

# BUILDING COMPETITIVE SHARED LEADERSHIP TO IMPROVE THE PERFORMANCE OF SOUTH SUMATERA PROVINCE GOVERNMENT

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19

## BUILDING COMPETITIVE SHARED LEADERSHIP TO IMPROVE THE PERFORMANCE OF SOUTH SUMATERA PROVINCE GOVERNMENT

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**Abstract:** The performance of the South Sumatra Provincial Government is reflected in the quality of innovation, program development, public services, and administrative processes related to the task and function of improving people's welfare. Performance productivity is measured by reducing poverty, increasing economic growth, and increasing local income. One of the improvements in performance is the work of middle level management in addition to the work of other levels of top management and low management. This study will answer the question of why factors can significantly to improve the performance of the government of South Sumatra Province. This paper will examine the factors of self-efficacy and affective commitment which are seen as determinants of improving the performance of the government of South Sumatra province, because it is one of the advantages of human resources and is a productive added value. However, previous studies on self-efficacy and affective commitment provide evidence that these two factors produce inconsistent research findings or gaps. Therefore empirically recommends that the effect of self-efficacy and affective commitment to improve performance requires further research to be justified. To resolve the gap of self-efficacy and affective commitment to the performance of the government of South Sumatra province, researchers adopted the theory of goal setting with the concept of competitive leadership with good organizational indicators, applying technology, sustainable work programs, and developing wider networks as a result of efficacy self and affective commitment can henceforth be used to improve organizational performance. The sample was used 108 respondents who held administrative positions with SEM

	<p>LISREL 9.30 data processing. This conceptual model is expected to prove that competitive shared leadership that is influenced by self-affication and affective commitment significantly improves the performance of the government of South Sumatra province.</p> <p><b>Keywords:</b> Competitive Shared Leadership, Self-Efficacy, Affective Commitment, Organizational Performance</p>
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## INTRODUCTION

The research we are going to do is closely related to organizational performance, namely the Regional Government in South Sumatra Province, which measures accountability, performance-based budgeting, employee orientation, community progress, and bureaucratic reform (Ribeiro, Yücel, & Gomes, 2018). This performance is used to obtain a picture of the realization of meeting basic needs and to be an evaluation tool for the revision and improvement of future work programs related to records of results obtained from work or activity functions during a certain period of time (Haque, Fernando, & Caputi, 2019). Reflections on Regional Government performance can be measured among others from the performance of the Head of the Regional Apparatus Organization (OPD) with a focus on innovation indicators, strategy development, public services, and administrative processes (Tran, et.al., 2019; Wilden, et.al., 2018).

Innovation performance is the first indicator that is an effort to renew and make changes in the form of findings or decisions that are relatively unprecedented. In addition, it can also be in the form of imitation that takes from models that already exist in other places, and is modified to be of higher quality and better than the product imitated (Hewitt-Dundas & Roper, 2018; Sulisty & Siyamtinah, 2016).

Program development performance is more directed to the strategy and ways of program phasing in order to achieve the targets in accordance with the expectations set out in the program design, whether in the form of targets, obstacles, challenges, and desired outcomes (Martinsuo & Hoverfält, 2017; Zhao & Smallbone, 2019). The development of this program will be successful if it is supported by effective organization in implementing the program in a hierarchical and clear task function that will produce optimal performance (Keegan, et.al., 2017).

The performance of public services is related to the activities of individuals or groups that are arranged systematically with the aim to meet the needs for procedures and stages have been determined. These services are physical products in the form of goods, non-physical products in the form of comfort, liking the situation, and satisfaction with what is received from the service product (Bezes, et.al., 2012). The factor of public service in its implementation is added value or things that support the success of the performance to be better than without good public service (Hyndman & McKillop, 2018).

The performance of the administrative process is closely related to the protection of population, portfolio, legal certainty, and certainty of ownership of property that is processed based on the operational standard of work (SOP) in accordance with a predetermined schedule (Wan & Qinxuan, 2016; Wenxing, Pengcheng, Jianqiao, Po, & Jianghua, 2016). The result of the administrative process is the existence of written evidence in the form of a legal attachment or proof of legal ownership to carry out an activity related to other people and conduct transactions and buying and selling (Bryer, 2014; Foster, 2017).

