

The Influence of Self-Efficacy, Trust and Affective Commitment on Competitive Share Leadership

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Abstract

Leadership performance is an important topic for in-depth research because it is closely related to the record of the results obtained from job functions in an organization. The purpose of this study was to analyze the impact of self-efficacy, trust and affective commitment to competitive share leadership in government organizations in South Sumatra Province, Indonesia. The survey was conducted on 230 respondents, namely leaders of organizations / institutions in government. The side technique is done by systematic random sampling. The data analysis technique was carried out by using the Structural Equation Models (SEM) approach with the help of the LISREL program. The results showed that self-efficacy had a negative effect on competitive leadership, but it was not statistically significant. The factors of trust and affective commitment have a positive and significant effect on joint leadership competitiveness in government organizations in the province of South Sumatra, Indonesia. Attitudes and beliefs from 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 the self-efficacy brought about through the process of heredity or birth which 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 share leadership.

Keywords

Affective Commitment, Competitive Share Leadership, Self-Efficacy, Trust.

1. Introduction

The public service factor in its implementation is an added value or something that supports the success of performance to be even better than without good public service (Hyndman & McKillop, 2018). Broadly speaking, it is perceived that public services, if implemented completely, will 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 given services (Scupola & Zanfei, 2016). Service to the community by regional government leaders as an effort to provide assistance and convenience to the community in order to achieve goals. Whether it is primary services in the form of the provision of goods and services by the regional government, which is the only organizer, or secondary services in the form of providing public goods and services not only by regional governments but also by third parties based on applicable regulations (Lim et al., 2018).

They are guided by the importance of leadership performance with a measurable active research area, the topic of this research is how to improve the performance of regional government leaders which is viewed theoretically as the impact of the effectiveness of self-efficacy, trust, and affective commitment carried out by the Head of Regional Apparatus Organizations as resource assets. significant people to achieve organizational goals that have been planned and arranged in certain stages of time (Getachew & Zhou, 2018; Kelliher, Reinl, Johnson, & Joppe, 2018; Latorre, Guest, Ramos, & Gracia, 2016; Loomba & Karsten, 2019). The purpose of this study was to answer why self-efficacy,

trust, and affective commitment were seen as determining factors in improving leadership performance. The study of self-efficacy, trust, and affective commitment to improving the performance of organizational leaders is a study that has attracted the attention of scientists and practitioners involved in human resource management.

The specific purpose of this research is to analyze:

1. The effect of self-efficacy to competitive share leadership of regional government leaders in South Sumatra Province.
2. The influence of trust to competitive share leadership of regional government leaders in South Sumatra Province.
3. The influence of affective commitment to competitive share leadership of regional government leaders in South Sumatra Province.

2. Literature Review

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

2.1. Self-efficacy

Self-efficacy is an individual's ability to succeed in doing something or someone's belief in his ability to control a situation and produce something profitable. This is supported by the capability to design techniques and strategies to achieve goals optimally and with minimal risk in various circumstances (Bandura, 1997). The results of a scientific and measurable study (Kulviwat, C. Bruner Ii, & P. Neelankavil, 2014) show that the failure that is often experienced by individuals is due to their inability to implement their competences completely. From the results of a comprehensive study by Çelik, 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 desired and tangible goals in optimal individual strategies to achieve goals desired formulated long ago according to Bandura (1997). Based on social cognition theory, self-efficacy is developed and strengthened in four strategies, namely (1). Individual strength. (2). Comprehensive capability. (3). Individual experience. (4). Psychological state (Bandura, 1997). Self-efficacy affects a person's belief in whether or not the goals have been achieved. It is further stated that positive self-efficacy is a person's belief that he is able to achieve the job or achievement he wants (Çelik et al., 2016).

2.2. Trust

Trust is a concept related to an 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 desires or goals of other people's behavior that must be accepted and understood (Jena, Pradhan, & Panigrahy, 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 give confidence in something. (Suhr & Shay, 2014).

Trust is related to a sense that they will be able to need each other, take advantage of each other, always communicate with each other and provide mutual assistance through an open attitude, can understand differences, and generate love in various interactions. Building trust which is a dynamic phenomenon involving mental problems based on a person's situation and social context, for example when someone is to make a decision, he will prefer decisions based on the choices of people he can trust more (Alarj, Abidin- Mohamed, & Bustamam, 2016).

