil& Moi Chan, 2014).

The results of the study indicate that Affective Commitment has a positive and significant effect on Competitive Shared Leadership. Statistically it can be stated that Affective Commitment has a significant effect on Competitive Shared Leadership because the t -value is greater than t -table (1.96). This means that the higher the Affective Commitment of the employee, the stronger the Competitive Shared Leadership. Affective commitment in the form of attitude or behavior of a person towards the organization in the form of loyalty and achievement of the vision, mission, and goals of the organization. A person is said to have a high commitment to the organization, it can be recognized from the voluntary desire of members to be bound to the organization, structural identity, and see the compatibility between their personal values and the organization's mission (Fernandez-Lores et al., 2016).

This psychological bond strengthens members' commitment to the organization and will not leave it voluntarily (Parul & Pooja, 2017). This shows that employees are emotionally attached, identify with themselves, and are actively involved in the organization (Skoludova & Kozena, 2015). Affective commitment can be assessed with indicators of compliance or integrity, strong belief in abilities or self-concept, having an equal position with others, and placing work as a priority (Han et al., 2017).

Self-efficacy emphasizes the individual's belief in his ability to deal with certain situations with varying degrees of difficulty (Bamel, Budhwar, Stokes, & Paul, 2017). Belief in the power of self-efficacy will affect the activities performed, the effort required, the length of persistence and innovation in a task, and emotional reactions when anticipating an unfavorable intuition. While goals emphasize the desired end goal with planning that has been arranged systematically with procedural stages (Fitzsimons, Sackett, & Finkel, 2016). This condition illustrates that too high a person's self-efficacy will lead to more trust so that it will have a negative impact on the performance of the RAO head in South Sumatra Province.

The effect of creative self-efficacy on innovative behavior was found to be more influential when employees work under strong pressure. Consistent with social cognition theory, these results suggest that cultivating innovative behavior among higher-level employees is more successful at improving performance (Newman, Tse, Schwarz, & Nielsen, 2018). Self-efficacy affects the perception of cognition and emotional reactions. In particular, self-efficacy was found to play a substantive role in shaping individual attitudes through both cognitive and affective routes (Kulviwat et al., 2014).

The results showed that there was a positive and significant influence between Trust on the Performance of the RAO Head of 0.27 with a t-value of 3.92 and statistically significant because the t-value was greater than the t-table (1.96). This means that the higher the trust, the stronger the performance of the RAO Head. This result is in line with research (Kelliher et al., 2018) which states that there is a conceptually significant influence between trust and organizational leadership performance. The contribution of trust with a longitudinal interpretivist approach supported by social exchange theory can improve tourism performance in rural areas.

Research (Alaarj et al., 2016) also states that the role of trust has a significant effect on knowledge management abilities, culture, motivation, morale, work meaning, and improving the performance of organizational leaders which ultimately affects organizational performance. Research on organizations with the development of new technologies and virtual work teams shows that greater capacity and ability for attractive, empathetic and fair leaders is very likely to build trust in improving the performance of organizational leaders (Guinaliu & Jordán, 2016). Research on the relationship between trust and effectiveness of virtual teams by mediating knowledge sharing. The results of the analysis show that knowledge sharing and trust are significantly related to the effectiveness of virtual teams in improving the performance of organizational leaders (Pangil & Moi Chan, 2014).

Affective Commitment has a positive and significant effect on the performance of the RAO Head of 0.45 with a t-value of 4.92 and statistically it can be stated that there is a significant effect because the t-value is greater than the t-table (1.96). This means that the higher the Affective Commitment of the employee, the stronger the performance of the RAO Head. Affective commitment in the form of attitude or behavior of a person towards the organization in the form of loyalty and achievement of the vision, mission, and goals of the organization.

A person is said to have a high commitment to the organization, it can be recognized from the voluntary desire of members to be bound to the organization, structural identity, and see the compatibility between

their personal values and the organization's mission (Fernandez-Lores et al., 2016). This psychological bond strengthens members' commitment to the organization and will not leave it voluntarily (Parul& Pooja, 2017). This shows that employees are emotionally attached, identify with themselves, and are actively involved in the organization (Skoludova&Kozena, 2015). Affective commitment can be assessed with indicators of compliance or integrity, strong belief in abilities or self-concept, having an equal position with others, and placing work as a priority (Han et al., 2017).

Shared leadership in its role to improve performance is also one of the studies conducted by researchers in Human Resource Management Science (Han et al., 2017; Houghton et al., 2015; JS-C. Hsu et al., 2017; Muethel&Hoegl, 2013). Research conducted as a follow-up to the development of information systems training shows that shared leadership has a positive impact on employees' affective, cognitive, and behavior. Shared leadership and increased organizational performance, leaders, and employees will become stronger when tasks are more complex (J. S.-C. Hsu et al., 2017). The influence of shared leadership in a survey of postgraduate alumni training participants has a significant impact on coordination activities, commitment to achieving goals, and knowledge sharing which in turn can improve organizational performance, leadership, and employees (Han et al., 2017).

Competitive Shared Leadership is a good intervening variable for the relationship between self-efficacy, trust and affective commitment to the higher performance of the RAO Head in the South Sumatra Provincial government.

6. Conclusion

The conclusions of this study are:

1. Self-efficacy has a negative but not significant impact on Competitive Shared Leadership in the South Sumatra Provincial Government. This means that the more Self-Efficacy has no effect on Competitive Joint Leadership in the South Sumatra Provincial government is relatively sufficient.
2. Trust has a positive and significant effect on Competitive Shared Leadership in the South Sumatra Provincial Government. This means that the stronger the trust in the employees, the better the Competitive Shared Leadership in the South Sumatra Provincial government will be.
3. Affective Commitment has a positive and significant effect on Competitive Shared Leadership in the South Sumatra Provincial Government. This means that the higher the Affective Commitment on the employees, the higher the Competitive Shared Leadership in the Provincial Government of South Sumatra will be.
4. Self-efficacy has a negative and significant effect on the performance of the RAO Head in the South Sumatra Provincial government. This means that the higher the self-efficacy of employees, the lower the performance of the RAO Head in the South Sumatra Provincial government.
5. Trust has no positive and significant effect on the performance of the RAO Head in the South Sumatra Provincial government. This means that the higher the trust in employees, the higher the performance of the RAO Head in the South Sumatra Provincial government.

6. Affective Commitment has a positive and significant effect on the performance of the RAO Head in the South Sumatra Provincial government. This means that the higher the Affective Commitment that exists in employees, the higher the performance of the RAO Head in the South Sumatra Provincial government.
7. Competitive Shared Leadership has a positive and significant impact on the performance of the RAO Head in the South Sumatra Provincial government. This means that the higher the Competitive Joint Leadership that exists in employees in the South Sumatra Province, the higher the performance of the RAO Head in the South Sumatra Provincial government.
8. Competitive Shared Leadership is a good intervening variable for the relationship between self-efficacy, trust and affective commitment to the higher performance of the RAO Head in the South Sumatra Provincial government.

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