In the period of 2016-2018, the regional government in South Sumatra Province has identified and implemented indicators intended to improve performance in the form of programs to improve the welfare of the community, advance infrastructure and connectivity, advance agriculture and food sovereignty, advance the stability of security and public order and religion, promoting youth and sports, advancing popular economy, advancing industry and commerce, promoting energy access, advancing cultural arts and tourism, promoting transparent and accountable development, promoting access to gender responsive development and child protection, promoting environmental quality, advancing public services quality, promote professional apparatus and integrity, promote quality education, and advance the welfare of society (Bappeda, 2019).

**Table 1**  
**Performance of Local Government in South Sumatra Province**

No	Performance Indicators	Regional Government Program
1	Innovation	Internet Village Connectivity Era 4.0 Utilization of rubber asphalt Swamp Buffalo Farm KUR Bunga APBD subsidies Empowerment of 20% Local PMA Workers TPP ASN Local Farmer Rice Incentives People's Economy Festival
2	Program Development	Arabica Coffee Cutters Farmers People's Maize Plantation E-Tapping Tax Revitalization of Geo Thermal Energy Liaison Officer for Village and Village Rubber 4-S Auction UN NJOP Extensification
3	Public service	Infrastructure Connectivity Universal Health Coverage Expansion of the Domestic Gas Network Population and Civil Registry Innovation Room Educational visit to the Mini Library Public Safety Center 119 Mobile dental health services

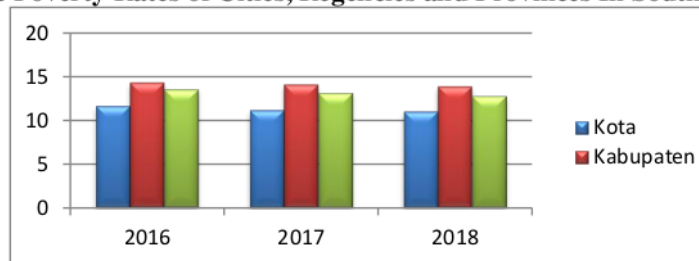
4	Good administration	E-Sumsel E-Planning E-Budgetting Minerba E-PNBP Integrated District Administrative Services Micro, Small and Medium Business License Orderly Local Labor Administration
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(Source: Regional Development Planning Board of South Sumatra Province, 2019).

The performance outputs with the program of activities to advance the welfare and economy of the people in the area of South Sumatra Province, among others, can be measured by 3 (three) indicators, namely; (1) poverty rate is closely related to human ability to fulfill basic needs, such as clothing, food, housing, transportation, and communication (Chu, 2012). 2) economic growth related to per capita income levels, ability to increase purchasing power, and standards for being able to be categorized as decent living for humans in an area (Cascio, Moore, & McGlone, 2019; Hou, Walsh, & Zhang, 2015). 3) regional own-source revenue (PAD) related to the ability of a region to explore the financial potential of natural resources and manufacturing (Narayan, 2005; Roşoiu, 2015).

Referring to the data published by the Central Bureau of Statistics (2019) and kaledeiskop of the Province of South Sumatra in 2019 with the vision of "South Sumatra Advancing for All", then the poverty rate, economic growth rate, and regional original income figures are presented in the following table;

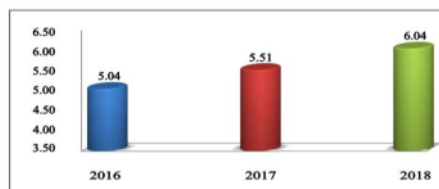
**Table 2**  
Average Poverty Rates of Cities, Regencies and Provinces In South Sumatra



(Source: South Sumatra Regional Development Planning Agency, 2019)

The poverty rate indicator in each region is significantly related to economic growth;

**Table 3**  
South Sumatra Economic Growth



(Source: South Sumatra Regional Development Planning Agency, 2019)

Indicators of poverty and regional economic growth rates will be reflected in regional own-source revenue (PAD) which can finance government activities and regional development consisting of; (1). Regional Taxes from the Central, Province, Regency and City<sup>10</sup>). Regional contributions from general services, business services, and certain licenses; (3). Results of regionally owned companies and the results of the management of separated regional assets; 4). Other legal Local Original Revenue (PAD) (Santosa, 2005);