2.3. Affective commitment

Affective commitment is part of organizational commitment which is an interesting concept that is widely researched in the field of Human Resources development (Parul & Pooja, 2017). The importance of commitment in various organizational environments to get more comprehensive results regarding employee behavior and performance (Naim & Lenka, 2017). Commitment is interesting and is reflected in various reviews by researchers (Weng, McElroy, Morrow, & Liu, 2010). Parul and Pooja (2017) identified 5 (five) forms of commitment related to work, position, duties, organizations and trade unions in the form of systematic concentric circles; work involvement, affective

organizational commitment, sustainable organizational commitment, work commitment, and work ethic encouragement. Commitment is a central concept in individual employees which can be translated as a willingness to be in an organization (Wasti & Can, 2008). Cooper and Viswesvaran in their research published a taxonomic theory of commitment that is structured in stages (Gaudet & Tremblay, 2017), namely organizational commitment, career commitment, work ethic drive and commitment to unity. Jaros (2007) has conducted a comprehensive study of organizational commitment. The result is that employees have a simultaneous commitment based on emotional attachment, have obligations to the organization, and the perception that there is a big loss if they leave the organization (Han, Lee, Beyerlein, & Kolb, 2017).

2.4. Competitive Share Leadership

Transformational leadership theory is the basis of the concept of shared leadership (Getachew & Zhou, 2018; Hans & Gupta, 2018). Transformational leadership strategies that prioritize the influence of idealization, inspirational motivation, intellectual stimulation, and individual consideration (Deichmann & Stam, 2015). The leadership pattern that makes him a role model, idol, and icon for the community is closely related to the idealist influence model. Leadership patterns 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 which can be identified with the intellectual stimulation model (Sandvik, Croucher, Espedal, & Selart, 2018). The transformational leadership model prioritizes various breakthrough and innovation programs and promotes education and training patterns to achieve leadership goals can be categorized as an individual consideration model (Ding, Li, Zhang, Sheng, & Wang, 2017).

Co-leadership is based on the idea that more than team members can lead to make changes (Han, Lee, Beyerlein, & Kolb, 2017; Hsu, Li, & Sun, 2017). In addition, there are similar characteristics among these definitions. Collective leadership recognizes the interdependence of leadership through shared achievements, shared responsibilities, and the importance of teamwork to make change (Houghton, Pearce, Manz, Courtright, & Stewart, 2015). The model of shared leadership emphasizes the need to distribute leadership tasks and responsibilities across hierarchies (Han et al., 2017). Pearce & Conger (2002) described co-leadership as a process of interactive and dynamic influence among individuals in a group for which the goal is to help each other towards the achievement of group or organizational goals. Co-leadership involves interactive behavior, such as communicating, influencing, making suggestions and holding people accountable (Cheshin, Amit, & van Kleef, 2018).

3. Methods

This type of research is a descriptive study with a quantitative approach which 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 expential survey approach.

4. Data Collection

The scope of analysis is limited to the influence of self-efficacy, trust, and affective commitment to competitive leadership with empirical studies in South Sumatra Province. Research respondents were State Civil Servants in South Sumatra Province who had held the position of Head of Regional Apparatus Organizations for 2 (two) years, worked more than 20 (twenty) years, experienced in administrative and supervisory positions. The total number of respondents was 230 consisting of Heads of Services, Heads of Agencies and Heads of Bureaus in Provincial Governments and 17 Regencies / Cities in South Sumatra. The data analysis technique was carried out using the structural equation models (SEM) approach with the help of the LISREL program.

5. Results and Discussion

5.1. Responden Profile

The unit of analysis in this study was the Regional Apparatus Organization, totaling 230 samples. This research has involved various OPDs in South Sumatra Province which are spread over 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 aged 45-49 years, there were 36 percent or 83 respondents aged 50-55 years, 8.7 percent were over 55 years old, there were 8.3 percent aged 40-44 years and only there are 1 percent or 3 respondents who are less than 40 years old. Most of the respondents (55%) had master's education level, 43 percent (98 respondents) had a bachelor's degree and only 2.6 percent or 6 respondents had doctoral education.