**Table 4**  
**PAD in South Sumatra Province (Billion Rupiahs)**

No	Provinsi/Kabupaten/Kota	In 2016	In 2017	in 2018
1	Palembang	781,413	1.091.704	953,302
2	Lahat	184,972	164,495	112,571
3	Musi Banyuasin	169,012	182,983	210,234
4	Muara Enim	150,912	226,929	232,468
5	Ogan Ilir	109,762	95,711	55,362
6	Ogan Komering Ilir	108,002	222,961	235,946
7	Banyuasin	104,218	125,984	140,602
8	Musi Rawas	96,743	151,594	106,289
9	Ogan Komering Ulu	87,578	172,013	156,622
10	Lubuk Linggau	75,797	115,521	105,606
11	Prabumulih	86,253	119,192	90,910
12	OKU Timur	69,357	77,706	85,235
13	Pagar Alam	51,113	65,538	73,600
14	OKU Selatan	35,696	98,465	42,993
15	Musi Rawas Utara	32,174	57,580	30,141
16	PALI	26,350	56,934	74,293
17	Empat Lawang	22,347	68,806	32,217
18	Sumatera Selatan	2.143,637	2.546,177	3.031,633

(Source: South Sumatra Regional Development Planning Agency, 2019)

## RESEARCH METHODS

The proposition proposed is that to improve the significant performance of the Regional Government in South Sumatra Province with the effect of self-efficacy and affective commitment variables, it requires competitive shared leadership as a mediating variable that has a positive and effective impact. The hypothesis formulated from proposition integration is as follows<sup>14</sup>

1. Self-efficacy has a positive and significant impact on the implementation of competitive shared leadership with local government in South Sumatra Province.
2. Affective commitment<sup>13</sup> has a positive and significant impact on competitive leadership that is competitive in local government in South Sumatra Province.
3. Self-efficacy has a positive and significant impact on the performance of local government in South Sumatra Province.
4. Affective commitment has a positive and significant impact on the performance of local government in South Sumatra Province.

5. Competitive shared leadership has a positive and significant positive impact on the performance of local government in South Sumatra Province.
6. Self-efficacy has a positive and significant impact on the performance of local government in South Sumatra Province through mediation of competitive shared leadership.
7. Affective commitment has a positive and significant impact on the performance of local government in South Sumatra Province through mediation of competitive shared leadership.

The methodology used in this research is descriptive and quantitative. Using primary, secondary, and data collection techniques through literature and questionnaire mechanisms. Respondents will be examined as many as 228 people with SEM Lisrel analysis techniques 9.30. Hypothesis testing; SEM CR> 1.96 is significant and <1.96 is not significant.

## FINDINGS AND DISCUSSION

### The Role of Phenomena in Research

From the description of the phenomenon of the performance indicators previously disclosed, raising a fundamental question that will be the key of this research is "how is the effort to improve the performance of local government in South Sumatra Province with indicators of innovation, program development, public services, and administrative processes for reduce poverty, increase economic growth, and increase local income? ".

The theoretical performance improvement of regional government is caused by effective self-efficacy and affective commitment, which among others are developed by the Head of the Regional Apparatus Organization as an effective human resource asset to achieve organizational goals that are planned and regulated in certain time stages ([Getachew & Zhou, 2018](#); [Kelliher, Reinl, Johnson, & Joppe, 2018](#); [Latorre, Guest, Ramos, & Gracia, 2016](#); [Loomba & Karsten, 2019](#)). Why self-efficacy and affective commitment are seen as determining factors in improving organizational performance. This can be explained with the following arguments;

1. Self-efficacy brought through the process of heredity or birth that is owned by individuals which consists of beliefs about something that is the result of thought though, interaction between personal, and psychological. The capacity is meant to be able to design techniques and strategies to achieve goals optimally and with minimal risk in various circumstances ([Bandura, 1997](#); [D. K. Hsu et al., 2019](#)). Associated with social cognitive theory, beliefs and self-efficacy are developed with (1) sensory experience. (2). Setting goals and evaluating targets. (3) Concrete solutions to problems. (4) Strength of expertise ([Bandura, 1997](#)). Therefore, self-efficacy plays an important role in improving organizational performance ([Kulviwat, C. Bruner li, & P. Neelankavil, 2014](#)).
2. Someone said to have a high commitment to the organization, can be identified from the voluntary desire of members to be bound to the organization, affective commitment in the form of attitudes or forms of behavior towards the organization in the form of loyalty and achievement of the vision, mission and goals of the structural identity organization, and see the match between values their personal values with the mission of the organization ([Fernandez-Lores, Gavilan, Avello, & Blasco, 2016](#)). These psychological ties strengthen members' commitment to the organization and will not leave it voluntarily ([Parul & Pooja, 2017](#)). This shows that employees are emotionally bound, identifying themselves,

and actively involved in the organization (Skoludova & Kozena, 2015). Affective commitment can be assessed with indicators of compliance or integrity, a strong belief in one's abilities, an equal position with others, and placing work as a priority (Han, Lee, Beyerlein, & Kolb, 2017).

### Previous Research

Several studies on the importance of self-efficacy and affective commitment to improving organizational performance are studies that have attracted the attention of scientists and practitioners working in the science of human resource management.

Conceptually significant relationships or influences between self-efficacy and improved organizational performance can be found in research; (1). Research on the relationship between transformational leadership and collective self-efficacy and the role of moderation from perceived support and organizational performance. Research findings reveal that transformational leadership has a positive and significant impact on collective self-efficacy and positive organizational performance improvement (Getachew & Zhou, 2018). (2). The effect of creative self-efficacy on innovative behavior is found to be more influential when employees work under strong pressure. Consistent with social cognitive theory, these results indicate that fostering innovative behavior among employees with higher levels is more successful at improving performance (Newman, Tse, Schwarz, & Nielsen, 2018). (3). Self-efficacy affects cognitive perception and emotional reactions. Specifically, self-efficacy was found to play a substantive role in shaping individual attitudes through cognitive and affective routes (Kulviwat et al., 2014). (4) The human resource climate mediates part of the relationship between self-efficacy, work and work involvement both directly and indirectly to improve organizational performance (Chaudhary, Rangnekar, & Barua, 2012; Kulviwat et al., 2014). (5). Career choices to improve performance are influenced by self-efficacy in human resource development (Song & Chon, 2012).

From the studies on self-efficacy above, it has shown that self-efficacy indicators produce a significant impact on the performance of leaders, employees and organizations. However, there are also studies and research on self-efficacy that are integrative and structured, but do not have a significant impact on the performance of leaders, employees and institutions or have a research gap; (1). Research that constructs quality self-efficacy and is motivated can help improve organizational performance, but due to organizational obstacles, results in a failure to improve performance (Loomba & Karsten, 2019). (2). Not all neural self-efficacy studies can improve organizational performance and are ineffective at reaching women and may need to be redesigned comprehensively and systematically (Shinnar, Hsu, & Powell, 2014). (3). Research on creative self-efficacy does not have a significant impact on improving organizational performance, must be supported by innovation and attributes simultaneously for competitive advantage (Terje Slatten, 2014). (4). Self-efficacy research has no impact on improving organizational performance. This is because the human resources recruited do not go through systematic planning (Fort, Jacquet, & Leroy, 2011).

In addition to the concept of self-efficacy having a positive impact and having gap research, the concept of affective commitment also has a positive impact on improving organizational performance. Conceptual studies and research on the relationship between affective commitment and significant organizational performance on; (1). Research on the exploration of the mediational effects of affective commitment to improve organizational



performance with responsible leadership through an effective, professional, and proportional assessment of effective affective commitments from employees (Haque et al., 2019). (2). Research to examine the impact of transformational leadership on manager performance through the mediating role of affective commitment, shows that transformational leaders promote employee affective commitment which in turn increases organizational performance (Ribeiro, Yücel, et al., 2018). (3) Authentic leadership that is tested with affective commitment. The research findings show that affective commitment mediates the relationship between authentic leadership which promotes employee communication which in turn can improve organizational performance (Ribeiro, Gomes, & Kurian, 2018). (4). Affective commitment plays an important and complex role in the relationship between social support and improvement in organizational performance. For employees who have high commitment, support from superiors can be more influential than employees who are less committed. Furthermore, this finding emphasizes the independent impact of social support felt above and beyond the effects mediated by affective commitment, thereby adding to the evidence in the debate about expanding the mediating effect of affective commitment (Fazio, Gong, Sims, & Yurova, 2017). (5). Research that places affective commitment as a mediating variable is also investigated in developing impact models from different dimensions of justice consisting of distributive, procedural, and interactional on improving organizational performance by considering the mediating role of affective communication. The results support the mediating role of affective commitment between organizational justice and performance improvement and show that overall justice has a greater effect on solid affective commitment than the specific dimension of justice (Swalhi, Zgoulli, & Hofaidhllaoui, 2017).