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 carried out to see the ability of indicators to explain latent variables. The amount of the indicator in explaining the latent variable is stated by the loading factor. The greater the factor loading value indicates that the indicator is 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).

Reliability test is done by calculating construct reliability (CR) and Average Variance Extract (AVE) with the criteria that an instrument or variable is declared to have good reliability if $CR \geq 0.7$ and $AVE \geq 0.5$. 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 CR value is calculated with the following formula (Hair et al., 2014).

$$CR = \frac{(\sum \lambda)^2}{(\sum \lambda)^2 + \sum e} \quad , \quad \text{where } \sum e = \sum (1 - \lambda^2) \quad , \quad \text{while } AVE = \frac{\sum \lambda^2}{\sum \lambda^2 + \sum e}$$

The CFA model will be formed in several stages to get a fit CFA measurement model, meaning that it meets various criteria for model fit, so that the model shows valid and reliable (Gunarto et al., 2018a; Gunarto et al. 2018b).

5.2.1. Measurement Model on Self-Efficacy Variables

The CFA model for the Self-Efficacy (SE) variable consists of 6 indicators, as shown in Figure 1.

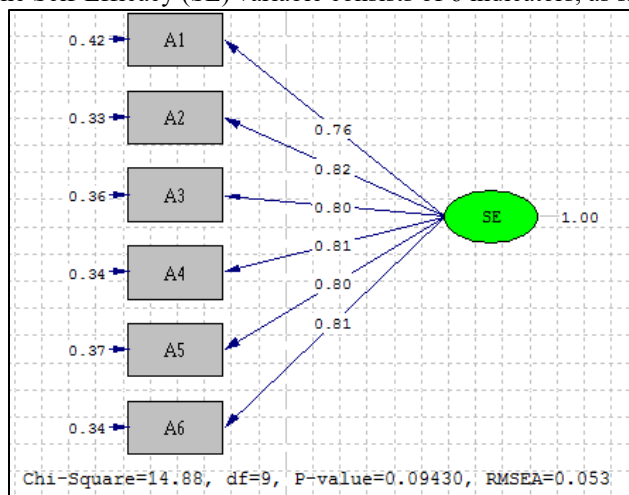


Figure 1. CFA Estimation Results for Self-Efficacy Model

Based on Figure 1, it can be seen that the CFA results for the Self Efficacy variable obtained the factor loading value for all indicators greater than 0.5. This shows that all indicators that form the Self Efficacy variable are valid. The reliability value of the Self Efficacy variable is described in Table 1.

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

Indicator	Factor loading (λ)	Square Factor loading (λ^2)	Error (e)	Note
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
Total	4,800	3,842	2,158	
<i>Construct Reliability (CR)</i>		0,914		Reliable
<i>Average Variance Extract (AVE)</i>		0,640		

Table 1 shows that the CFA Self Efficacy model with six 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 Self Efficacy variable with six

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 CFA model for the Trust variable consists of 6 indicators as in Figure 2.

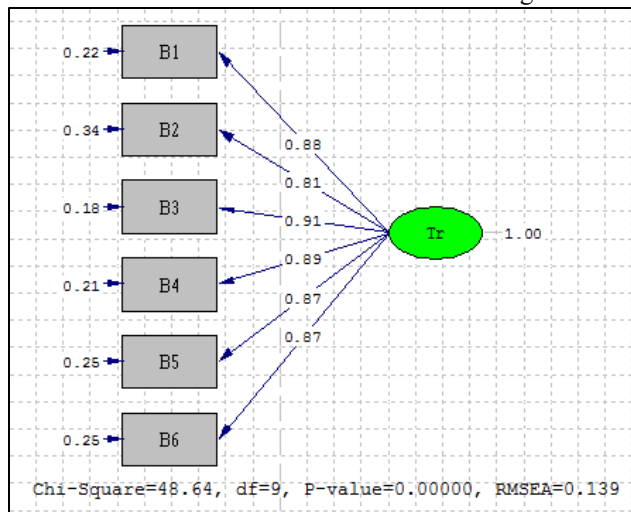


Figure 2. CFA Estimation Results for the Trust Model.