From studies and research on affective commitment provides an explanation that the indicators of affective commitment produce a significant impact on improving the performance of the organization, leadership, and employees. However, there are also studies and research on integrative and structured affective commitments that do not have an impact on improving organizational, leadership, and employee performance. There is a research gap; (1). Research on altruistic motives that are positively related to people-oriented citizenship behavior and affective commitment while egoistic motives are positively related to organizational-oriented citizenship behavior and negatively related to affective commitment. The results of the structural equation analysis have supported, affective commitment has mediated the relationship between motives and the two forms of citizenship behavior. However, altruistic motives have shown a negative relationship with affective commitment to improve organizational performance (Jain, 2016). (2). The study of the relative importance of intrinsic and extrinsic rewards as determinants of affective commitment and the influence of employee communication that influences the transfer of knowledge in the context of social enterprise in Spain. The reward system acts indirectly through the development of affective commitments needed to increase employee loyalty and increase their willingness to transfer their knowledge. Therefore, managers are required to develop affective commitment through a reward system, especially intrinsic rewards to be able to significantly improve performance (Martin-Perez & Martin-Cruz, 2015). (3). Research on the relationship of social identity and self-categorization theory with affective commitment. The research findings show that affective commitment does not mediate the relationship between organizational identification and organizational performance. This study contributes to the literature by integrating organizational identification and affective commitment, two different types of employee organizational engagement. Managers can use employee organization

identification to foster affective commitment, because it leads to various attitudes and effective organizational performance improvements (W. Lam & Liu, 2014).

### Research Gaps

Guided by the various studies previously described in the conceptual relationship of self-efficacy and affective commitment to organizational performance produce research gaps that are inconsistent or interesting contradictions for further study with locus and focus of research that is different from the approach of human resource management science.

Therefore, the research framework with independent variables namely self-efficacy (X-1) and affective commitment (X-2) on organizational performance (Z-1) that will be implemented is developing a concept to resolve the research gap above, namely the concept of shared leadership based competitiveness (competitive shared leadership) by conducting a scheme of synthesis of leadership theory and symbolic interaction theory with goal setting as a grand theory which is the basis of the concept of organizational performance supported by social cognitive theory.

The use of goal setting theoretically as a grand theory supported by leadership theory, symbolic interaction theory, and social cognition theory is based on several considerations, among others; (1). If an organization has leaders who have good self-efficacy and high affective commitment, and has a joint leadership style that is competitiveness-based, then he will always think of how to develop what he has to be used in pursuing a career and improve performance in his organization . (2). If the organization has leaders who have good self-efficacy and have a high affective commitment, and a leadership style that is based on competitiveness, it will always think whether it will benefit the work environment. (3). A leader who has good self-efficacy and has a high affective commitment will always think whether his self-efficacy and affective commitment can improve his soft skills and can be applied in other organizations if one day he changes work with a different position (Elo, Benjowsky, & Nummela, 2015).

The studies on joint leadership in its role to improve performance is also one of the studies that have been carried out by many Human Resource Management Science researchers (Han et al., 2017; Houghton, Pearce, Manz, Courtright, & Stewart, 2015; J. S.-C. Hsu, Li, & Sun, 2017; Muethel & Hoegl, 2013). Research conducted as a follow up to the development of information systems training shows that joint leadership has a positive impact on employees' affective, cognitive, and behavior. Joint leadership and improved organizational performance will become stronger when the task is more complex (J. S.-C. Hsu et al., 2017). The influence of joint leadership in the survey of Postgraduate alumni training participants has a significant impact on coordination activities, commitment to achieve goals, and knowledge sharing which can ultimately improve organizational performance (Han et al., 2017).

In relation to the role of organizational solidarity, joint leadership can proactively increase team solidarity which ultimately improves organizational performance through mediating the climate of empowering logic and group solidarity. In addition collaborative capacity and collaborative context are two potential modulators (Houghton et al., 2015). The team that implements joint leadership will have an impact on joint responsibilities among members because it is mutually beneficial. There are three indicators of effective shared leadership, namely knowledge-based relationships, knowledge sharing, and contributing leadership styles and communication skills (Muethel & Hoegl, 2013).

Referring to the role of the dimension of interaction in organizations, joint leadership is an important dimension in developing information systems that emphasize the importance of

shared leadership and vertical leadership. The comparative interaction between shared leadership and vertical leadership, found the results that shared leadership with intervention can improve the performance of information systems development (Han, et.al., 2017; Houghton, et.al., 2015; JSC Hsu, et.al., 2017). In addition, joint leadership is positively related to interaction in terms of sharing knowledge and affective commitment to overcome organizational challenges that are ultimately related to improving organizational performance (Srivastava, Bartol, & Locke, 2006). Knowledge, affective, and team cohesive shared leadership to improve performance (Tung & Chang, 2011).

To improve the performance of local government in South Sumatra Province which will be the object of research, leadership style is used to make changes together based on competitiveness with a focus on good modern organizational indicators, applying technology, having broad networks, and prioritizing the sustainability of work programs (Campón-Cerro, Hernández-Mogollón, & Alves, 2017; Husain, Dayan, & Di Benedetto, 2016; Skoludova & Kozena, 2015).

A focus on modern organizational indicators is a fundamental prerequisite for improving an organization's performance in order to have a competitive advantage (Legaard, 2006). Modern organizations are dynamic, flexible, work based on tasks, are team oriented, prioritize participation in decision making, have lateral and network relationships, and work within broad time limits (Steven, 2017; Robbins, 1995). In addition, modern organizations also have an open nature in which all elements of the organization as a unit are mutually dependent on one another. The development of modern organizations began at the end of the contingency movement by prioritizing openness as the main supporter and driver of an organization's competitive advantage (Cui & Jiao, 2018; Skoludova & Kozena, 2015).

In addition to modern organizational indicators, another thing that causes the leadership style to make jointly competitive changes that lead to competitive advantage is the ability to apply technology (Verma, Bhattacharyya, & Kumar, 2018). Technology in organizations related to design or design as a tool to accelerate work accurately to achieve an expected result (Robert L, 2004). The benefits of using technology continue to be guided by rationality and have the characteristic of efficiency in every organizational activity (Rogers, 1986). Associated with individual behavior, technology is demanded for effective communication delivery in delivering an effective message, directed message, available channels, two-way feedback between communicants and communicators in harmony, narratives understood by both parties, and can consistently improve organizational performance (Maloney & McCarthy, 2017).

The following indicator is the extent of the network is also a crucial prerequisite for leadership style to make changes together competitively (Husain et al., 2016). A broad network is integrated and explored as one of the factors supporting the competitiveness of the organization. Research conducted on business organizations in India has tested mediation models that use organizational network variables, innovation, competitiveness, and strategic effectiveness. The study findings show that organizational networks have a positive impact on competitiveness and innovation to improve organizational performance (Estrada, 2011). Therefore, an organization's network can be formed from simultaneous interpersonal relationships, between personal and institutions, and between institutions. Organizational networks are indicators that require support for self-efficacy, trust and affective commitment (Newmann, 2010). The notion of the influence of networks concerning the quality of information will tend to acquire new individuals who open up wider horizons for individuals. The role of

structural ties contributes to bridging individual relations, interpretation of organizational actions carried out in individual interactions, and strengthening organizational networks that require the continuity of intensive collaboration (Granovetter, 2005).

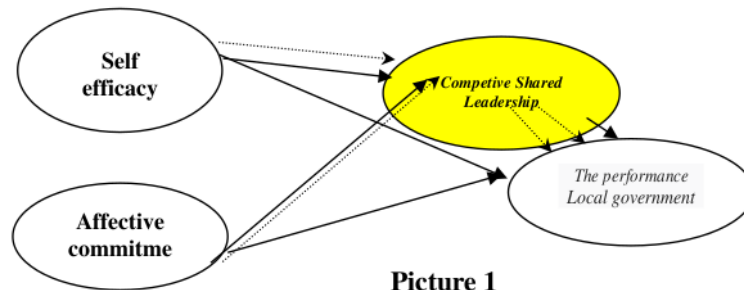
A level indicator that can also improve performance as a positive impact of the leadership style of making changes together in a competitive manner is a sustainable work program (Krause, Feiock, & Hawkins, 2016; Rau, Goggins, & Fahy, 2018). The focus in implementing sustainable work programs aims to achieve organizational goals and long-term value for integrated organizational management (Krause et al., 2016). Management involvement in the organization will be further strengthened if it has sustainable goals which are articulations of the organization's vision, contributes to organizational values, encourages interaction management, and for employees will relate organizational goals with their significant identification and impact (Claudia, Rainer, & Florian, 2016).