Based on Figure 2, it is obtained that the factor loading value for all indicators of the Trust 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. The Value of Loading Factors and the Reliability Value of the Trust Model

Indicator	Factor loading (λ)	Square Factor loading (λ^2)	Error (e)	Note
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
Total	5,230	4,565	1,436	
<i>Construct Reliability (CR)</i>		0.950		Reliable
<i>Average Variance Extract (AVE)</i>		0.761		

Based on Table 2. The trust model with six 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 Trust variable with six 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 CFA model for the Affective Commitment variable consists of 6 indicators, as in Figure 3.

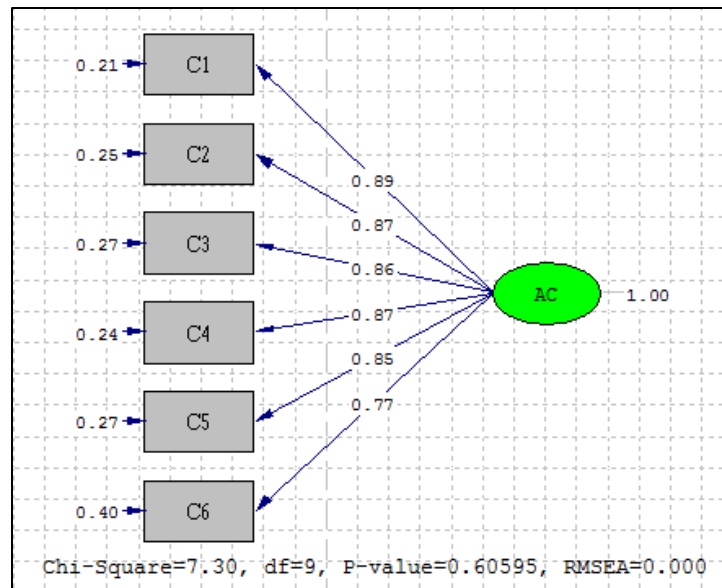


Figure 3. CFA Estimation Results for Affective Commitment Model

Based on the CFA results for the Affective Commitment variable, the factor loading value for all indicators is greater than 0.5. This shows that all indicators that form 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)	Square Factor loading (λ^2)	Error (e)	Note
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
Total	5,110	4,361	1,639	
<i>Construct Reliability (CR)</i>		0.941		Reliable
<i>Average Variance Extract (AVE)</i>		0.727		

Based on Table 3 it shows that the Affective Commitment model 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 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 for the Affective Commitment variable are valid and reliable.

5.2.4. Measurement Model on Competitive Share Leadership Variables

The CFA model for the Competitive Share Leadership variable consists of 6 indicators as in Figure 4.

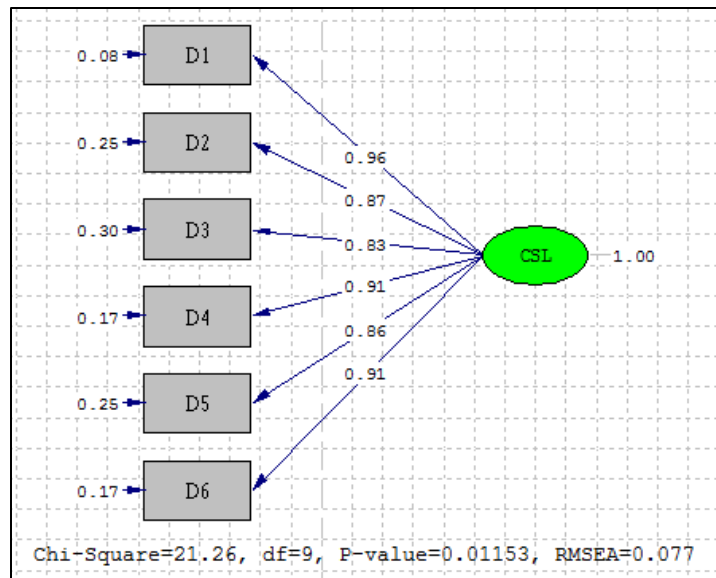


Figure 4. CFA Estimation Results for the Competitive Share Leadership Model

Based on the results of the CFA for the Competitive Share Leadership variable, the factor loading value for all indicators is more than 0.5. This shows that all indicators that form the variable of Competitive Share Leadership are valid. The reliability value of the Competitive Share Leadership variable is described in Table 4.