The role of leadership style to make changes together competitively is needed in organizations to manage and measure performance, achieving performance improvement with a holistic approach to management, loyal organizational beneficiaries, and interested shareholders. Therefore, sustainable work programs can be understood and used as guidelines by decision makers at various levels of the organization according to the planned fields and time stages (Pérez & Rodríguez del Bosque, 2014).

An ongoing work program becomes crucial in an effort to improve organizational performance due to; (1). Achievement of performance referred to there is a balance that reflects the positive and negative aspects periodically; (2). Organizational comparability that must record information and performance to stakeholders from time to time; (3). Continuous performance can be measured its level of accuracy, timeliness, and reliability of accountable benchmarks obtained from stages that have been tested stages and targets to be achieved (Sener, Varoğlu, & Karapolatgil, 2016).

The description of leadership style indicators to make changes together competitively with the aim of improving organizational performance becomes the basis for developing a conceptual model of research that uses independent variables namely self-efficacy (X-1) and affective commitment (X-2) on organizational performance (Z-1) as a dependent variable and develop a concept of mediating variables to resolve the research gap above, namely shared leadership with competitiveness with a synthesis of leadership theory schemes with interaction theory to strengthen the grand theory of goal setting supported by social cognition theory.

The phenomenon of organizational performance that focuses on innovation, program development, public services, and organizational administration processes with indicators of poverty rates, economic growth rates, and local original income is used as a basis for empirically testing the conceptual model referred to in local government in South Sumatra Province. Why South Sumatra Province is the object of research, one of the supporting factors is the Head of the Organization of the regional apparatus as respondents believed to have high self-efficacy, trust, and affective commitment in improving organizational performance. Selected respondents have held positions for at least 2 (two) years, worked for more than 20 years, experienced in administrative and supervisory positions, carried out effective tasks in positions as executors or staff, participated simultaneously in tiered technical education, and leadership education and training at least two levels.



**Picture 1**

**Empirical Model of Research Design**

Based on the descriptions above with research gap research in the form of competitive leadership concept, this research is entitled: "Self Efficacy, Affective Commitment, Competitive Shared Leadership and Performance of Regional Government in South Sumatra Province".

**Formulation of Problems**

Referring to the background of the problem, phenomena, theories, concepts, and gaps in the research gap can be reconstructed the problems to be studied;

1. There is a conceptually close relationship between self-efficacy and affective commitment with organizational performance ([Getachew & Zhou, 2018](#); [Haque et al., 2019](#); [Kelliher et al., 2018](#); [Loomba & Karsten, 2019](#)).
2. There is a gap between or mediation that needs to be studied more deeply as a motivating variable hypothesizing the role of leadership styles that make changes together competitively to improve organizational performance as a result of self-efficacy and affective commitment.

From the description of the aforementioned issues, the main problem in this study is "How does the influence of leadership styles that make changes together compete as a competitive mediation on improving organizational performance which is the impact of self-efficacy and affective commitment?".

In this study there are theories and concepts that are used as a basis, namely the theory of goal setting put forward first by Dr. Edwin Locke ([Latham, 2016](#)), leadership theory proposed by Thomas Carlyle ([Haque et al., 2019](#)), Social cognition theory was pioneered by Bandura ([Bandura, 1997](#)), and symbolic interaction theory by Herbert Mead ([Moura, Beer, Patelli, Lewis, & Knoll, 2017](#)) which is used as an entry gap for constructs that were built and as a knife for analysis in this study.

This research seeks to develop research problems comprehensively, elaborating on existing research indicators, so that the research questions to be asked are;

1. How can self-efficacy and affective commitment be able to improve performance directly or through mediating leadership styles that make changes together competitively?
2. What is the conceptual role that is built from the leadership style to make changes together to be competitive in improving organizational performance?

**CONCLUSION AND SUGGESTIONS**

The paper presented is still in the form of a research design that still needs further testing of the hypotheses and updates that will be found. Therefore, various inputs are needed for this

conceptual completeness with the hope that it can be used in its implementation to improve the performance of regional government.

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