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

Indicator	Factor loading (λ)	Square Factor loading (λ^2)	Error (e)	Note
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
Total	5,340	4,763	1,237	
<i>Construct Reliability (CR)</i>		0.958		Reliable
<i>Average Variance Extract (AVE)</i>		0.794		

Based on Table 4, it is obtained that the initial CFA model of Competitive Share Leadership with six 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 variable Competitiveness Share Leadership with six 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 of measuring the variable Competitiveness Share Leadership are valid and reliable.

5.3. Structural Model Analysis

After the confirmatory factor analysis (CFA) for each variable, a structural model was formed. Estimation results for the structural model are shown in Figure 5.

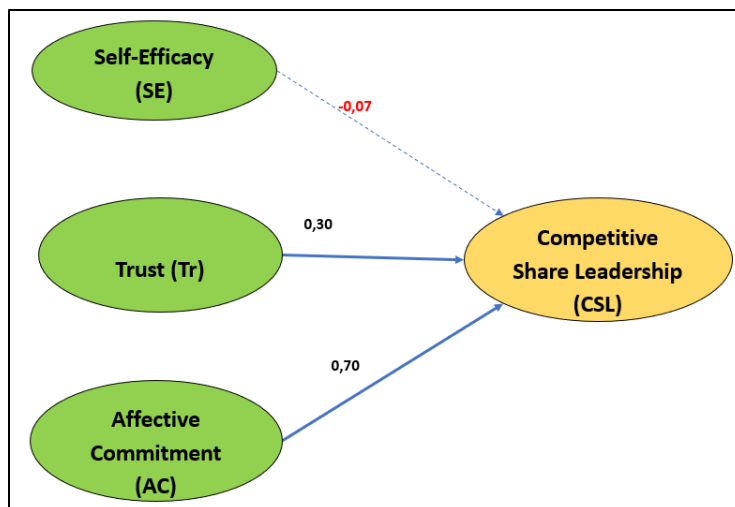


Figure 5. Structural Model

Figure 5 shows the magnitude of the parameter values on the relationship between the existing latent variables. Judging from the existing parameter values, it can be seen that the relationship between exogenous variables and endogenous variables is negative, and some are positive. The mathematical equation in this structural model can be written as follows.

$$CSL = -0.079*SE + 0.30*Tr + 0.70*AC, \quad R^2 = 0.81 \quad \dots(1)$$

Model (1) shows that Self-Efficacy, Trust and Affective Commitment together have an effect on Competitive Joint Leadership, where Affective Commitment has a dominant influence on Competitive Share Leadership, while Self-Efficacy does not have a significant effect on Competitive Joint Leadership. Competitiveness Share Leadership is positively influenced by Affective Commitment and Trust, meaning that if Affective Commitment and Trust increase, Competitive Share Leadership will also increase. The strength of model (1) in explaining the variation of the existing sample data is 81%.

The effect of creative self-efficacy on innovative behaviour was found to be more influential when employees worked under strong pressure. Consistent with social cognition theory, these results suggest that fostering innovative behavior among employees at higher levels is more successful for improving performance (Newman, Tse, Schwarz, & Nielsen, 2018). This result is in line with research (Kelliher, Reinl, Johnson, & Joppe, 2018) which states that there is a conceptually significant influence between trust and the performance of organizational leaders. The existence of a 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 skills, culture, motivation, work morale, work meaning, and increased organizational leadership performance. Affective commitment can be assessed by indicators of compliance or integrity, a strong belief in abilities or self-concept, being equal to others, and placing work as a priority (Han, Lee, Beyerlein, & Kolb, 2017).

6. Conclusion

The conclusions of this study are:

1. Self-Efficacy as a negative, but not significant, impact on the Share Leadership with Competitiveness in the government of South Sumatra Province. This means that more Self-Efficacy does not affect the Share Leadership Competitiveness in the government of South Sumatra Province is relatively sufficient.
2. Trust has a positive and significant effect on Competitive Share Leadership in the government of South Sumatra Province. This means that the stronger the trust that is in the employees, the better the Share Leadership Competitiveness in the government of South Sumatra Province.
3. Affective Commitment has a positive and significant effect on Competitive Share Leadership in the government of South Sumatra Province. This means that the higher the Affective Commitment that is in the employee, the higher the Share Leadership Competitiveness in the government of South Sumatra Province.

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